

Impacts of Local Immigration Partnerships for Planning Immigrant Integration

*BMRC: Building Immigrant Resilience in Cities
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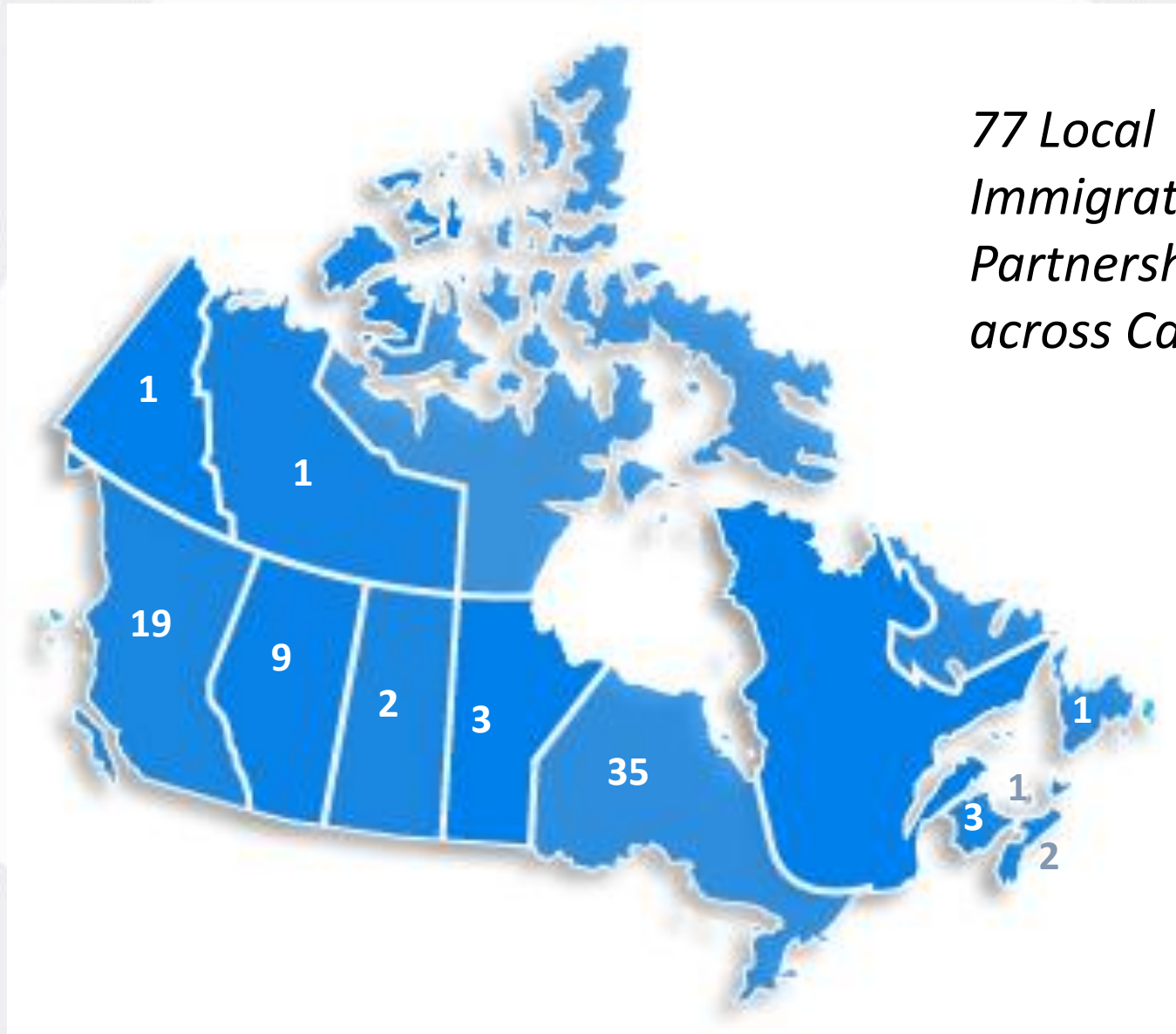
Why LIPS? Settlement & Integration as a two-way street

- 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

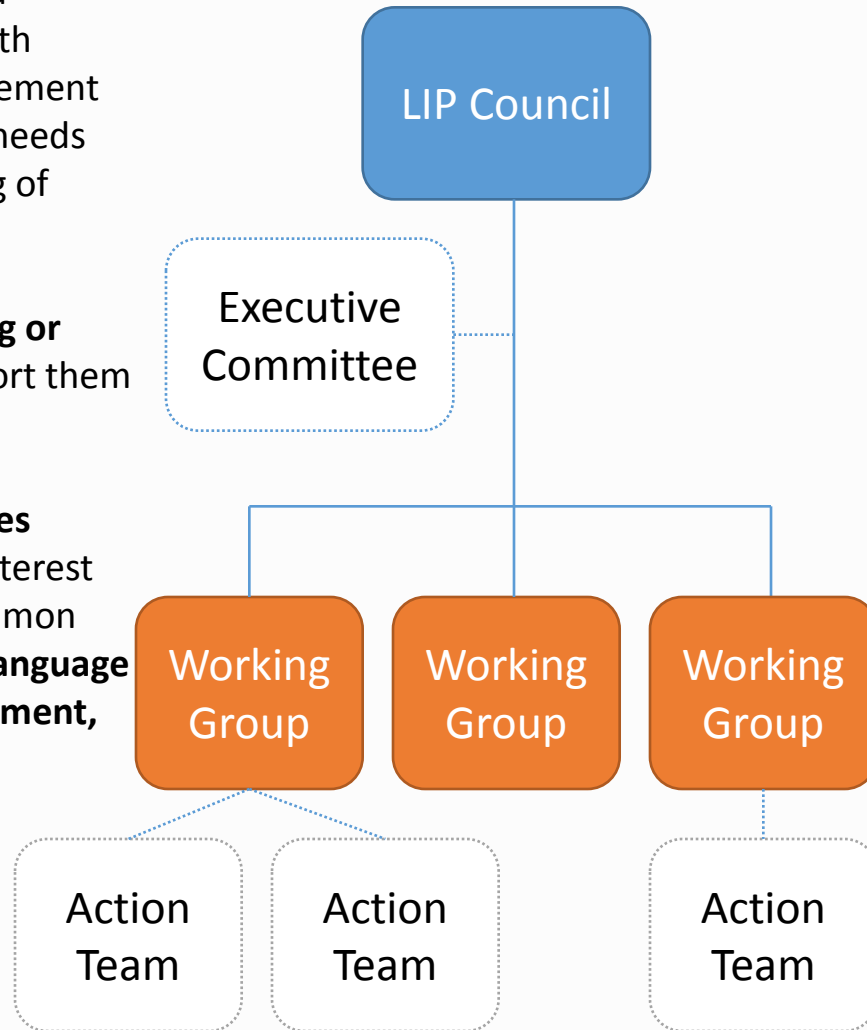
Typical Structure of a Local Immigration Partnership

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**.

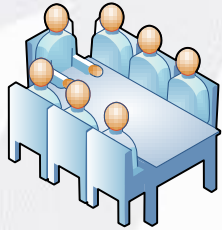
Some LIPs have created **Action Teams** to work on specific projects emerging from a Working Group.



LIP Coordinator

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?