

The role of the City of Ottawa in immigrant settlement and integration

Research Report

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Table of Contents

| | |
|--|----|
| <i>Executive Summary</i> | 4 |
| <i>Introduction, Jurisdiction, and Context</i> | 6 |
| Overview of Ottawa’s structures of governance in immigrant settlement and integration | 6 |
| Methodological Approach | 8 |
| Overview of Ottawa’s structures of governance in immigrant settlement and integration | 8 |
| Services for French-speaking Immigrants in Ottawa | 9 |
| Services and Initiatives Relating to Refugees | 10 |
| Sanctuary City Ottawa | 10 |
| <i>Municipal Divisions/Offices and their role in immigration</i> | 12 |
| Mayor & City Council | 12 |
| Community and Social Services Department | 12 |
| Parks, Recreation and Cultural Services Department | 12 |
| Ottawa Public Library (OPL)..... | 14 |
| Planning, Infrastructure and Economic Development Department | 14 |
| Invest Ottawa | 14 |
| Immigrant Entrepreneur Awards | 15 |
| Ottawa Public Health | 15 |
| City of Ottawa Policies, Strategies, and Action Plans | 15 |
| City of Ottawa Municipal Immigration Strategy, 2012-2014 | 15 |
| City of Ottawa Municipal Immigration Strategy, 2016-2018 | 16 |
| <i>Community Partnerships, Groups, and Initiatives</i> | 17 |
| Ottawa Local Immigration Partnership (OLIP) | 17 |
| OLIP Partners | 18 |
| Ottawa Immigration Strategy: Planning Together for Prosperity, Vibrancy and Inclusion | 20 |
| Ottawa Immigration Forum | 21 |
| Réseau de soutien à l’immigration francophone de l’Est de l’Ontario (RSIFEO) | 21 |
| Local Agencies Serving Immigrants (LASI) | 21 |
| Catholic Centre for Immigrants (CCI)..... | 22 |
| Conseil Économique et Social d’Ottawa-Carleton (CÉSOC)..... | 22 |
| Immigrant Women Service of Ottawa (IWSO) | 22 |
| Jewish Family Services of Ottawa (JFS) | 23 |
| Lebanese and Arab Social Service Agency (LASSA) | 23 |
| Ottawa Chinese Community Services Centre (OCCSC) | 23 |

| | |
|--|-----------|
| Ottawa Community Immigrant Services Organization (OCISO) | 23 |
| Somali Centre for Family Services (SCFS) | 23 |
| World Skills/Compétences Mondiales – Employment/Centre d’Emploi | 24 |
| YMCA-YWCA of the National Capital Region's Newcomer Information Centre (NIC) | 24 |
| La Cité Collégiale..... | 24 |
| Champlain Local Health Integration Network (LHIN) | 24 |
| Ottawa Newcomer Health Centre (ONHC)..... | 25 |
| Community Health and Resource Centres | 25 |
| Somerset West CHC, Rideau-Rockcliffe CRC and Pinecrest Queensway CHC | 26 |
| Centre de services communautaires Vanier (Vanier CSC) | 26 |
| Travailleurs d’établissement dans les écoles (TÉÉ)..... | 26 |
| Refugee 613..... | 27 |
| <i>Conclusion</i> | <i>27</i> |
| <i>Appendix 1. Services for French-speaking newcomers and immigrants in Ottawa</i> | <i>28</i> |
| <i>Appendix 2. Refugee-related services and initiatives in Ottawa</i> | <i>29</i> |
| <i>References</i> | <i>30</i> |
| <i>Acknowledgements.....</i> | <i>35</i> |

Executive Summary

Ottawa is Ontario's second largest city and after Toronto receives the second largest share of newcomers annually. Compared to Toronto, however, its population is smaller at approximately 1 million, of which about 21 percent were immigrants in 2016 (Statistique Canada, 2017). As part of the Building Migrant Resilience in Cities-*Immigration et résilience en milieu urbain* (BMRC-IRMU) Partnership, this report builds on a similar report by Praznik and Shields (2018a) on the role of the City of Toronto in immigration policy and settlement and integration programming. The purpose of these reports is to map out the main structures and stakeholders involved in decision-making and managing municipal policy, services, and programming that shape the lives of (im)migrant populations – primarily immigrants (i.e., permanent residents), including newcomers (i.e., immigrants and sponsored refugees who have settled in Canada for five years or less), refugees (i.e., sponsored refugees, asylum claimants, and those recognized as refugees), and to a lesser extent other groups with varied status (e.g., temporary migrants, international students, and those without status, among others). Adopting a 'social resilience' approach (Preston et al. 2022) requires paying attention to the institutions, structures, policies, and services available to newcomers and immigrants as they aim to rebuild their lives in a new society.

In terms of methodology, we followed the approach of Praznik and Shields (2018a) for the City of Toronto. We collected and analyzed a variety of policy documents, reports, and website information produced by the City of Ottawa, municipal initiatives, Immigrant Serving Agencies (ISAs), and other local community organizations (e.g., recreation and culture, advocacy organizations, etc.). Our findings suggest that compared to other metropolitan areas studied in the BMRC-IRMU Partnership, Ottawa's municipal government is somewhat less directly involved in matters relating to immigration, settlement, and integration. Rather, it is the local community sector through the existence of several networks that historically has been responsible for shaping local approaches to immigrant settlement and integration and in leading major initiatives on issues of diversity and inclusion. The creation of the Ottawa Local Immigration Partnership-*Partenariat local pour l'immigration d'Ottawa* (OLIP-PLIO) in 2009 was a turning point in building bridges between the community sector and the municipal government and in engaging the municipality in questions of immigrant settlement, integration, and inclusion.

Moreover, it is important to note four key characteristics that distinguish Ottawa from other cities. First, it is uniquely located on the interprovincial border between Ontario and Quebec and faces the City of Gatineau directly across the Ottawa River (Gilbert et al. 2014). Next, as Canada's capital city, its economic structure is dominated by the public administration sector, while lacking manufacturing (see Ray 2021). Thirdly, Ottawa has a significant Francophone minority community, and the municipal government is committed to providing services in French (albeit the absence of official status as a bilingual municipality); it thus receives many French-speaking immigrants. Lastly, Ottawa is an official centre for refugee resettlement and has historically welcomed large shares of refugees. To some extent, these characteristics have influenced Ottawa's approach to immigration and settlement as this report aims to show.

Key features and emerging tendencies that characterize Ottawa's structures relating to immigration and settlement:

- A strong community sector and collaborative approaches for the development of an increasingly intersectoral model of immigrant settlement, integration, and inclusion;
- Expansion and consolidation of service provision for French-speaking immigrants;
- Expansion and consolidation of services for refugees;
- A central concern for immigrants' labour market integration.

This report is part of the SSHRC-funded partnership Building Migrant Resilience in Cities-Immigration et résilience en milieu urbain (BMRC-IRMU). For more information see:

<https://bmrc-irmu.info.yorku.ca/>

Introduction, Jurisdiction, and Context

Overview of Ottawa's structures of governance in immigrant settlement and integration

As part of the Building Migrant Resilience in Cities-*Immigration et résilience en milieu urbain* (BMRC-IRMU) Partnership, the purpose of this and other reports on the structures of governance at various levels of government – federal (Cockram et al. 2021), provincial (Praznik & Shields, 2018b), and municipal (Praznik & Shields, 2018a) – is to provide an overview of the broader policy and institutional context that shapes immigrants' lives and experiences, and thus their resilience, in the complex process of settlement and integration (Preston et al. 2022). While in Canada the settlement of immigrants is a shared federal and provincial responsibility (Cockram et al. 2021; Praznik & Shields, 2018b), municipalities have also been involved in processes of immigrant settlement and integration in various capacities (see Praznik & Shields, 2018a). The signing of the Canada-Ontario Immigration Agreement (COIA) in 2005 was a turning point: in addition to establishing the concurrent responsibilities of the provincial and federal governments (Tassonyi, 2009), the agreement acknowledged municipal governments as significant partners to be involved in matters relating to immigrant settlement, albeit without giving them any jurisdictional power (Rose & Preston 2017). Moreover, the agreement led to the creation of Local Immigration Partnerships (LIPs) starting in 2008-2009, whose purpose was to serve as community councils providing a platform to coordinate immigrant settlement and integration services at the local level while encouraging collaborations across multiple sectors (e.g., education, health, business, etc.) (Walton-Roberts et al. 2019). As such, the COIA paved the way to a more collaborative approach in the governance of immigrant settlement and integration, whereby the three levels of government along with multiple stakeholders (including the private and non-profit sectors) are engaged and participate – albeit in unequal relationships, since the federal and provincial governments retain most of the power in this area, including in terms of funding (Meinhard et al. 2016).

