

# Impacts of Local Immigration Partnerships for Planning Immigrant Integration

*BMRC: Building Immigrant Resilience in Cities  
June 5, 2018 in Toronto*

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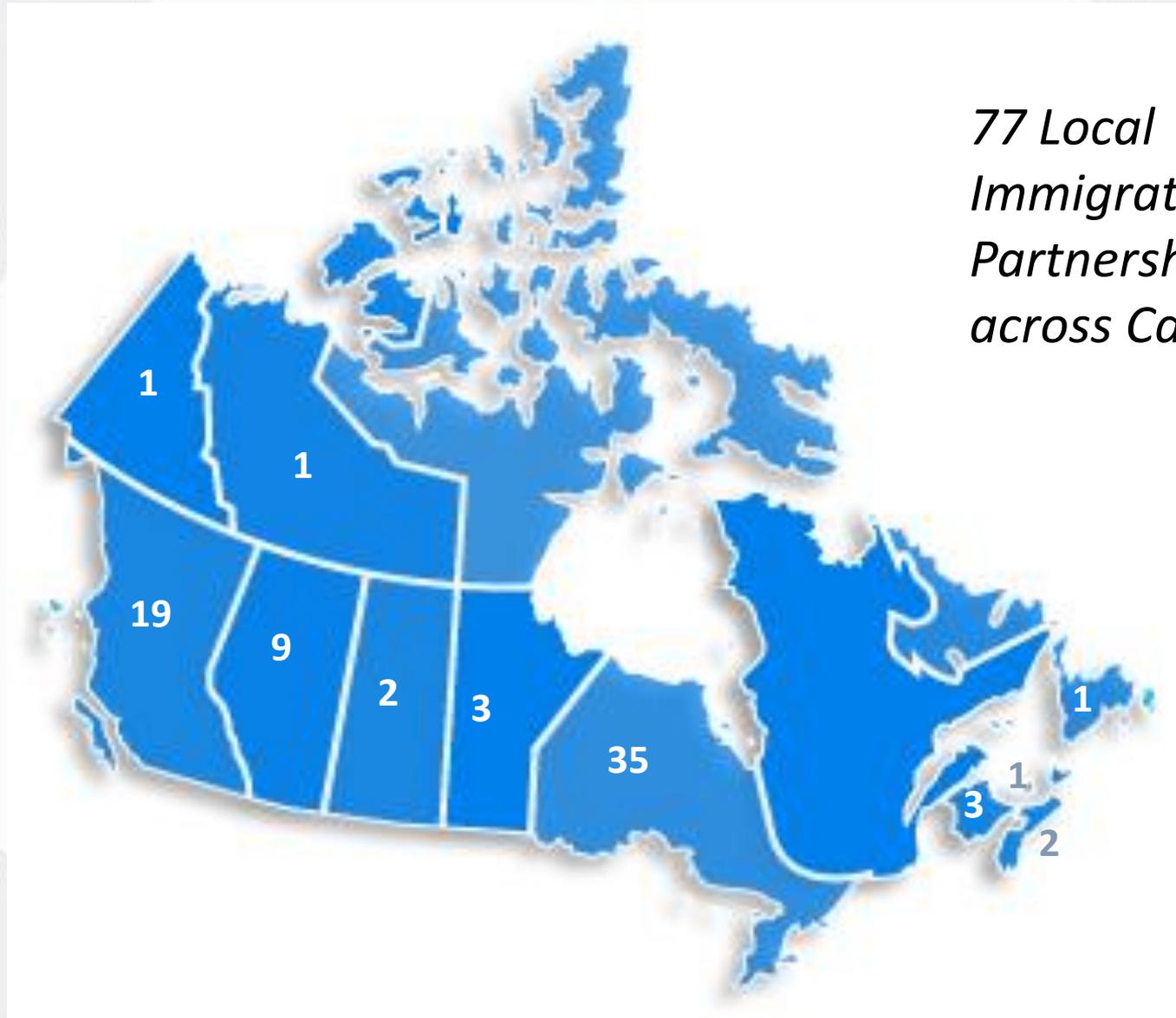
# Why LIPS? Settlement & Integration as a two-way street

- The Canadian model rests on the concept of settlement and integration as a **two-way street**:  
***Promoting what newcomers bring to Canada, and  
What Canada needs to offer newcomers.***
- The cohesion and vitality of Canadian communities depends upon the successful settlement and integration of newcomers.
  - Communities have recognized the value and benefits of having newcomers and the ***importance of making plans for their arrival and integration.***
  - ***Municipalities*** play a central role in delivering many services that impact the integration outcomes of newcomers.

