



Chatham-Kent Local Immigration Partnership Theory of Change

Phase Two Report

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1. Background

The Chatham-Kent Local Immigration Partnership has been working on its collective impact since May of 2019.

During Phase One, we established the Intended Impact Statement, developed a Theory of Change, and tested these frameworks through research and engagement with community stakeholders and members. During Phase 2, we engaged the broader CK LIP Council and developed documents and strategies to support the implementation of the Theory of Change. The main outcomes of this Phase included:

- An action plan that maps out the direction of CK LIP Council and how the Theory of Change will manifest on the ground
- Shared measurement strategy that will help to understand the collective impact CK LIP is having for newcomers in Chatham-Kent. It will also help to make decisions about opportunities and gaps within the system.
- A governance strategy that reflects the structure of the strategy. CK LIP has chosen to embrace a constellation governance model and has established three working groups to reflect this.

The CK LIP Theory of Change Working Group consisted of the following member organizations:

- CK LIP Staff
- Municipality of Chatham-Kent, Community Attraction and Promotion
- Municipality of Chatham-Kent, Chatham-Kent Public Health
- Adult Language and Learning
- Collège Boréal
- Prosperity Roundtable

The progress made during Phase 2 was shared with the 18 CK LIP Council members in attendance during the Partnership Council's July 2020 meeting. During this meeting, CK LIP Council endorsed and supported both the Theory of Change work completed and the governance model. Council members were eager to adapt the revised constellation governance model and began initial conversations identifying opportunities within each working group. Some Council members who have traditionally been less actively engaged also responded to our calls for working group participation. This increased participation shows that the revised strategy resonates with work occurring locally, and that increased clarity and targeted initiatives support partnership engagement.

The following document brings that work together and will serve as a guide for CK LIP in the coming years.

2. Population-level Impact Statement and Theory of Change

The Intended Impact Statement is:

By 2025, more newcomers in Chatham-Kent will feel welcomed and valued, and are contributing and thriving members of the community within 5 years of arrival to Chatham-Kent.

The CK LIP Theory of Change includes three connected strategic themes and their associated outcomes to drive the impact intended. ¹

- a. Prepare newcomers and employers for the labour market
- b. Increase newcomers' social belonging
- c. Increase and promote community supports and information

The working group felt, based on collective knowledge, sector experience, evaluation, and research and feedback from newcomers locally, that these three strategies are important in improving newcomer outcomes in Chatham-Kent. When consulted, the broader Partnership Council reinforced the importance of these three strategies to help newcomers feel welcomed and valued in the community. The positive endorsement of CK LIP's Theory of Change work among Council members, enhanced engagement among the working group members and ultimately benefited CK LIP's Theory of Change work.

Throughout the past year, CK LIP members were engaged to understand how these high-level strategies will be rolled out in the community. The table below displays an initial system map of community initiatives related to the three strategies in CK LIP's Theory of Change. Under each strategy, we have listed CK LIP organizations who have initiatives that contribute to the outcomes aligned with that strategy. We have also listed the initiatives offered by the organizations to begin to paint a picture of how the strategy manifests in the community. Moving forward, continuing to build on this system map will be a priority for CK LIP's Theory of Change, allowing us to gain a holistic picture of initiatives related to newcomers in the community.

¹ See Appendix 1 for detailed Theory of Change process flow

Chatham-Kent – Initial System Mapping

Community Newcomer Initiatives

Prepare newcomers and employers for the labour market	Increase newcomer social belonging	Increase and promote community supports and information
<p>St Clair College Employment Centre</p> <ul style="list-style-type: none"> Resources and Information related to employment and job postings, as well as training programs through Employment Ontario for Permanent Residents, potential subsidies for employers for this group <p>Adult Language and Learning</p> <ul style="list-style-type: none"> Career Link Program Pre-Employment Program (JSW) Orientation sessions regarding employment in Canada Language training Snapshot of Cultural Diversity presentations <p>Collège Boréal</p> <ul style="list-style-type: none"> Establishment of the Socio-Economic Integration Navigator position Clients are able to create a long term socio-economic integration plan Full-time LINC class (20 hours a week) with a focus on education and employment. 	<p>Adult Language and Learning</p> <ul style="list-style-type: none"> Family Literacy Day Newcomer Picnic Speakers’ series Community connections activities (Remembrance Day’s events/museums visits/field trips) Newcomer Youth Program <p>Chatham-Kent Community Health Centre</p> <ul style="list-style-type: none"> CKCHC is hoping to advance the social prescribing initiatives that are open to the rostered CHC clients and community members CKCHC is committed to anti-oppression, inclusion and diversity as per the policy; CKCHC is currently pursuing some anti-racism education as recommended by the Alliance for Healthier Communities YouTube channel featuring videos to get persons of varying ages and capabilities moving <p>CK Public Health</p> <ul style="list-style-type: none"> CKPH declared racism a public health issue. Plan to operationalize this declaration is to follow. CKPH communication campaign for public education and awareness around health and social inequities includes newcomers’ experience. 	<p>CK Public Health</p> <ul style="list-style-type: none"> CKPH is increasing newcomer and multi-lingual resources/content and partner links on website <p>Adult Language and Learning</p> <ul style="list-style-type: none"> Sharing information through Facebook and website ALL’s presentations to other service providers to increase understanding of immigrant issues Speakers’ series Activities to connect newcomers with the broader community Staff engaged on several committees, strategies, and working groups <p>Erie St. Clair Local Health Integration Network (LHIN)</p> <p>We Speak Interpretation Strategy</p> <ul style="list-style-type: none"> Centralized access to professional interpretation services: 1-866-4-WE-SPEAK Taking advantage of low rates through group purchasing Various modalities of access: in-person; over the phone; by videoconference.