As Praznik and Shields (2018a) explain in their report on Toronto, cities are key actors in newcomers' and immigrants' experiences because they shape their everyday lives immediately upon settlement and because municipalities are the government closest to residents. In their review of the English language literature, Praznik and Shields explain how Canada's federalism shaped the role of municipal governments in immigration, settlement, and integration – focusing on the jurisdictional power of upper levels of government and the relative lack of municipal involvement. Nevertheless, since cities are responsible for serving all their residents, following the adoption of neoliberal approaches of governance at the upper levels of government and the downloading of settlement and integration to municipalities and the non-profit sector in the late 1980s and 1990s (Lowe et al. 2017), they came to provide a range of supports to meet the needs of newcomers and immigrants. This was especially the case in Toronto, as Praznik and Shields illustrate in their report. Ultimately, they (2018a) argue that the literature reflects “the resilient nature of municipalities in their ability to adapt to changes in immigration and settlement policy made by upper levels of government” (p. 3). While the resilience of not only cities but also of the broader immigration system as a whole has been of a central interest to the BMRC-IRMU partnership, when considering the experiences of immigrants as individuals, families, and community members, the institutional structures – i.e., policies, processes of decision making, types of services and programming available – all play an essential role in supporting and/or hindering their resilience in the face of the

complex processes and multiple challenges involved in rebuilding a life in a new society (Preston et al. 2022).

Ottawa is Canada’s capital city and the second largest city in Ontario, with a population of just over 1 million residents, of which 21 percent are foreign-born (Statistique Canada, 2017). While it is the second most popular destination for newcomers in Ontario, municipal involvement in issues relating to immigrant settlement and integration is somewhat less prominent than in a larger metropolitan area such as Toronto, which receives the majority of newcomers (Praznik & Shields, 2018a). Nevertheless, multiple types of collaborations exist between and across numerous stakeholders in Ottawa – including the municipal government, Immigrant Settlement Agencies (ISAs), community centres and organizations, and other para-state institutions (Veronis, 2013, 2019; Veronis and Couton, 2017). The origins of these collaborations can be traced back to the 1990s, a time of significant restructuring for the settlement sector across Canada (see Richmond & Shields, 2004; Trudeau & Veronis, 2009; Shields, 2014, Lowe et al, 2017). Over time, these collaborations have been enhanced and strengthened, especially since the establishment of the Ottawa Local Immigration Partnership/*Partenariat local pour l’immigration d’Ottawa* (OLIP-PLIO; referred to as OLIP in this report) in 2009.

Historically, in Ottawa, community organizations have led most local initiatives relating to immigrant settlement and integration. Although the municipal government has enacted some immigration strategies, it generally tends to outline the ways in which municipal funds are to be distributed to local organizations and through partnerships in which it will engage to finance and support existing programs – for example, those heralded by immigrant settlement agencies, community organizations and/or associations that are specific to immigration and/or migrant groups in various forms. It is apparent that the advocacy and leadership in service provision to newcomers and immigrants is based on a grassroots approach and does not stem from initiatives started by the municipal government through legislation (see Veronis 2019).

This report provides a detailed examination of Ottawa’s municipal and local/community structures of governance, as well as initiatives, programs, and activities relating to immigrant settlement and integration – with a focus on immigrants who are permanent residents – up to the end of 2019. The information presented in this report can serve as a baseline both to assess the changes and initiatives put in place following the COVID-19 pandemic that began in March 2020 with significant societal impacts related to the implementation of public health measures, as well as other changes in the structures of governance in the post-pandemic period. For example, during the brunt of the pandemic lockdowns, service providers rapidly pivoted to online service provision (Preston, Shields & D’Souza 2024). The settlement sector had to find new ways to collaborate and coordinate services, while also addressing new needs among vulnerable populations (Esses et al. 2021). As such, the findings of this report provide a benchmark for understanding how the structures in place facilitated or hindered the transition to new ways of doing.

The format and organization of the report follow the unique structures of governance in Ottawa, which emphasize community-led initiatives rather than top-down approaches from the municipal government. Following a presentation of our methodological approach, we provide an overview of the structures of governance in Ottawa and highlight the services, programs, and initiatives specifically addressing the

needs of French-speaking immigrants and those of refugees¹; we close with a brief discussion of the Ottawa Sanctuary City Network. Next, we outline the main divisions of the municipal government that are involved in immigration strategies and settlement. We then discuss community partnerships and their collaborative programs to show the various ramifications and links between organizations and immigration-related initiatives in Ottawa.

Methodological Approach

Our methodological approach draws on the work of Praznik and Shields (2018a; 2018b) and our presentation of findings mirrors the structure of their report examining the role of the City of Toronto in immigration and settlement. We first collected information about the role of the City of Ottawa in the settlement and integration of immigrants – with a focus on permanent residents, including newcomers and refugees – in the form of policy documents, reports, and other general information on the websites of the municipal government, Immigrant Serving Agencies (ISAs; i.e. settlement organizations), as well as municipal initiatives and local community organizations (i.e., advocacy groups, community resource centres, associations, etc.) – such as OLIP, the Ottawa Public Library, and City for All Women Initiative (CAWI) (a list of sources and websites consulted is provided at the end of the report).

The research began with an initial scan of the City of Ottawa’s website using keywords such as “newcomer,” “immigrant,” “refugee,” and “settlement” in both English and French. Search results revealed several municipal initiatives and a few policies. The City of Ottawa has established collaborations with several community organizations that provide services, activities and initiatives aimed at immigrant populations, mainly through partnerships initiated by OLIP. After a close examination of the partners, strategies, priorities, and projects that were part of OLIP, we proceeded to a broader Google search to find information about other programs at the municipal level, mostly offered by organizations that are affiliated with OLIP. Documents were selected based on their relevance in terms of immigration, settlement, and integration issues (i.e., reference to immigration and/or immigrants).

After collecting this information, we undertook a close analysis of the selected documents and websites to identify key stakeholders, policies, initiatives, services and programs, partnerships, and dates or periods of enactment. Based on these findings, we produced a timeline with the key events and developments (see Figure 1) that contributed to shaping Ottawa’s structures of governance (see Figure 4 for a visualization of key stakeholders) – including significant changes in terms of policy and/or new initiatives, actors, partnerships, services, and programs.

Overview of Ottawa’s structures of governance in immigrant settlement and integration

Our analysis of Ottawa’s structures of governance and the diverse initiatives and programs geared towards immigrants reveals that, while involved, the municipal government is not the main actor in this policy and service area, nor the instigator of such initiatives. Rather, since the early 1990s, it is non-profit, nongovernmental community organizations that have primarily led and shaped the institutional landscape of immigrant settlement and integration in Ottawa. After the signing of the COIA in 2005, they have done so in partnership with the City of Ottawa mostly through OLIP. It is to be noted that the municipal

¹ Ottawa is a designated area under the French Language Services Act of Ontario and receives a large share of French-speaking immigrants (see Veronis & Couton, 2017). Moreover, Ottawa is an official refugee reception community (see Veronis, 2019).

government has enacted two policy documents on immigration published in 2013 (City of Ottawa, 2013) and 2016 (City of Ottawa, 2016); both consist of municipal immigration strategy plans to better support initiatives led by OLIP and other community partners.

It is useful to consider the case of Ottawa in comparison with other municipal governments examined in BMRC-IRMU reports, including Toronto (Praznik & Shields, 2018a), as well as in relation to the government of Ontario (Praznik & Shields, 2018b). It is especially useful to compare our findings with those for the City of Gatineau – Ottawa’s sister city across the interprovincial border – to highlight the fact that each city in the National Capital Region has identified and established distinct visions and priorities relating to immigrant settlement and integration. While the City of Gatineau prioritizes the promotion of shared values and language acquisition under Québec’s interculturalism approach to diversity (Ville de Gatineau, 2008; Ville de Gatineau, 2016; see Gaborean & Veronis, 2022), Ottawa appears to put more emphasis on labour-market integration (Veronis & Walton-Roberts, 2023; Veronis et al., forthcoming). Both municipal documents produced by the City of Ottawa (City of Ottawa, 2013; City of Ottawa, 2016) and several OLIP partners (OLIP, 2011) share a preoccupation with the integration of newcomers in the labour market along with a focus on immigrant entrepreneurship and self-employment. Meanwhile, the issue of housing is not explicitly mentioned as a significant need or an important resource to support newcomer settlement in documents produced by the municipal government and OLIP partners, except for settlement organizations (OLIP, 2011).