# Local Immigration Partnerships (LIPs)

- LIPs are community-based partnerships that provide a collaborative framework to:
  - **Raise awareness around newcomers' needs** and engage a wide range of local actors in fostering welcoming communities;
  - Support **community-level research and strategic planning**;
  - Improve **accessibility and coordination of services** that facilitate immigrant settlement and integration (settlement organizations and mainstream institutions).
- **LIPs as collective impact initiatives**
  - LIPs come from a recognition that large-scale social change is the **result of better cross-sector coordination** rather than the isolated intervention of individual organizations.
  - They seek to bring **different actors to collaborate, innovate and change behaviors** in order to address complex and multi-faceted social needs. They create systemic change in local communities by increasing the capacity and coordination of all stakeholders.

# Local Immigration Partnerships across Canada (2017)



*77 Local  
Immigration  
Partnerships (LIPs)  
across Canada*

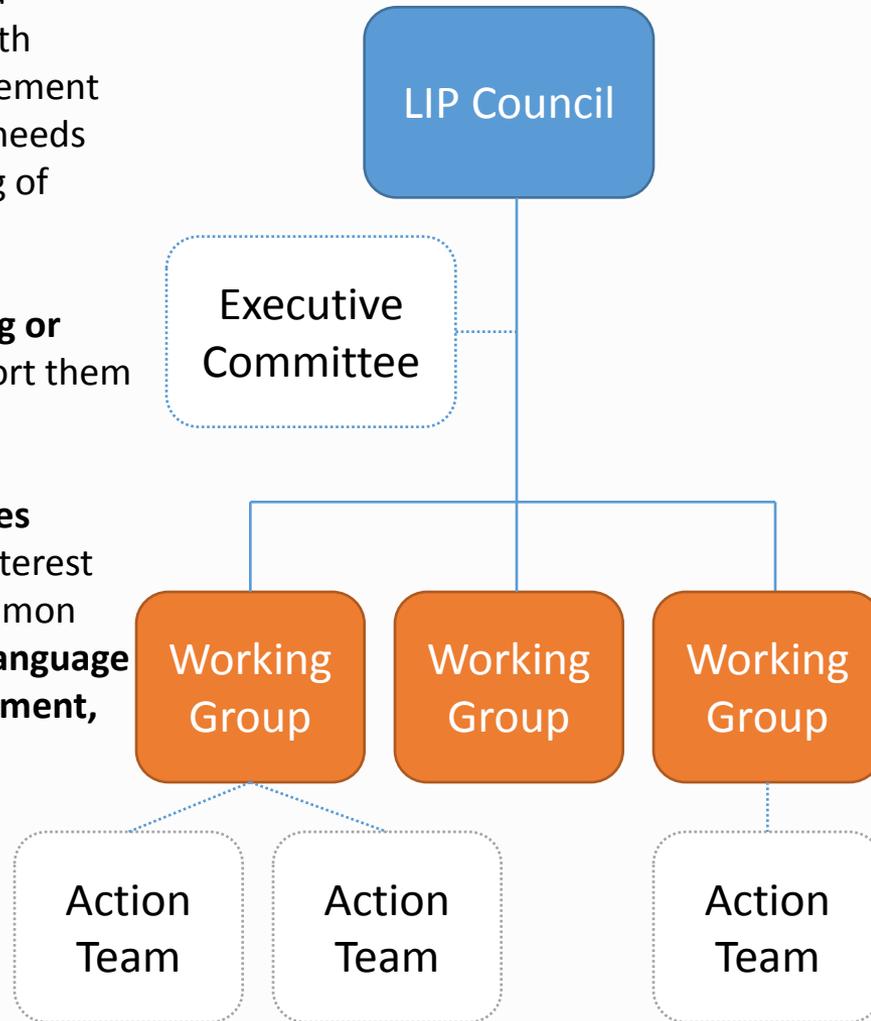
# Typical Structure of a Local Immigration Partnership

LIPs are steered by broad-based coordinating **councils** tasked with overall stewardship and management control over initiatives such as needs assessments and asset mapping of their community.