Community Newcomer Initiatives

Prepare newcomers and employers for the labour market

Ontario Ministry of Agriculture, Food and Rural Affairs

- Policies for Pathways to Permanent Residency for TFWs

Municipality of Chatham-Kent, Community Attraction and Promotion (Resident Attraction and Retention)

- Leading the Ontario Immigrant Nominee Program regional pilot program locally to attract and retain immigrant talent for local labour needs
- Collaborate with employers on targeted marketing to attract immigrant talent, including through digital marketing and at external fairs
- Host relevant information sessions for employers on opportunities to attract, engage, and retain diverse talent
- Host job finding information at www.LivingCK.ca for immigrants, and share employer stories on web and through social channels

Increase newcomer social belonging

Municipality of Chatham-Kent, Community Attraction and Promotion (Resident Attraction and Retention - RAR)

- Welcome packages, digital and print ads and linking people for social connection building
- Positive messaging and sharing newcomer stories through LivingCK website and social media channels
- Working with and promoting cultural communities in Chatham-Kent for newcomers to join and be a part of
- Supporting welcome-ability efforts through community partnerships and initiatives
- Engage newcomers through community outreach and hosting at networking events

Lambton Kent District School Board

- Anti-oppressive education is one of the main strategic focuses of LKDSB for the next 5 years. Some of the action items are information sessions with the staff, hiring a new position to help LKDBS to curriculum point of view, and ensure the structures are anti-racist to better serve the students

Increase and promote community supports and information

Erie St. Clair LHIN Francophone and Cultural and Linguistic Sensitivity Training

- Module 1 talks about culture and the various steps in the continuum of cultural competence, stereotypes, biases, discrimination, etc. with the aim of helping learners recognize how their culture impacts on their behavior, which in turn, impacts on their interactions with others. Content is not specific to Francophones.
- Module 2 is a short history course on Francophones in Ontario.
- Module 3 talks about how to apply learned concepts to better serve Francophones. Concepts are transferrable to other population group
- LHIN is working on a Communication Plan and collaboration between the partnership is important

Municipality of Chatham-Kent, Community Attraction and Promotion (RAR)

- Welcome packages
- Share local information over LivingCK website and social media channels

3. Strategy in Action

The following sections outline the action plans of each working group. To create a governance model that complements our Theory of Change, we have identified three action teams (working groups), one for each strategic area in the Theory of Change. During the July 2020 CK LIP Council meeting, Council members in attendance were asked to select a working group that best aligns with initiatives for newcomers at their organization. Partnership members were then split out into three different breakout rooms, where they began to discuss building an action plan associated with their strategy.

The focus over the next quarter will be to construct detailed action plans within each strategic theme that will guide the work of CK LIP. The following questions are guiding the development of the action plan within these working groups.

- a. What will the governance structure of this action group be? Who will act as the lead for each working group?
- b. What will our meeting frequency be?
- c. Who in Chatham-Kent is contributing to the outcomes associated with this strategy? Are they currently involved in the action team?
- d. What gaps do we currently see within our strategy? How can we engage others to fill those gaps?
- e. How can we leverage the work that we are all doing to increase outcomes for newcomers in Chatham-Kent?

Below is a high-level action plan for each strategic area. Indicators of progress in each strategic area are also included. See Appendix 1 for an overall visualization of measures aligned with the Theory of Change.

3.1. Prepare newcomers and employers for the labour market

Outcomes

The long-term outcome of our labour market strategy will be to ensure newcomers find meaningful employment and employers have a diverse workforce, allowing them to meet market demands.

Changes in the labour market and hiring patterns will demonstrate progress on the following interim outcomes:

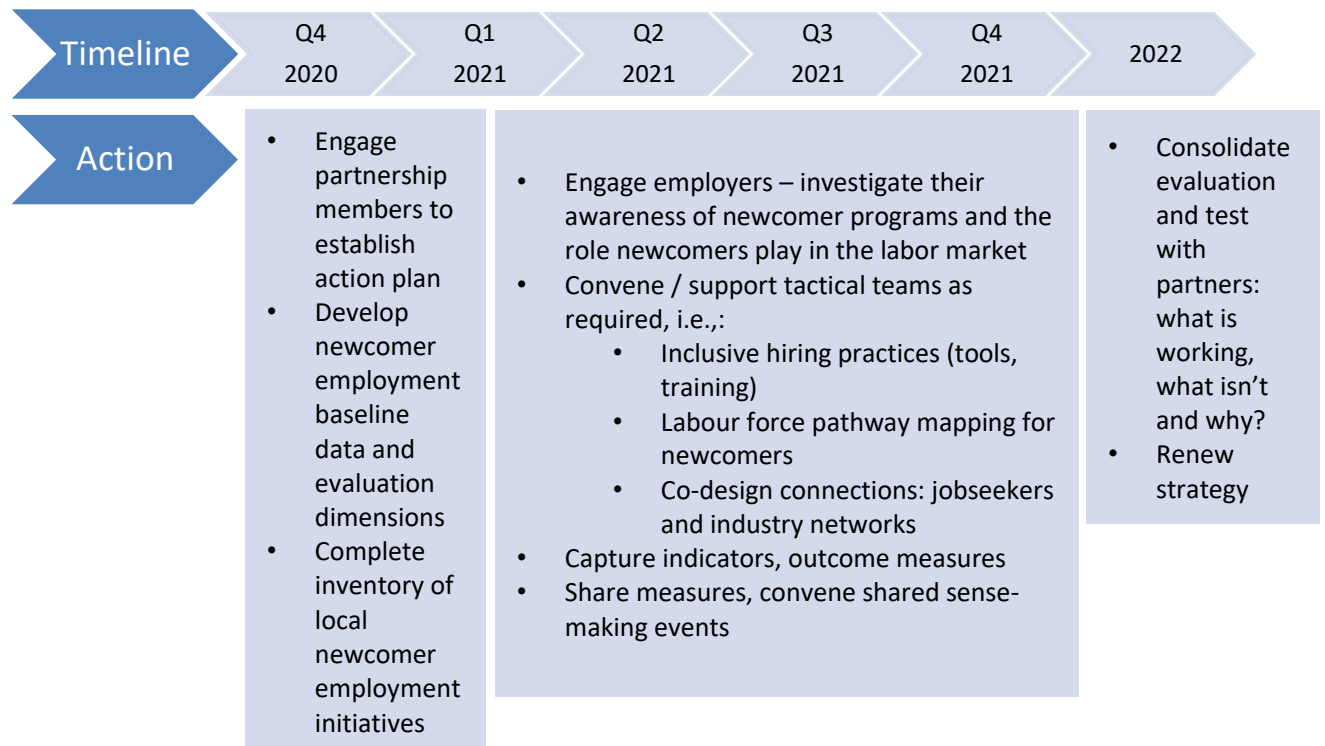
- a) Newcomers gain the knowledge and ability to navigate employment opportunities and services in Chatham-Kent
- b) Local employers grow workforce diversity
- c) Employers value international work experience equal to Canadian work experience

Measurement and Evaluation

The evaluation of the labour market strategy outcomes will be tracked through the following indicators:

- Employment rates
- Number of employers attending sessions (i.e. information sessions)
- Number of employers instituting supports for immigrants (i.e. number of workplaces and number of employees trained in intercultural competency/anti-oppression training)
- Number of volunteer networks and opportunities in the community
- Satisfaction rates from volunteers
- Number of newcomers who participate in programming and are able to secure employment
- Satisfaction information from newcomers who participate in programs
- Attendance at information sessions, webinars, etc.

Action Plan



3.2. Increase Newcomer's Social Belonging

Outcomes

The long-term outcome of our social belonging strategy will be to ensure newcomers in Chatham-Kent feel welcomed and valued in the community, and they participate in community events and civic life beyond their own ethnic groups.

An increasing sense of belonging among newcomers will be demonstrated in progress on the following interim outcomes:

- a) Every newcomer is welcomed and greeted by a member of the community
- b) Newcomers are accepted and celebrated in the community
- c) Adoption of policies that support/drive structural changes that specifically benefit newcomers (e.g. inclusive practices, cultural awareness and anti-racism initiatives in schools, workplaces, the health sector, etc.)

Measurement and Evaluation

Our evaluation of the social belonging strategy outcomes will be tracked through the following indicators:

- Number of organizations adopting inclusive policies (schools, workplaces, etc.)
- Newcomer feedback through an annual community survey
- Tracking the changing perceptions of newcomers (i.e. in the news, surveys, and on social media)
- Attendance at local events
- Newcomer satisfaction with events
- LivingCK website analytics (i.e., Newcomer storytelling)
- Newcomer participation numbers on local committees and boards

Action Plan



3.3. Increase and promote community supports and information

Outcomes

The long-term outcome of the community supports and information strategy is that gaps in services are eliminated, and newcomers participate in civic life independently.

Newcomers access to and use of community supports and information will be demonstrated in our progress on the following interim outcomes:

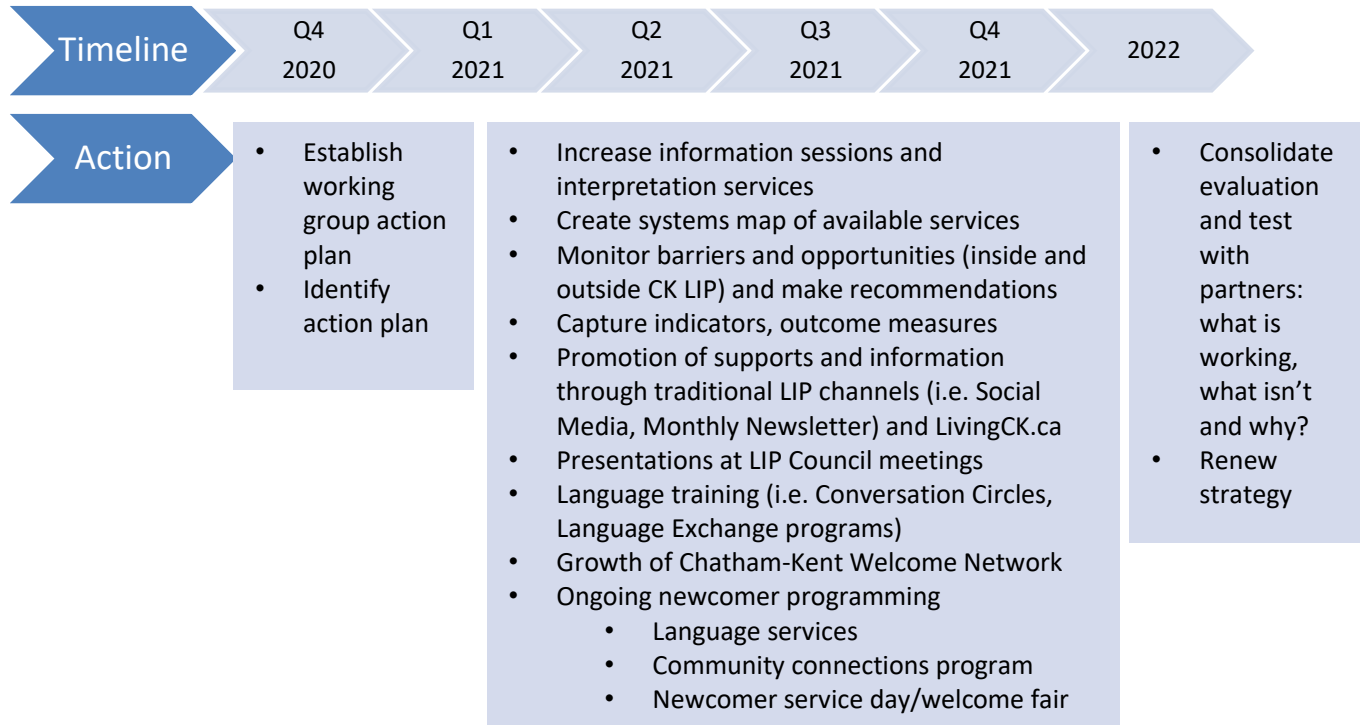
- a) Settlement support networks are strengthened
- b) Newcomers are gaining the skills they need (e.g. language skills, employment skills, etc.)
- c) Newcomers are accessing and using the community supports and information they need