Below we further elaborate on three key issues relating to immigration, settlement, and integration in Ottawa. First, it is important to note that Francophone organizations in Ottawa have created a network of services and support structures that cater more specifically to French-speaking immigrants. Next, over the past several decades, a network of refugee-related services and support programs has been developed. Lastly, we briefly discuss the Ottawa Sanctuary City Network, an advocacy coalition pushing for the adoption of a sanctuary city policy or initiative in Ottawa in 2017.

Services for French-speaking Immigrants in Ottawa

While English is the dominant language in Ottawa, the city has one of the largest Francophone minority communities (FMC) outside the province of Quebec (Gilbert et al, 2014; Gilbert et al. 2017).² Moreover, because it is located in the National Capital Region and at the interprovincial border with Quebec, bilingualism is highly promoted in Ottawa – even more so with the presence of the federal government. Although the city is not officially bilingual, it features a variety of community organizations, service providers, as well as municipal and provincial programs that cater to the French-speaking population.

Moreover, it is important to mention that since the early 2000s Francophone immigration in minority contexts has become a significant government priority to slow the demographic decline of Francophone minority communities (FMCs) and to maintain their social, cultural, and linguistic vitality (Huot & Veronis 2017; Veronis & Couton 2017; Veronis & Huot 2017). Ottawa is among the FMCs that attract large numbers of French-speaking immigrants. For this reason, local ISAs along with the *Réseau de soutien à l’immigration francophone de l’Est de l’Ontario* (RSIFEO; see p. 21) and OLIP have worked together for more than a decade to develop, provide, and improve services to French-speaking newcomers, refugees, and immigrants in order to assist them and facilitate their settlement and integration process both in the

² In 2016, Ottawa’s Francophone population included 149,550 individuals, representing 16.2% of the total city population (Statistique Canada 2017).

local FMC and in relation to the broader Canadian society. As a result, Ottawa is rather unique in terms of benefitting from the presence of a strong network of ISAs and community organizations that provide a variety of programs and services to Francophone immigrants (Veronis & Couton 2017; Veronis & Huot 2017; Veronis & Huot 2018); some of these organizations are exclusively Francophone, while others are bilingual (see Appendix 1).

Services and Initiatives Relating to Refugees

Ottawa is an official reception community for government-assisted refugees (GARs). For the past two decades and more especially since the creation of OLIP, a network of services has been established to meet the needs of refugees and/or those in refugee-like circumstances (e.g., asylum seekers, precarious status, etc.), alongside the development of multiple initiatives in support of refugee-related issues. These networks and initiatives have been reinforced since the Syrian Refugee Resettlement Initiative (SRRI) in 2015-2016 (Veronis, 2019). The main services and initiatives relating to refugees are presented in Appendix 2.

Sanctuary City Ottawa

The question of sanctuary city policies has drawn increasing interest in North American cities since the early 2000s, premised on the notion that sanctuary cities are more inclusive and safer (Hudson et al. 2017). In particular, the focus has been on the role municipal governments can play in relation to undocumented migrants, and more specifically to ensure that all residents, regardless of immigration status, have access to municipal government services without fear of discrimination, detention, or deportation. Several cities in Canada have adopted a sanctuary city policy, starting with Toronto in 2013, followed by Hamilton in 2014, and Vancouver in 2016. The movement to make Ottawa a sanctuary city gained some momentum in early 2017, at the time when the City of Montreal announced that it was officially adopting a policy to become a sanctuary city (Ville de Montréal, 2017). Leading the campaign was the Ottawa Sanctuary City Network, an advocacy coalition comprised of multiple stakeholders, including social service providers, lawyers, advocates, migrants, researchers, and activists (see Jeffries & Ridgley 2020).

There was some support at City Council, most notably by the (then) councillor for Somerset Ward, Catherine McKenney, who advocated for Ottawa to become a sanctuary city with the support of a few other councillors. She prepared an informational report, describing the needs and testimonials from different invested actors and refugees to justify Ottawa becoming a sanctuary city to the Community and Protective Services Committee of the City Council of Ottawa. During a public meeting for this committee in March 2017, delegations of invested parties were invited to participate and give testimonials, with the participation and support of the Sanctuary City Network Ottawa (Ottawa Citizen, 2017; Sanctuary City Ottawa Network, 2017). But given strong divisions among members of City Council, no official motion was put forward at the time, nor since then.

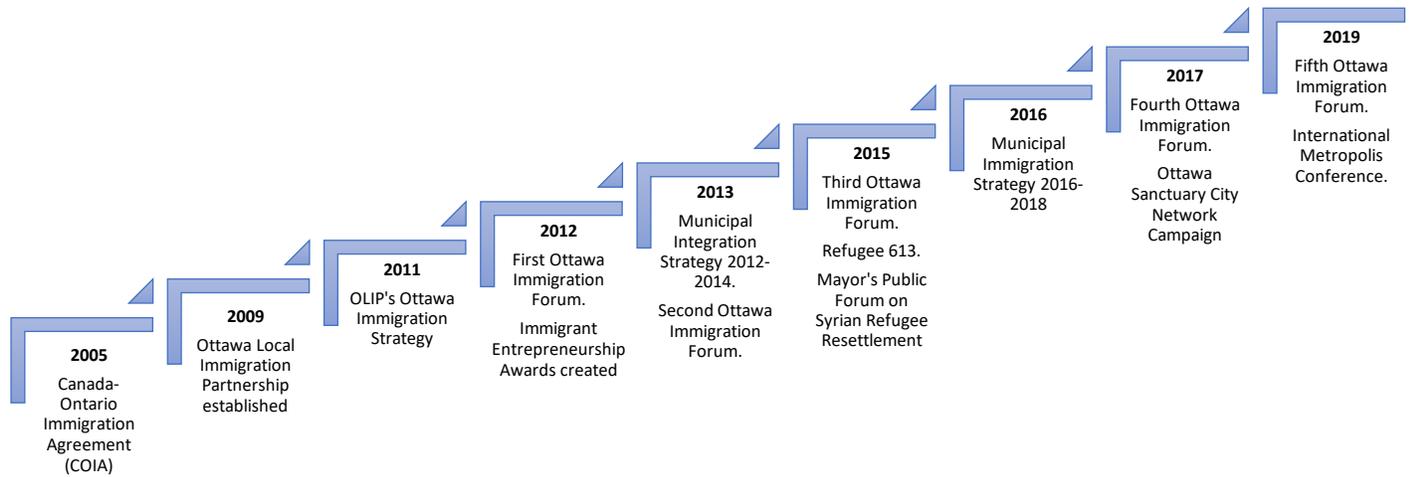


Figure 1: Timeline of key events in Ottawa's municipal immigration initiatives, 2005 to 2019

Municipal Divisions/Offices and their role in immigration

Mayor & City Council

The office of the Mayor and the City Council of Ottawa represent the municipality in many immigration-related initiatives and activities. The City often sponsors and participates in events related to immigration, primarily in partnership with OLIP, such as Welcoming Ottawa Week (an annual week-long celebration that offers workshops, leisure activities, formal events, and other celebratory activities, usually held in the month of June) and the Ottawa Immigration Forum (a biennial forum for dialogue between community partners in immigration). Municipal representatives are also called upon to make statements, remarks, and speeches at various formal and community events. In addition to being involved with OLIP, the Mayor is co-chair of Invest Ottawa, which provides a variety of services and resources to support entrepreneurship, including workshops and funding opportunities targeted at immigrants.

The Mayor also plays a leadership role and at times champions specific causes or initiatives, such as calls to action to rally citizens and organizations to assist immigrants and refugees and/or support immigration-related causes. In October 2015, the Mayor mobilized experts, community organizations and city residents at a Public Forum on Syrian Refugee Resettlement to support efforts in the Syrian refugee crisis. Several initiatives were launched at this forum, including Refugee 613 (a community led-initiative discussed below, p. 27) and the fundraising campaign “United for Refugees” – a partnership with United Way Ottawa and Community Foundation of Ottawa among others – to help sponsor refugees (see Veronis, 2019).

The following sections describe in more detail the main municipal departments, services and programs that are most relevant for immigration and settlement, in order of importance, starting with (a) Community and Social Services Department, (b) Parks, Recreation and Cultural Services Department, (c) Planning, Infrastructure and Economic Development Department, and (d) Ottawa Public Health.

Community and Social Services Department

The Community and Social Services Department is mandated with and responsible for programs and initiatives that serve youth, the elderly, those in need of housing and employment resources, as well as immigrants, especially those who are newly settled. The Department spearheaded the development of the municipal immigration strategy that was launched in 2013 for the period from 2012 to 2014 and revised for the period from 2016 to 2018. Information about the original and revised strategies is outlined on pages 16-17.

Parks, Recreation and Cultural Services Department

This department does not provide direct services for immigrants; nevertheless, it issues permits for various cultural events (e.g., festivals) organized by immigrant and ethnocultural communities and the associations and organizations affiliated with them.