Some LIPs have created **Steering or Executive Committees** to support them in this work.

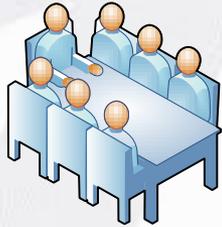
**Working Groups or Sector Tables** focus on particular sectors of interest or need in the community. Common themes include **employment, language training, social inclusion, settlement, health or youth**.

Some LIPs have created **Action Teams** to work on specific projects emerging from a Working Group.



A secretariat facilitates the LIP's work by coordinating and providing organizational support.

# Overview of LIPs – 5 Stages of Development



## 1. Establish council

- Broad-based and representative of the community
- Meets regularly
- Additional sub-councils and working groups as necessary



## 2. Conduct research

- For example, on demographics and trends in the community; existing services and supports for immigrants; and barriers to integration
- Includes needs of newcomers having never accessed settlement services



## 3. Establish a local settlement strategy

- Includes key priorities for action that would strengthen the ability of the community to be more welcoming and inclusive of newcomers.



## 4. Develop action plans to address local priorities

- Develop annual action plans to address local priorities
- Action plans present specific, measurable and time-bound activities to be implemented to support the local strategy. As much as possible, action plans should detail partners and funders that will ensure the success of the activities



## 5. Implement annual action plans

- Members of the LIP implement activities identified in the action plans.
- CIC-funded LIP staff (also referred to as the LIP secretariat) should act primarily as catalyst for the implementation

# Common themes and priorities for local communities

## Newcomer attraction, retention and business development

- Mentoring programs and internships
- Enhanced language training
- Employment and business information services

## Children and youth

- Social integration through activities conducted by mainstream organizations
- Improving information provided to newcomer parents about their children's educational opportunities and experiences

## Community civic resources

- Public transportation
- Services for immigrant women and seniors

## Education and education policy

- English language training
- Improving education supports and coordination of educational services
- Fostering cultural competence in schools

## Health and healthcare

- Improving mental health
- Removing systematic barriers to care and promoting cultural competency
- Enhancing health literacy

## Social, cultural and political inclusion

- Improving access and content of information about community services
- Increasing newcomer civic engagement
- Reducing racism and lack of cultural understanding in the host community

## Workplace integration

- Recruitment and bridging programs
- Recognition of international credentials
- More receptive organizational culture

# What's out there, nationally? (from IRCC data collected October 2016)

- LIPS Led by:
  - Settlement service providers (56%),
  - Municipal/regional governments (34%),
  - Other organizations (10%)
- 92% of LIPs had created a governance structure (such as a council)
- All LIPs councils or working groups included settlement service providers, mainstream service providers and municipal or regional government representatives.
  - **Two-thirds** of LIPs included provincial government partners and half included federal government partners
  - **Over 85%** included employers or employment bodies
  - **Over 85%** included research/academic organizations or umbrella organizations
  - **One quarter** of LIPs involved media partners
- 79% of LIPs surveyed had completed a strategic plan. Only 30% had completed implementation of their strategic/action plans, 53% said that implementation was in progress.

# Best Practices for LIPs

## LIPs were more likely to produce positive outputs when:

- The LIP central council includes members representing the **variety of community stakeholders** that have a role to play in settlement.
- **Mainstream organizations have representation** on the partnership council.
- The **city actively participates** in the majority of working groups (such as employment, education, health, etc.).
- The LIP plan is **presented to city council for endorsement** and is endorsed.