Measurement and Evaluation

Our evaluation of the community supports strategy outcomes will be tracked through the following indicators:

- Number of referrals
- Number of clients accessing and using settlement services
- Feedback from newcomers
- Number of newcomers enrolled in language programs
- Participation in information sessions (and attendance)
- Program attendance (i.e., events, programs, presentations, etc.)
- Newsletter Statistics (i.e., number of subscribers, open rate, click rate, etc.)
- Number of Chatham-Kent Welcome Network Members, including the number of inquiries from newcomers
- LivingCK.ca web analytics

Action Plan

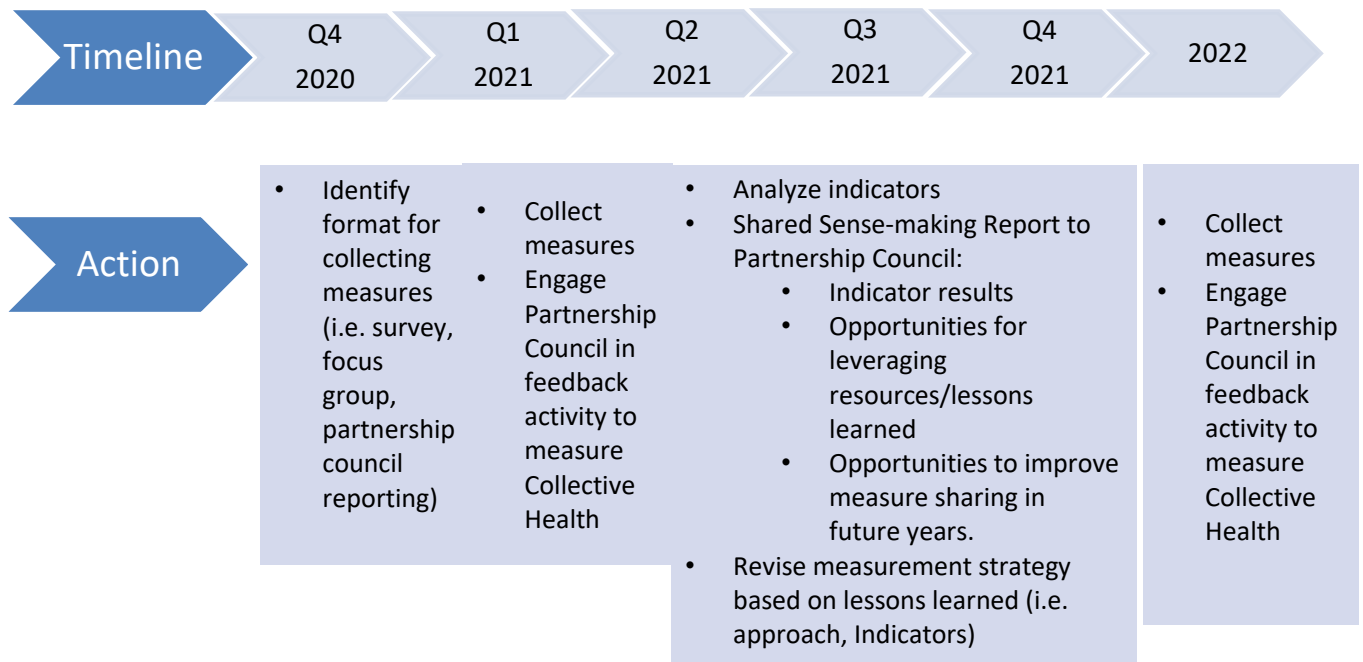


4. Overall Evaluation: Shared Sense-Making

The Chatham-Kent Local Immigration partnership is comprised of members from the broader community who have insights into newcomer needs, services available, and community initiatives currently underway. CK LIP Council members can connect and influence the social and economic drivers in the community to improve outcomes for newcomers and their desire to remain in Chatham-Kent.