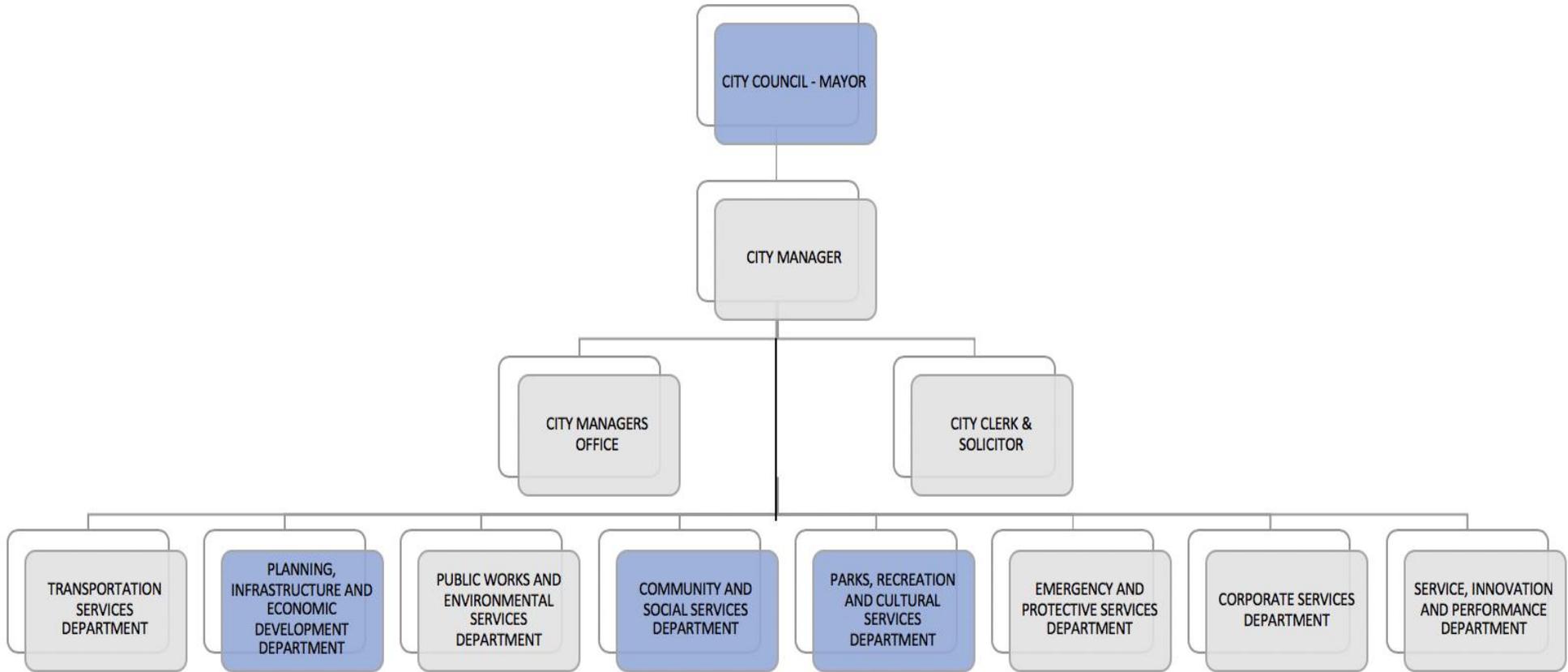


Figure 2: Ottawa’s municipal structures and immigration.³ Boxes highlighted in blue indicate departments that are directly responsible for immigration-related activities or services.

³ Source: City of Ottawa, <https://ottawa.ca/en/city-hall/city-manager-and-administration>

Ottawa Public Library (OPL)

Among the most significant services under Parks, Recreation and Cultural Services Department is the network of public libraries. Ottawa's public libraries host a variety of activities for immigrants (and especially relevant for newcomers) in the form of language programming in both official languages (English and French) in addition to providing access to a variety of materials and resources (e.g., DVDs and music CDs) in other languages (Arabic, Chinese, Spanish, Urdu, Persian, Russian, Somali, Hindi, etc.). The OPL also offers workshops in preparation for the citizenship test. The OPL network maintains active partnerships with community groups, some of them as part of the Library Settlement Partnership Program, a newcomer information service program funded by the former Citizenship and Immigration Canada (CIC; now Immigration, Refugees and Citizenship Canada), available in 11 communities across Ontario; the program operates in collaboration with the following groups/organizations to host, fund, and welcome activities and initiatives at local branches of the public library in neighbourhoods across the City of Ottawa:

- Conseil Économique et Social d'Ottawa-Carleton (CÉSOC)
- Citizenship and Immigration Canada
- City of Ottawa
- Frontier College, Ottawa regional office
- Immigrant Women Services Ottawa (IWSO)
- Lebanese and Arab Social Services Agency of Ottawa (LASSA)
- Ottawa Community Immigrant Services Organization (OCISO)
- Ottawa Community Loan Fund
- Ottawa Chinese Community Service Centre (OCCSC)
- Somali Centre for Family Services (SCFS)
- Vanier Community Service Centre
- World Skills/Compétences Mondiales - Employment/Centre d'Emploi
- YMCA-YWCA of the National Capital Region's Newcomer Information Centre (NIC)

Funding: Federal and municipal governments

Planning, Infrastructure and Economic Development Department

Invest Ottawa

Created by the municipal government through a five-year Economic Development Strategy and the Economic Development Implementation Plan, Invest Ottawa is a non-profit organization that serves to facilitate economic growth and job creation in Ottawa. The municipal government oversees the execution of its mandate and is also one of its main sources of funding. The Mayor of Ottawa is one of the Co-Chairs of the Board of Directors. Invest Ottawa is a Regional Innovation Centre (RIC) of the Ontario Network for Entrepreneurs (ONE), a collaborative province-wide innovation network that provides resources to business owners.

Invest Ottawa offers workshops to immigrant entrepreneurs who wish to start a business in Ottawa. Moreover, Invest Ottawa helps host and fund the Immigrant Entrepreneur Awards.

Funding: Municipal, provincial, federal and private partners.

Immigrant Entrepreneur Awards

This award competition is hosted by the Planning, Infrastructure and Economic Development Department and seeks to highlight the achievements of people born outside Canada who make significant impacts on the local economy. Citizens can nominate individuals who have demonstrated leadership and/or success in their business, who have attracted tourism or investments to Ottawa, or who have mentored other entrepreneurs. Created in 2012, the seventh award ceremony was held in the fall of 2018.

Funding: Invest Ottawa, Planning, Infrastructure and Economic Development Department, City of Ottawa

Ottawa Public Health

Operating under the Board of Health, Ottawa Public Health maintains a partnership with OLIP for a health literacy program for immigrants, refugees, and newcomers – the Health Skills Health Smart (HSHS) Project. This office also maintains active partnerships with the Community Health Centres across the city (more on these on p. 20) to provide various programs, services and initiatives targeting the needs of specific groups, including immigrants and newcomers.

City of Ottawa Policies, Strategies, and Action Plans

With OLIP's guidance and leadership, the City of Ottawa developed a municipal immigration strategy that was launched in 2012 and revised in 2016. The immigration strategies outline the City of Ottawa's priorities for their respective timeframes (2012-2014 and 2016-2018). In the first strategy, the priorities around immigrant settlement and integration focus on general issues; the second strategy is more specific regarding the planning and coordination of immigrant service delivery, communication and public awareness, and employment and economic initiatives.

City of Ottawa Municipal Immigration Strategy, 2012-2014

Published by the Community and Social Services Department, this strategy was approved as a Strategic Initiative to create a municipal immigration strategy (City of Ottawa, 2013). Following the settlement of the Term of Council Strategic Priorities for the City of Ottawa in 2011, the Strategy is guided by the following priorities:

1. Strategic Priority #1: Economic Prosperity
 - a. Effectively integrate immigrants – Make it easier for immigrants to become part of local urban and rural economies by improving programs and services provided by the City that help immigrants integrate into Ottawa.
2. Strategic Priority #2: Healthy and Caring Community
 - a. Achieve equity and inclusion for an aging and diverse population – Accommodate the needs of a diverse and aging population by effectively planning and implementing changes to major infrastructure development and service delivery.
3. Strategic Priority #3: Employee Engagement

- a. Maintain a diverse, high-performing, client-centric workforce – Implement strategies to attract diverse people with the right skills and fit to the municipal government.