*Qayyum, A. et al. (2012). LIPs Organizational Best Practices.\**

## Municipal engagement in LIPs

Research confirmed the importance of municipal engagement in LIPs:

- **Enhance the credibility and visibility of LIPs**
- Expand LIPs **access to mainstream institutions** or economic stakeholders
- Strengthen LIPs' capacity to form expand the range of **productive partnerships**
- Strengthen LIPs' **planning capacity**
- Promote **efficiency and reduce duplication** both within the city bureaucracy and within the community at large

*Burstein, M. et al. (2012). LIP-Municipal Interactions and CIC's Strategic Interests.\**

*\*Both reports can be accessed on the Pathways to Prosperity website: <http://p2pcanada.ca>*

# Key points from LIP coordinators

*-Annual Performance Report For Community Partnerships (2014-15)*

- Importance of **laying solid groundwork during the early stages** of a LIP
  - the **right mix** of partners
  - **clarity of roles and expectations** and a visible benefit (especially true for employers)
  - **Working groups** serve to maximize members' time, connections, and expertise.
  - **Right balance** between the coordinator staff and community partners.



# Key points from LIP coordinators (continued)

*-Annual Performance Report For Community Partnerships (2014-15)*

- **Continuous communication and ongoing engagement** of partners is vital—many LIPs are using social media to engage more broadly.
- **Restructuring of the LIP membership** is often needed at different stages, particularly implementation.
- **Strategic Plans** are central to the work of LIPs.
  - Ensures activities stay on track.
- Importance of **peer support from other LIP coordinators**
  - Within some provinces/regions, networks have been created by LIPs to share information.



# Selected Settlement Program Evaluation Findings

- Overall, LIPs have been very successful in involving a **wider array of ‘non-traditional’** partners in the settlement process. However, the nature of these organizations’ participation can vary
- It was reported as most **challenging to get buy-in** from employers/employment bodies and mainstream service partners.
- There is a clear and **continuing need for cross-sectoral involvement and planning** in most communities to support newcomers, and these activities would likely not occur without LIPs or another enabling mechanism.
- LIPs have broadened the collaboration on, and profile of, newcomer issues in most communities by effectively **engaging non-traditional newcomer service providers (“mainstream” services)**.
- LIPs have made notable achievements, particularly in the areas of locally-relevant research, information sharing, partnership-building, and strategic planning, which has **resulted in a greater focus on newcomers and their issues** in many communities.

*(from IRCC’s “Evaluation of the Settlement Program - Local Immigration Partnerships (LIPs)”  
based on information collected October 2016)*

# Continued Need for LIPs...

- **86%** of LIPs report that **services are better coordinated** in their communities.
- **62%** of LIPs reported improvements in **cultural competence among mainstream** service providers.
- **56%** reported that the LIP facilitated the development of **innovative methods or models for service delivery**. Examples:
  - ✓ Toronto - Mental health navigation tool for frontline staff
  - ✓ Peterborough: Diversity training program
  - ✓ Peel: Intake survey for service providers, retention survey, asset mapping
  - ✓ Smiths Falls: Community pot lucks for newcomers and community members
  - ✓ Peterborough: Welcome Pass Program provides free or discounted admission to a variety of cultural, arts and recreational organizations and programs
  - ✓ Multiple LIPs: Improved response to settlement of Syrian refugees
- The majority of LIP stakeholders and IRCC staff agreed that there is a **strong need for service coordination and information sharing within their communities**, and that a LIP is an effective means of promoting these activities.

*(from IRCC's "Evaluation of the Settlement Program - Local Immigration Partnerships (LIPs),  
By the Research and Evaluation Branch, IRCC)*

# Next Steps

## *Some recommendations from the Evaluation*

- The majority of LIP stakeholders and IRCC staff agreed that there is a **strong need for service coordination and information sharing within their communities, and that a LIP is an effective means** of promoting these activities.
- There is some continuing expectation that LIPs will eventually be able to **leverage diverse sources of funding**
  - IRCC funding mainly supports the LIP coordination role and not for the implementation of some LIPs-related projects. Securing funding for those purposes has been identified as a challenge for most LIPs.

### Opportunities:

- Look further on how LIPs can be further leveraged to better **engage stakeholders in newcomer integration, particularly employers.**
- Look further on the potential to collaborate with LIPs on certain IRCC priorities, such as **better harnessing volunteerism** and community engagement

Questions?