As a convener of these members, the CK LIP has a key role in synthesizing data and engaging with leaders in our community to make sense of progress and identify opportunities.

The high-level action plan for measurement is:



Our overall evaluation strategy	<p>By 2025, more newcomers in Chatham-Kent will feel welcomed and valued, and are contributing and thriving members of the community within 5 years of arrival to Chatham-Kent</p> <ul style="list-style-type: none"> ✓ Newcomer demographics in the community – immigration patterns and number of newcomers coming to the community ✓ Inferred from outcomes below. ✓ Distribution of an annual community wide immigration survey ✓ Assess IN RELATION TO other socio-economic factors: transience of population, cost of housing, availability of employment, workforce development factors, and services? In what ways do these factors affect our results? 		
Long-term outcome	<p>Newcomers find meaningful employment</p> <p>Employers have a diverse workforce and meet market demands</p>	<p>Newcomers feel welcomed and valued in the community</p> <p>Newcomers participate in community events and civic life beyond their own ethnic group</p>	<p>Gaps in services are eliminated</p> <p>Newcomers participate in civic life independently</p>
Interim outcomes	<p>Newcomers gain the knowledge and ability to navigate employment opportunities and services</p> <p>Local employers grow workforce diversity</p> <p>Employers value international work experience equal to Canadian experience</p>	<p>Every newcomer is welcomed and greeted by a member of the community</p> <p>Newcomers are accepted and celebrated in Chatham-Kent</p> <p>Structural policies are adopted (e.g. inclusive practices, cultural awareness and anti-racism initiatives in schools, workplaces, the health sector, etc.)</p>	<p>Settlement support networks are strengthened</p> <p>Newcomers are gaining the skills they need (e.g. language skills)</p> <p>Newcomers are accessing and using the community supports and information they need</p>
INDICATORS	<ul style="list-style-type: none"> ✓ Employment rates ✓ # of employers attending sessions ✓ Number of employers instituting supports for immigrants (i.e. number of workplaces and number of employees trained in intercultural competency/ anti-oppression kind of training) ✓ # of volunteer networks and opportunities in the community ✓ Satisfaction rates from volunteers ✓ # of newcomers who participate in programming and are able to secure employment ✓ Satisfaction information from newcomers who participate in programs ✓ Attendance at information sessions or webinars 	<ul style="list-style-type: none"> ✓ # of organizations adopting policies (schools, workplaces, etc.) ✓ Newcomer feedback through yearly survey ✓ Track changing perception of newcomers (news and politics, survey, social media) ✓ Attendance at local events ✓ Newcomer satisfaction with events ✓ LivingCK website analytics (i.e. Newcomer storytelling) ✓ Newcomer participation #s on local committees/boards 	<ul style="list-style-type: none"> ✓ # of referrals ✓ # of clients utilizing settlement services ✓ Feedback from newcomers ✓ # of newcomers enrolled in language programs ✓ Participation in information sessions (and attendance) ✓ Program attendance (includes events, programs, presentation, etc.) ✓ Newsletter Statistics (i.e. # of subscribers, open rate, click rate, etc.) ✓ # of CKWN members (and # of inquiries from newcomers) ✓ LivingCK website analytics (i.e. local support information pages visited)
(Strategies below are not one-to-one with the outcomes above)			
STRATEGIES	<p>PREPARE NEWCOMERS AND EMPLOYERS FOR THE LABOUR MARKET</p>	<p>INCREASE NEWCOMER'S SOCIAL BELONGING</p>	<p>INCREASE AND PROMOTE COMMUNITY SUPPORTS AND INFORMATION</p>
ACTIVITIES	<p>1.1 Promotion of community services through LIP Channels (Facebook, Twitter, Website, Newsletter)</p> <p>1.2 Promotion of Local Settlement Services</p> <p>1.3 Anti-oppression training</p> <p>1.4 Volunteer Opportunities</p> <p>1.5 Promotion of newcomer/immigrant contributions in the workplace</p> <p>1.6 Information sessions or webinars with employers hosted w/ Economic Development or Chamber of Commerce</p>	<p>2.1 Community Events (i.e. Festival of Nations, Diverse City Party, Newcomers Day, Citizenship Ceremony)</p> <p>2.2. Diversity Day (for ALL clients)</p> <p>2.3 Storytelling of newcomer success stories</p> <p>2.4 LIP Council participate in local cultural events/holidays</p> <p>2.5 Diversity Campaigns/Promotion of CK as a Welcoming Community</p> <p>2.6 Introducing and Promoting Municipal Advisory Committees and other Community Boards/Committees to newcomers/immigrants</p> <p>2.7 Establish CK LIP Newcomer Advisory Group</p>	<p>3.1 Promotion of supports and information through traditional LIP channels (i.e. Social Media, Monthly Newsletter).</p> <p>3.2 Presentations at LIP Council meetings</p> <p>3.3 Newcomer service day/welcome fair</p> <p>3.4 Language training (i.e. Conversation Circles, Language Exchange programs)</p> <p>3.5 Community Connections Program (mentorship)</p> <p>3.6 LivingCK.ca</p> <p>3.7 Map Settlement services</p> <p>3.8 Growth of Chatham-Kent Welcome Network</p>
<p>COLLECTIVE HEALTH: PROCESS INDICATORS →</p> <p>What measures tell us the collective itself is working?</p>	<ul style="list-style-type: none"> ✓ Shared sense-making and evaluation ✓ # of partners who report increased understanding of opportunities and challenges to improve newcomer outcomes. ✓ # of new partnerships supporting newcomers ✓ # of partners who enhance internal policies/practices to support one or more outcomes ✓ Satisfaction reported by the partners re-communication, resource development, integration 		

5. Governance and Management

5.1 Governance Model

The Chatham-Kent Local Immigration Partnership has chosen to move forward with a constellation governance model. The Partnership Council feels that this format will allow us to better identify opportunities and leverage shared resources in the community. The constellation governance model is not drastically different to how the CK LIP currently operates. It will however, provide a more concrete structure around the three strategic priorities that have been established, allowing us to better manifest the outcomes outlined in our Theory of Change. The description and graphic below provides an overview of the governance model and how it will work for CK LIP.