Based on these priorities, the Immigration Strategy then establishes the following goals for 2012-2014:

1. Planning and Coordination of Service Delivery
 - The goal is to increase [the] sharing [of] important and up-to date City information, improve awareness of existing City programs and services, and execute 1 or 2 actions per year to address service needs.
2. Communication and Public Awareness
 - The City aims to increase awareness of and access to City services, increase the use of the Immigration Portal as an active tool for attraction and settlement, and ensure Ottawa is well-known as a “Welcoming City”.
3. Employment and Economic Opportunities
 - The goal is to increase access to employment opportunities for immigrants, improve provision of Canadian experience to newcomers, and increase City resources earmarked to support immigrant entrepreneurs.

City of Ottawa Municipal Immigration Strategy, 2016-2018

Continuing the municipal immigration strategy, the revised *City of Ottawa Municipal Immigration Strategy* (City of Ottawa, 2016) seeks to better align and specify the ways in which the municipal government will improve its active partnerships with local organizations, OLIP, and government partners.

The Strategy is guided by the following priorities in the first strategic area, Planning and Coordination of Service Delivery:

1. Strategic Priority #1: Build Internal Capacity to Respond to Immigrants’ Needs
 - a. The specific goals are an inventory of services and activities available to immigrants in Ottawa, staff awareness events so that employees of the municipal government better understand the experiences of immigrants, and statistical analysis of the integration of newcomers.
2. Strategic Priority #2: Collaborate and Contribute to City-Wide Planning and Coordination
 - a. To compensate for decreased federal funding for settlement services, the municipal government [is] committed to strengthening its support for the OLIP and the Conseil Économique et Social d’Ottawa-Carleton (CÉSOC; an ISA serving French-speaking immigrants).
3. Strategic Priority #3: Support the Settlement Sector to Integrate Priority Groups
 - a. This section serves to outline three priority groups that the municipal government seeks to service more adequately, namely refugees, international students and francophone immigrants through public forums, celebratory events, and partnerships with its sister city, Gatineau.

The second strategic area focuses on Communication and Public Awareness

1. Strategic Priority #4: Provide Timely Information about Services Available to Newcomers

- a. The municipal government seeks to improve the visibility of services offered to immigrants and newcomers in the city through the Immigration Portal located on the municipal website.
2. Strategic Priority #5: Promote and Position Ottawa as a Welcoming Community
 - a. The City of Ottawa here will promote Ottawa as a city attractive to immigrants by developing initiatives for seeking professional talent for employment, participating in events hosted by organizations like OLIP, and creating events to foster the celebration of multiculturalism and diversity.

The third Strategic Area focuses on Employment and Economic Initiatives

1. Strategic Priority #6: Provide Canadian work experience to newcomers through City positions
 - a. To mitigate labour market barriers, the municipality will promote the participation of newcomers in the Professional Internship for Newcomers (PIN) Program as a way to gain Canadian work experience.
2. Strategic Priority #7: Support Economic Integration through Entrepreneurialism
 - a. As an extension of the City of Ottawa's Economic Development Strategy to foster entrepreneurialism, the municipal government will create the Immigrant Entrepreneur Award Program.

Community Partnerships, Groups, and Initiatives

Ottawa Local Immigration Partnership (OLIP)

After the Canada-Ontario Immigration Agreement (COIA) was signed in 2005, OLIP was among the first Local Immigration Partnerships (LIPs) established in Ontario. Created in the fall of 2009 after multiple consultations within the community, OLIP defines itself as “a multi-sectoral partnership” with a shared vision of immigration policy and services. It acts as a community council to promote “strategic alignment” across more than 60 local organizations and partners from five sectors:

- Education
- Economic Integration
- Health and Wellbeing
- Language

- Socio-Civic Integration

OLIP aims to strengthen the participation of immigrants and newcomers in Ottawa, especially in the local labour market, and to ensure the public image of the city reflects the ideals of diversity, multiculturalism, and bilingualism. OLIP’s governance structure (Figure 3) reflects its community-based and collaborative mandate with a Secretariat, a Council, a Leadership Group, an Executive Committee, five Sectoral Tables (Education, Economy, Health, Language, and Socio-civic matters), and the Ottawa Immigration Forum. Multiple tables and teams work together to coordinate initiatives. OLIP’s partners and collaborators include a diverse range of local stakeholders, as shown in Figure 4 (p.20).

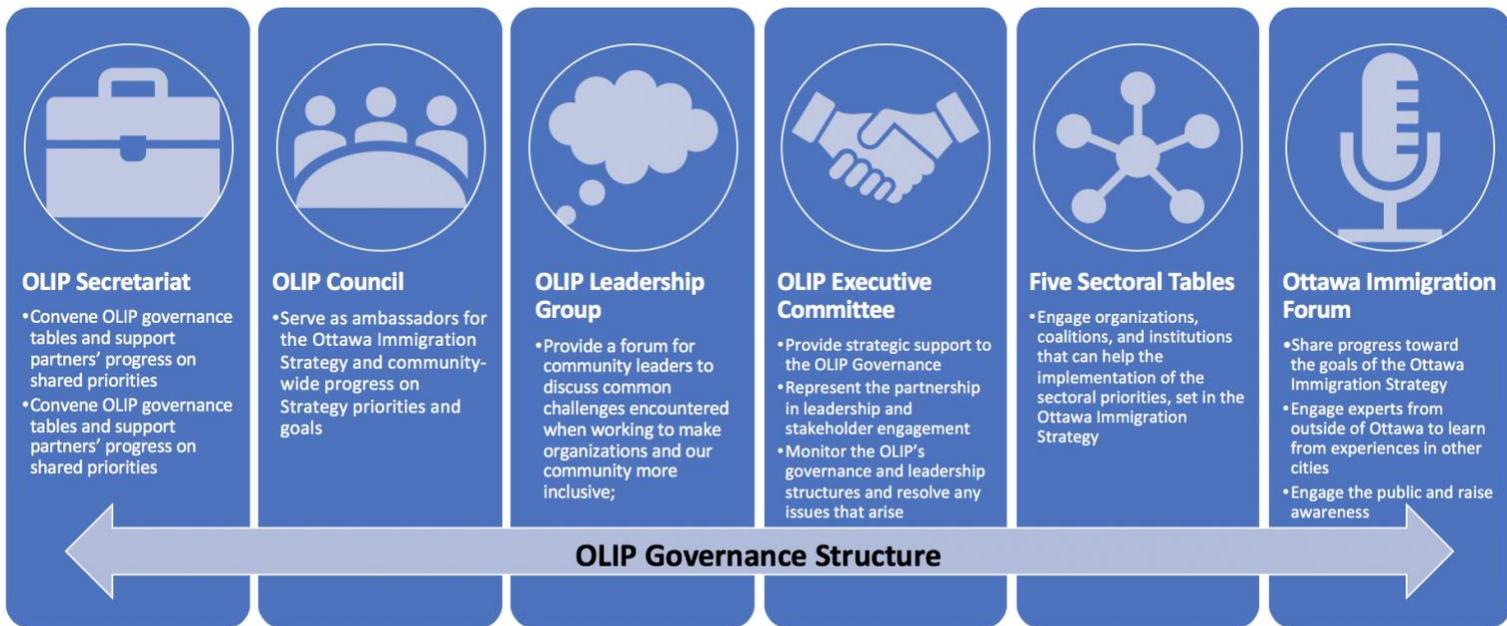


Figure 3: OLIP governance structure⁴

OLIP Partners

Table 1. List of OLIP partners

| |
|--|
| Immigration, Refugees and Citizenship Canada |
| Province of Ontario |
| The City of Ottawa |
| Ottawa Public Library |
| Ottawa Public Health |
| Invest Ottawa |
| Ottawa Police Service |

⁴ Infographic was produced by our research team, using data collected from the OLIP webpage: <http://olip-plio.ca/who-we-are/governance-system/>



| |
|--|
| Rideau-Rockcliffe Community Resource Centre |
| Pinecrest-Queensway Community Health Centre |
| Somerset West Community Health Centre |
| Ottawa Community Housing |
| Ottawa-Carleton District School Board |
| Ottawa Catholic School Board |
| Conseil des écoles publiques de l'est de l'Ontario |
| Conseil des écoles catholiques du centre-est |
| University of Ottawa |
| Centre on Governance, University of Ottawa |
| Pathways to Prosperity |
| La Cité Collégiale |
| Algonquin College |
| Ottawa Network for Education |
| Parents partenaires en éducation |
| English Language Tutoring for the Ottawa Community (ELTOC) |
| YMCA-YWCA of the National Capital Region |
| Ottawa Community Loan Fund |
| Ottawa Chamber of Commerce |
| Ottawa Employment Hub |
| Hire Immigrants Ottawa |
| Catholic Centre for Immigrants Ottawa |
| Conseil Économique & Social d'Ottawa-Carleton (CÉSOC) |
| Immigrant Women Services Ottawa |
| Jewish Family Services of Ottawa |
| Lebanese and Arab Social Services Agency of Ottawa (LASSA) |
| Ottawa Community Immigrant Services Organization (OCISO) |
| Somali Centre for Family Services |
| World Skills/Compétences Mondiales - Employment/ Centre d'Emploi |
| YMCA-YWCA of the National Capital Region's Newcomer Information Centre (NIC) |
| Snowy Cloud Inc. |
| Alliance to End Homelessness Ottawa |
| Sanctuary City Ottawa |
| National Council of Canadian Muslims |
| L'Assemblée de la francophonie de l'Ontario (AFO) |
| Réseau de soutien à l'immigration de l'Est de l'Ontario (RSIFEO) |
| Champlain Local Health Integration Network (LHIN) |
| Mental Health Commission of Canada |
| Ottawa Hospital |
| Children's Hospital of Eastern Ontario (CHEO) |
| Royal Ottawa Health Care Group |
| Children's Aid Society of Ottawa |
| Planned Parenthood Ottawa |

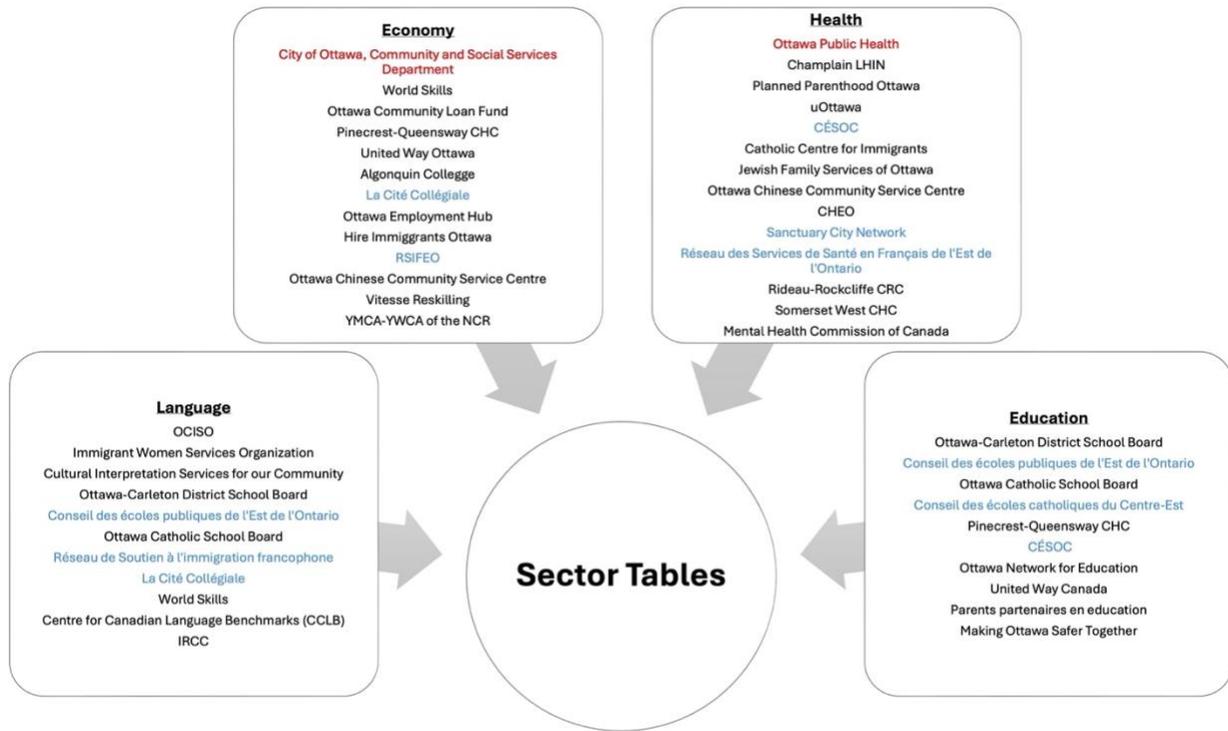


Figure 4: OLIP Sector Tables and their members⁵

*City of Ottawa members are indicated in red

**Francophone organizations are shown in blue

Ottawa Immigration Strategy: Planning Together for Prosperity, Vibrancy and Inclusion

In June 2011, the *Ottawa Immigration Strategy (OIS)* (City of Ottawa OIS, 2013) was launched for the period 2012-2014. Based on consultations among the multiple members, partners and stakeholders participating in OLIP, the OIS outlines OLIP's vision, planning process, and priorities. It proposes specific strategies and priorities for each sector table (Education, Economy, Health and Wellbeing, Language, and Socio-Civic Integration), as well as the tables' inclusion in decision-making processes and a horizontal strategy that incorporates all sectors transversally (OLIP, 2011). As outlined in the preface, the strategy aims to increase the involvement of the municipal government and local actors in immigration-related issues while also developing more accessible resources and future policies to support immigrant settlement and integration (OLIP, 2011, p. 7-8), such as the municipal immigration strategies published by the City of Ottawa in 2012 and 2016.

⁵ Please note, in 2019 there was one additional sector table, the Socio-civic sectoral table; however, information for this table was not available at time of data compilation. The infographic was made using data collected from the OLIP webpage in 2019: <http://olip-plio.ca/what-we-do/sector-table-initiatives/>

Ottawa Immigration Forum

The Ottawa Immigration Forum is a body that evaluates progress on the Ottawa Immigration Strategy (2011); it also serves as a consultation mechanism to identify immigration issues at the municipal level that have yet to be addressed. All local stakeholders, partners, experts, and members of the public are welcome to attend and participate. The main role of the Ottawa Immigration Forum is to provide a platform to reflect collectively on the City's accomplishments and the benefits of welcoming immigrants to Ottawa. The event was initially held on an annual basis and then became biennial. The forums were held in 2012, 2013, 2015, 2017, and 2019.⁶

Réseau de soutien à l'immigration francophone de l'Est de l'Ontario (RSIFEO)

The *Réseau de soutien à l'immigration francophone de l'Est de l'Ontario* (RSIFEO) is a member of the national *Réseaux en immigration francophone du Canada* (RIF) under the coordination of the *Fédération des communautés francophones et acadienne* (FCFA) with IRCC funding (*Réseau d'immigration francophone*, 2019). The first RIFs were created in 2003 and by 2019 there were 13 RIFs across Canada in nine provinces and two territories.⁷ As the largest province, Ontario has three RIFs: *Réseau de soutien à l'immigration francophone de l'Est de l'Ontario*, *Réseau de soutien à l'immigration francophone de la région Centre-Sud-Ouest de l'Ontario*, and *Réseau de soutien à l'immigration francophone du Nord de l'Ontario*. RIFs constitute networks of ISAs, service providers, and other institutional partners that coordinate services and develop collaborations among stakeholders to facilitate and advocate for the settlement of Francophone/French-speaking immigrants. The main purposes of the RIFs are to help maintain the number and size of Francophone minority communities (FMCs) outside the province of Quebec, and to facilitate the economic, social, and cultural integration of Francophone immigrants. The RSIFEO seeks to facilitate the settlement and integration of Francophone immigrants in Ottawa and in Eastern Ontario. The Conseil Économique et Social d'Ottawa-Carleton (CÉSOC), an ISA serving French-speaking immigrants, has been hosting, administering, and coordinating the RSIFEO since 2007.

Funding: IRCC – federal

Local Agencies Serving Immigrants (LASI)

Ottawa has 11 main immigrant settlement agencies (ISAs) providing services to migrants. In the 1990s, they formed a coalition known as Local Agencies Serving Immigrants (LASI) (Veronis, 2013, 2019). In response to state restructuring, LASI was formed to enhance collaboration among agencies and thereby, coordinate and improve the provision of settlement and integration services by reducing duplication and overlap. The 11 ISAs are:

- Catholic Centre for Immigrants (CCI)

⁶ In 2021, the Ottawa Immigration forum was held virtually due to the COVID-19 pandemic. The most recent forum was held in 2023 and served to celebrate OLIP's and the OIS ten-year anniversary.

⁷ Except for the province of Quebec which manages its own immigration and settlement programs; RIFs serve primarily to support Francophone immigration outside of Quebec, and therefore there are none in that province.