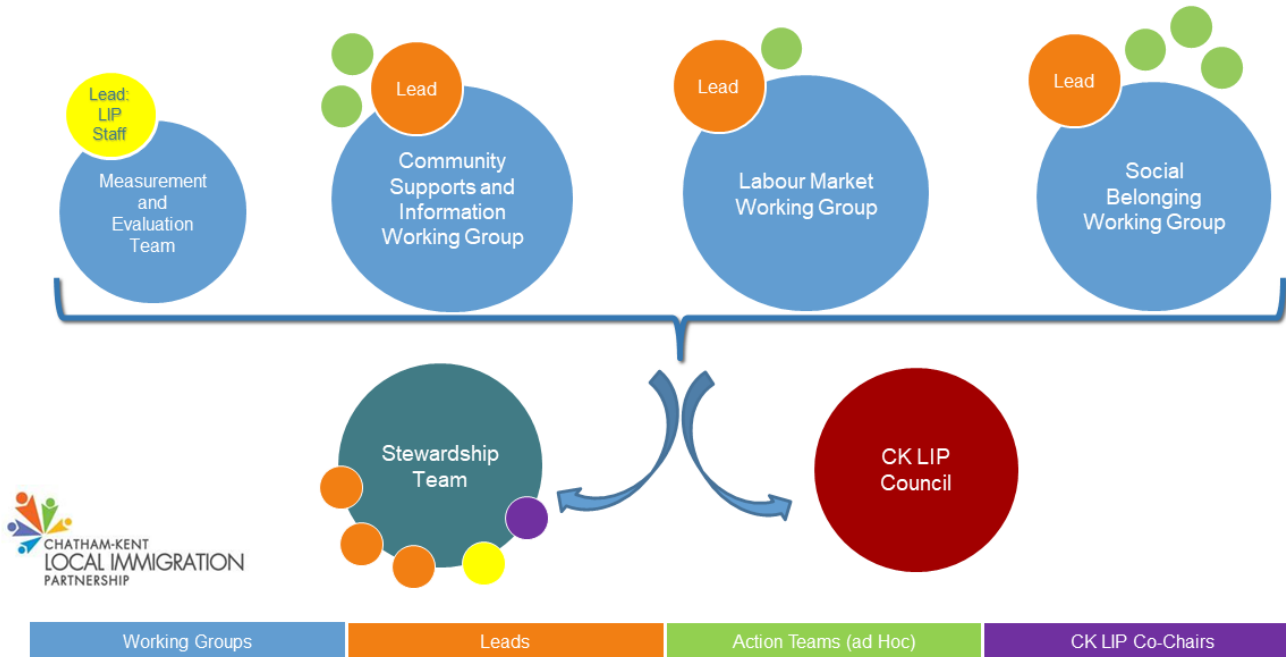
Three working groups will be established and each will have a lead. The lead will be a CK LIP Council member and will be selected by their respective working group members. Each working group will have Action Teams, which will be formed on an ad-hoc basis. A prime example of this is seen in the recent establishment of a CK LIP Anti-Racism working group. This group is considered an action team under the Social Belonging working group. Action Teams will be crucial in driving initiatives forward, and will also allow CK LIP to bring in external stakeholders (i.e. employers, newcomers, etc.) who are not current CK LIP Council members into the discussion.

This model will also feature a Stewardship Team, made up of CK LIP Staff, CK LIP Co-Chairs, a representative from the Municipality of Chatham-Kent (as the LIP Contribution Agreement Holder), and the working group leads. The role of the Stewardship team is to act as a resource for the working group and the leads. The Stewardship team will assist with any questions or concerns that the leads bring forward, and will meet on an as needed basis.

CK LIP hosts a minimum of five Council meetings per annum. CK LIP Council Meetings will serve as an avenue for updates and decision making for the three strategic working groups. Leads will offer updates to the rest of CK LIP Council at the Council meetings. Meetings will serve as a platform for discussion and decision making, as well. Currently CK LIP staff will lead the Measurement and Evaluation team, and will consult with leads and other partners, as needed.

The recently established CK LIP Newcomer Advisory group will also benefit this work by serving as an important source of information for working groups. Working groups will have the opportunity to connect with newcomers through the Newcomer Advisory Group, ensuring that newcomer voices and needs are addressed through the work of CK LIP.

Governance: Committees and Action Teams



Governance: Committees and Action Teams

Working Groups

Each of the three strategies from CK LIP's Theory of Change will have a working group. These working groups will be made up of CK LIP Council Members. Each working group will meet as necessary (determined by each working group). The role of each working group is to work on the initiatives and outcomes in CK LIP's Theory of Change.

Leads

Each strategic working group will have a lead. This lead will be a CK LIP Council member, and will be selected by members of their respective working group. The lead will help lead working group discussions and will be responsible for communicating with the stewardship team and updating CK LIP Council at meetings.