- Conseil Économique et Social d'Ottawa-Carleton (CÉSOC)
- Immigrant Women Service of Ottawa (IWSO)
- Jewish Family Services of Ottawa (JFS)
- Lebanese and Arab Social Service Agency (LASSA)
- Ottawa Chinese Community Services Centre (OCCSC)
- Ottawa Community Immigrant Services Organization (OCISO)
- Somali Centre for Family Services (SCFS)
- World Skills/Compétences Mondiales - Employâmes /Centre d'Emploi
- YMCA-YWCA of the National Capital Region's Newcomer Information Centre (NIC)
- La Cité Collégiale

Catholic Centre for Immigrants (CCI)

Operating in Ottawa since 1954, the Catholic Centre for Immigrants (CCI) provides settlement services, community participation programs, refugee support services, health support, and integration programming. It holds a contract with IRCC to deliver the Resettlement Assistance Program (RAP) to government-sponsored refugees (GARs). In addition, it houses the Ottawa Newcomer Health Centre (ONHC; see description below, p. 25), which is managed and operated by the Somerset West Community Health Centre. CCI provides settlement services in both English and French. Lastly, CCI hosts and administers OLIP.

Funding: Federal, provincial, and municipal funding, Scotiabank, The Catholic Centre for Immigrants Foundation, Canada Centre (CC8), The Caring and Sharing Exchange

Conseil Économique et Social d'Ottawa-Carleton (CÉSOC)

The Conseil Économique et Social d'Ottawa-Carleton (CÉSOC) is a non-profit Francophone organization in Ottawa that promotes diversity in the local Francophone community. Established in 1998, CÉSOC is responsible for a settlement program called the *Programme de collectivité accueillante*, which offers translation, counselling, and employment services to French-speaking newcomers, immigrants, and refugees in the Ottawa area, as well as community networking possibilities and leisure activities. Since 2007, CÉSOC has hosted, administered, and coordinated the *Réseau de soutien à l'immigration francophone de l'Est de l'Ontario* (RSIFEO).

Funding: Federal, provincial, and municipal funding

Immigrant Women Service of Ottawa (IWSO)

Since 1988, the Immigrant Women Service of Ottawa (IWSO) works as a non-profit organization to offer a variety of services specific to immigrant women in vulnerable situations, notably crisis intervention and counselling, language interpretation and translation services, and settlement and integration services.

Funding: Federal and provincial funding



Jewish Family Services of Ottawa (JFS)

The Jewish Family Services of Ottawa is a non-sectarian agency that provides a variety of services, through the Inez and Joseph Zelikovitz Unit which works to facilitate the settlement of newcomers to Ottawa.

Funding: Federal, provincial, and municipal funding, United Way Ottawa, Jewish Federation of Ottawa

Lebanese and Arab Social Service Agency (LASSA)

Founded in 1989, the Lebanese and Arab Social Service Agency (LASSA) is a non-profit organization that offers services to Arab-speaking immigrants in Ottawa. The LASSA offers sponsorship, settlement, and integration services, as well as social support services and economic integration workshops in Arabic, English, French, and Armenian.

Funding: Federal and provincial funding

Ottawa Chinese Community Services Centre (OCCSC)

Mandated to serve Ottawa's Chinese immigrant and newcomer populations since 1975, the Ottawa Chinese Community Services Centre (OCCSC) is a non-profit organization that facilitates economic and social integration. The OCCSC provides services to newcomers and immigrants from a variety of other countries related to employment support, language training, pre-arrival services, settlement, and integration support, childcare support, support for seniors, and caregiving education.

Funding: Federal, provincial, and municipal funding

Ottawa Community Immigrant Services Organization (OCISO)

The Ottawa Community Immigrant Services Organization (OCISO) has been providing services to newcomers and immigrants in Ottawa since 1978. Its programs cover immigration and integration issues, employment, school support, newcomer youth programs, and language instruction. Multicultural Liaison Officers (MLOs) are one of its main services. The Multicultural Liaison Officers are specialized counsellors who work with the Ottawa-Carleton District School Board and the Ottawa Catholic School Board to provide services and aid to immigrant children and families in school settings. OCISO started the initiative in 1991 and the MLO was used as a framework by then Citizenship and Immigration Canada (now IRCC) to model other MLO programs across Canada. In turn, this initiative led to the creation of the Settlement Workers in Schools program. The latter is responsible for the Step-Ahead Program (SAP), which offers an introductory summer course to school-aged newcomer children, including English-language training and recreational activities that seek to facilitate their transition and integration into the Canadian school system.

Funding: Federal, provincial, and municipal funding, United Way of Canada, Royal Bank of Canada

Somali Centre for Family Services (SCFS)

The Somali Centre for Family Services (SCFS) is a non-profit organization operating since 1991. While its original mandate was to serve Somali refugee and immigrant families who live in Ottawa, it has expanded



to serve newcomers from diverse origins. The SCFS offers settlement and adaptation programs, programming specific to youth and seniors, and a mentorship program for newcomers.

Funding: Federal, provincial, and municipal funding

World Skills/Compétences Mondiales – Employment/Centre d’Emploi

Founded by LASI in 1998, World Skills/Compétences Mondiales is an ISA specialized in employment counselling to assist newcomers and immigrants with all aspects of their job searches and entry into the labour force. World Skills/Compétences Mondiales provides an array of services and workshops – in both English and French – on navigating the Canadian labour market, job searching, Canadian workplace culture and cross-cultural communication, and language training.

Funding: Federal (IRCC, ESDC) and provincial funding, United Way, Community Foundation of Ottawa, TD Bank, BDC, and Accenture

YMCA-YWCA of the National Capital Region's Newcomer Information Centre (NIC)

The YMCA-YWCA National Capital Region's Newcomer Information Centre (NIC) is the first stop for many newcomers to access information in Ottawa. One of its primary services is the Language Assessment and Referral Centre (LARC) that assesses, immigrants' English or French language proficiency, a prerequisite for enrolling in government-funded language programs. The NIC also provides information on language classes and referrals to other immigrant services in the community. Lastly, the NIC offers several employment and entrepreneurship services. NIC provides services in both English and French.

Funding: Federal and provincial funding

La Cité Collégiale

This post-secondary institution, the only Francophone college in the Ottawa region, offers several services in French to support and assist immigrants and newcomers, including orientation, settlement, and various training and employment programs specifically aimed to help them integrate into the Canadian labour market (e.g., construction, health). *La Cité des affaires*, the entrepreneurial unit of the school offers French as second language (FSL) classes, as well as a variety of employment services and programs including *Emplois spécialisés en soutien à l'Ontario rural* (ESSOR) that promotes work in rural areas for immigrants; *Formation Linguistique Axée sur les Professions* (FLAP) which offers communication training for trade jobs in construction, early childhood education, marketing, sales, and the health sector; and *Arrimage Emploi* that provides employment workshops. La Cité also holds networking events with Francophone employers for its students. In addition, it offers information to international students about settling in Ottawa and obtaining a work permit.

Funding: Federal and provincial funding

Champlain Local Health Integration Network (LHIN)

The Champlain Local Health Integration Network (LHIN) is one of 14 regional bodies responsible for coordinating provincially funded health services among an array of service providers across Ontario. The



Champlain LHIN's mandate is to structure and fund 120 health service providers across Eastern Ontario, such as hospitals, mental health and addiction service agencies, community health centres, and long-term care centres. Of these 120 health services providers, 14 are located in Western Ottawa, 12 in Eastern Ottawa, and 77 in Central Ottawa. While the Champlain LHIN does not explicitly offer programming for immigrants, one of its priorities is to help existing health service providers better serve immigrants, newcomers, and refugees (Champlain LHIN, 2017). In particular, the Champlain LHIN works to improve services to immigrant seniors and culturally appropriate mental health care. The Champlain LHIN has become a major partner of OLIP's and actively participates as co-chair of its Health and Well-Being Sector Table.

Funding: Provincial and municipal funding

Ottawa Newcomer Health Centre (ONHC)

The creation of the Ottawa Newcomer Health Centre (ONHC) was the result of conversations held among local stakeholders at OLIP's Sector Tables. Funded by the LHIN, the ONHC is run and managed by the Somerset West Community Health Centre while being hosted at the Catholic Centre for Immigrants. The ONHC offers three specific programs, all funded by the LHIN: (1) language access services are provided to Limited English and French Proficiency (LEFP) clients through the Ottawa Language Access (OLA) program; (2) the Multicultural Health Navigator Program facilitates newcomer applications for the Ontario Health Insurance Plan (OHIP) and their searches for a primary healthcare provider; and (3) the Ottawa Newcomer Health Clinic (ONHC) provides temporary health care services to government-assisted refugees (GARs), privately sponsored refugees (PSRs), and refugee claimants (SWCHC, 2016).

Community Health and Resource Centres

Thirteen community centres in Ottawa – including community service centres (CSC), community health centres (CHC), and community resource centres (CRC) – have played an important role in the city since the 1960s (CCHRCO n.d.). As of 1990, they are joined under the Coalition of Community Health and Resource Centres of Ottawa (CCHRCO). While working together as a coalition to improve quality and access to a range of public services, each community centre is neighbourhood-based and provides programming to meet local residents' needs. As such, several community centres provide services in both English and French, while others provide services and programs that target French-speaking populations. This model allows for relatively easy access to a variety of health and social services within the community itself.