Action Teams (ad Hoc)

Action teams will be on an ad hoc basis. These action teams will develop from the work/needs of the working groups. Action teams can include working group members (CK LIP Council members), but also external stakeholders (e.g. employers, newcomers, etc.).

Stewardship Team

The Stewardship Team will be composed of CK LIP Staff, CK LIP Co-Chairs, a Municipal Representative (as the Contribution Agreement holder), and the Working Group Leads. The role of the Stewardship team is act as a resource for the working groups. The Stewardship Team will be available to share insight, provide assistance, and answer any questions that the working groups may have.

CK LIP Council (Meetings)

The working groups and their leads will report to CK LIP Council at each Council Meeting. Council Meetings will serve as a platform for discussion and decision making for the working groups.

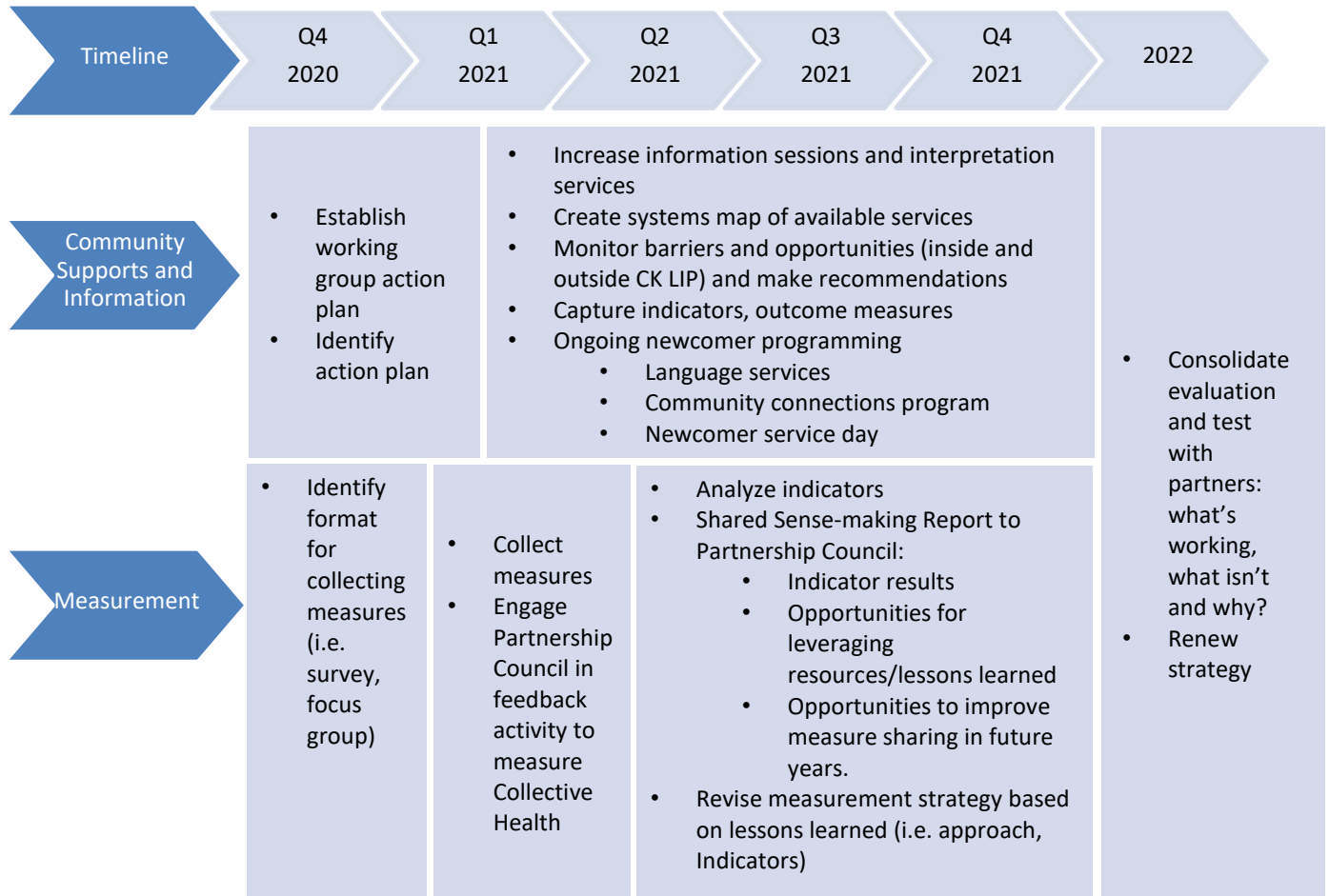
5.2. Partnership Agreement

To help support our revised governance model for our Theory of Change, we plan to highlight a Partnership Agreement (Appendix 3) with Council members when they commit to participating on one of the three strategic working groups. This partnership agreement will support the work of the CK LIP over the next year.

5.3. High-level Action Plan

The action plan below consolidates the action plans above and outlines the actions of the LIP over the next 16 months.