These centres offer several services and programs for immigrants and newcomers, such as ESL (English as Second Language) classes, conversation groups, immigration, and settlement support services. Some services target specific ethnocultural or language groups, e.g., ethno-specific services for Vietnamese, Chinese, Somali, and Arabic-speaking groups among others, while others target particular demographic groups such as immigrant women, immigrant seniors, and immigrant youth, with activities such as cooking classes, seniors' outreach, leadership programs for youth, and prenatal or parenting classes.

Spread across the city, the 13 community health and resource centres are:

- Carlington Community Health Centre
- Centretown Community Health Centre
- Eastern Ottawa Resource Centre

- Lowertown Community Resource Centre / Centre de ressources communautaires de la Basse-Ville
- Nepean, Rideau, and Osgoode Community Resource Centre
- Orléans-Cumberland Community Resource Centre / Centre de ressources communautaires Orléans-Cumberland
- Rideau-Rockcliffe Community Resource Centre
- Pinecrest-Queensway Community Health Centre
- Sandy Hill Community Health Centre
- Somerset West Community Health Centre
- South East Ottawa Community Health Centre
- Centre de services communautaires Vanier / Vanier Community Service Centre
- Western Ottawa Community Resource Centre

Somerset West CHC, Rideau-Rockcliffe CRC and Pinecrest Queensway CHC

While the CHCs, CRCs and CSCs in Ottawa are represented at OLIP through the Champlain LHIN, three community centres are direct partners with OLIP: the Somerset West CHC, the Rideau-Rockcliffe CRC and the Pinecrest Queensway CHC. Among the larger community health and resource centres in Ottawa, these three centres provide services related to settlement programs, language access, employment counselling, and multicultural health navigation. It is important to note that the Somerset West CHC manages the Ottawa Newcomer Health Centre (ONHC), in partnership with CCI Ottawa where it is housed. The ONHC offers three main programs and services: the Ottawa Newcomer Clinic (ONC), a medical clinic specific to immigrant, refugees, and other newcomers; the Multicultural Health Navigator program; and the Ottawa Language Access (OLA) program (these are discussed above, on p. 25).

Funding: Provincial and municipal funding

Centre de services communautaires Vanier (Vanier CSC)

The *Centre de services communautaires Vanier* serves primarily a Francophone population. In addition to its regular programming, the CSCV offers IRCC-funded settlement programs destined exclusively to French-speaking refugees and immigrants in Ottawa. Vanier CSC developed partnerships with other ISAs including the Catholic Centre for Immigrants (CCI Ottawa), faith-based communities, and the YMCA-YWCA NIC to deliver several settlement services in French by sharing space and settlement counsellors. The CSCV also houses the following services and programs for Francophone immigrants: a leadership program for immigrant youth; a legal clinic (*Clinique juridique francophone de l'Est d'Ottawa*) that offers free legal services to low-income Francophone residents of East Ottawa, including assistance in matters of immigration and sponsorship; and employment services through an Employment Centre funded by Ontario Works (see Veronis and Huot 2018).

Funding: Federal, provincial, and municipal funding

Travailleurs d'établissement dans les écoles (TÉÉ)

The *Travailleurs d'établissement dans les écoles* (TÉÉ) is a school-based program similar to the Multicultural Liaison Officers (MLO) headed by OCISO. Funded by IRCC, its aim is to facilitate the integration of school-aged children and their families in Francophone schools in the Ottawa region. This



initiative is managed at the provincial level by the Ontario Council of Agencies Serving Immigrants (OCASI). The TÉÉ serves the two local Francophone school boards – the *Conseil des écoles publiques de l'Est de l'Ontario* (CÉPEO) and the *Conseil des écoles catholiques du Centre-Est* (CÉCCE). The program for the TÉÉ is administered by the COPA (*Centre ontarien de prévention des agressions*). Those employed through the TÉÉ program are also mandated to help administer a program named ANNA (*Accueil des nouveaux et nouvelles arrivant-e-s*), which offers workshops to those who seek to become mentors to assist their newcomer peers in the integration process at their school.

Funding: Federal and provincial funding

Refugee 613

Created in the Fall of 2015 and launched at the Mayor's Public Forum on Syrian Refugee Resettlement on October 1st of that year, Refugee 613 is a community-led initiative that acts as a communication and mobilization hub that “informs,” “connects” and “inspires” the local community and residents to welcome refugees. Moreover, it assists and works with sponsors, those who wish to sponsor refugees, and service providers. Among other things, it provides information to stakeholders through its Stakeholder Committee, where they share resources, identify issues needing to be addressed, and decide on future projects to develop. In addition, Refugee 613 serves to promote and give citizens information on how to donate, volunteer or sponsor refugees, and initiatives that help refugees at the local level. Refugee 613's creation was supported by over 30 local organizations; it strives to avoid duplication of services to enable other local initiatives, agencies, and organizations to focus on their own mandates, while they fill gaps in communication and coordination.

Funding: Federal and provincial governments, Ottawa Community Foundation, the Canadian Red Cross, the United Way of Ottawa/Gatineau, public donations

Conclusion

Our examination of the structures of governance relating to immigrant settlement and integration in the City of Ottawa provides a contrasting case study to that of the City of Toronto, which is more commonly studied (Praznik & Shields 2018a). In part, Ottawa's distinct structures are the result of its unique characteristics – starting with its Capital city status (and the federal government's strong presence and influence), its interprovincial location at the border between Ontario and Quebec, its larger share of a Francophone population, and its history with refugee resettlement. The city's smaller population size and lower share of immigrant population relative to Toronto, are also influential factors. But above all, key in shaping Ottawa's approach to addressing immigrant settlement and integration is likely its strong community network and the close relationship between municipal services and community resource centres.

The establishment of OLIP in 2009 further reinforced the significant role of community-based organizations in deploying a more mature and complex network of intersectoral collaborations, which was propelled with the massive mobilization and efforts expanded during the Syrian refugee resettlement initiative starting in 2015 (Veronis, 2019). Arguably, this event – with all its challenges and achievements – revealed the resilience of local structures of governance based on collaborative models in the face of unexpected events, such as the COVID-19 pandemic which followed in 2020.

Appendix 1. Services for French-speaking newcomers and immigrants in Ottawa

Settlement Services

Réseau de soutien à l'immigration francophone de l'Est de l'Ontario (RSIFEO)

Catholic Centre for Immigrants Ottawa

Conseil Économique et Social d'Ottawa-Carleton (CÉSOC)

La Cité Collégiale

World Skills/Compétences Mondiales – Employment Centre d'Emploi

YMCA-YWCA of the National Capital Region's Newcomer Information Centre (NIC)

Partnerships among settlement organizations: CSC Vanier with CCI and YMCA (settlement counsellors visit various locations); CCI and CÉSOC settlement counsellors spend time at the Jewish Family Services; etc.

Travailleurs d'établissement dans les écoles (TÉÉ)

Community Health and Resource Centres

Centre de services communautaires Vanier (Vanier CSC)

Lowertown CRC / Centre de ressources communautaires de la Basse-Ville

Orléans-Cumberland CRC / Centre de ressources communautaires Orléans-Cumberland

Other CRC, CHC, CSC

Legal services

Clinique juridique francophone de l'Est d'Ottawa (Centre de services communautaires Vanier)

Ottawa Public library

Branches across the city of Ottawa

Appendix 2. Refugee-related services and initiatives in Ottawa

Settlement services*

Catholic Centre for Immigrants (CCI)

- Resettlement Assistance Program (RAP) for government-assisted refugees (GARs)
- Ottawa Newcomer Health Clinic

Jewish Family Services of Ottawa (JFS)

Lebanese and Arab Social Service Agency (LASSA)

Ottawa Community Immigrant Services Organization (OCISO)

Somali Centre for Family Services (SCFS)

YMCA-YWCA of the National Capital Region's Newcomer Information Centre (NIC)

Services to refugees in French

Conseil Économique et Social d'Ottawa-Carleton (CÉSOC) (Economic and Social Council of Ottawa-Carleton)

Centre de services communautaires Vanier (Vanier CSC)

La Cité Collégiale

YMCA-YWCA of the National Capital Region's Newcomer Information Centre (NIC)

Legal services

Clinique juridique francophone de l'Est d'Ottawa (Centre de services communautaires Vanier)

The University of Ottawa Community Legal Clinic

Community resource and health centres

Various across the city

Other organizations and initiatives

Refugee 613

Refugee Hub, University of Ottawa

* This list is not meant to be exhaustive.

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