Timeline	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	2022
LIP Admin	<ul style="list-style-type: none"> Baseline Measures Development and Support Partnership Agreements Terms of Reference 		<ul style="list-style-type: none"> Newcomer Day Convening working groups Measurement and Evaluation 			
Labour Market	<ul style="list-style-type: none"> Engage partnership members to establish action plan Develop newcomer employment baseline data and evaluation dimensions Complete inventory of local newcomer employment initiatives 		<ul style="list-style-type: none"> Engage employers – investigate their awareness of newcomer programs and the role newcomers play in the labor market Convene / support tactical teams as required: i.e. <ul style="list-style-type: none"> Inclusive hiring practices (tools, training) Labour force pathway mapping for newcomers Co-design connections: jobseekers and industry networks Capture indicators, outcome measures Share measures, convene shared sense-making events 		<ul style="list-style-type: none"> Consolidate evaluation and test with partners: what's working, what isn't and why? 	
Social Belonging	<ul style="list-style-type: none"> Establish working group action plan Identify action plan for communication and engagement through storytelling 		<ul style="list-style-type: none"> Build story gathering process Establish CK LIP Newcomer Advisory Group Introduce and promote Municipal Advisory Committees and other Community Boards/Committees to newcomers/immigrants Partner with school board to understand opportunities for anti-racism and oppressive training Monitor barriers and opportunities (inside and outside CK LIP) and make recommendations Capture indicators, outcome measures Ongoing newcomer programming <ul style="list-style-type: none"> Festival of Nations Diversity campaign Launch storytelling Create CK Newcomer Day LIP Council participate in/promote local cultural events/holidays 		<ul style="list-style-type: none"> Renew strategy 	



6. Closing Notes

Since beginning our work with Social Impact Advisors in May of 2019, the Chatham-Kent Local Immigration Partnership, especially the CK LIP Theory of Change Working Group, has benefitted from their guidance in developing an updated strategic action plan for newcomers in our community. The end result of this work has laid a strong framework to ensure that newcomers are able to be welcomed and valued in Chatham-Kent, and have the opportunity to contribute and thrive in the community. Participating in this work required the team to take an in-depth look at the current situation that newcomers face in Chatham-Kent. This work led to countless discussions around, ‘how do we fix gaps that may exist in our community’ and ‘how do we continue to make Chatham-Kent a more welcoming community for all immigrants and newcomers.’

Throughout this process, CK LIP Council has shown unwavering dedication and commitment. This dedication and commitment is encouraging for what the future of this work holds in our community. The work completed to date has already had a tremendous impact in the daily work of CK LIP. For example, using the key words in our intended impact statement, we have developed a video that highlights how newcomers have felt welcomed and valued, and are contributing and thriving in the community. This process has also led to CK LIP partnering with the Municipality of Chatham-Kent’s Community Attraction and Promotion area to develop and release the first ever immigration survey for Chatham-Kent. This survey contains key questions related to CK LIP’s Theory of Change, and will serve as a key source of information for the three strategic working groups to use in their discussions. The plan is for this survey to become an annual occurrence, which will further help benefit CK LIP’s Theory of Change.

The end results of this work would not be possible without the six CK LIP Council members who dedicated their time and energy to participate in the working group. Select members of the working group have shared their thoughts on the process and the end result. Those comments are below:

- “I am proud to have taken part in the work done by the CK LIP ToC working group. Developing the impact statement and identifying the connections between the strategies, activities, and actions to achieve outcomes was not easy. Still, during the many critical conversations we had, we identified the pathway we want to follow to ensure newcomers have access to the services they need to integrate and feel welcomed in our community.” – Magdiel Hoste, Adult Language and Learning

- “The second phase of the Theory of Change work helped CK LIP to show how the strategies and the activities that were identified in the first phase will be implemented and how the outcomes will be achieved with the effective structures and the collaboration with the community members. The Theory of Change led us to engage with our partners better with laying out the plans and helped us to create specific working groups aligning our strategies.” – Cagla Erginer, Chatham-Kent Local Immigration Partnership
- “Attracting and welcoming immigrants to Chatham-Kent is a key part of our community’s growth strategy. Working to refine our CK LIP Theory of Change during 2020 – with all of its ups and downs – has happened in no small part, as a result of the support of Innoweave. We now have a clear idea of what we need to work on as a community and where our collective efforts should focus. We look forward to updating our CK LIP council and community on the achievements and outcomes of our work, all thanks to our solid Theory of Change.” – Audrey Ansell, Municipality of Chatham-Kent
- “The Theory of Change process was a great collaborative opportunity that helped to grow my understanding of the CK LIP and it’s mandate. It was a process that brought different sectors together to create a united goal for our community. The work that will come from this process will be an influencer in how my organization approaches our work in public health – strengthening partnerships to work towards a common goal.” – Laura Fay, Chatham-Kent Public Health
- “This process has really highlighted CK LIP Council organizations’ dedication to improving outcomes for immigrants and newcomers in our Community. Throughout this process, we have collaborated with our Council members, key stakeholders in the community, and with newcomers. The end result is truly a collaborative approach to ensuring newcomers are able to feel welcomed and valued, and can contribute and thrive in Chatham-Kent. This process has already allowed us to see tremendous outcomes for our work and our community, including an updated immigration video, a local immigration survey, and targeted working groups for CK LIP. I look forward to seeing where this work takes CK LIP and the community in 2021 and beyond.” – Jason Stubitz, Chatham-Kent Local Immigration Partnership

6.1. Appendix 1



By 2025, more newcomers in Chatham-Kent will feel welcomed and valued, and are contributing and thriving members of the community within 5 years of arrival to Chatham-Kent

CK LIP 2025 Strategic Plan

Theory of Change



6.2. Appendix 2



Theory of Change

Population Level Impact Statement:

By 2025, more newcomers in Chatham-Kent will feel welcomed and valued, and are contributing and thriving members of the community within 5 years of arrival to Chatham-Kent

Newcomers:

A Newcomer is an individual who came to Canada within the past 5 years

These individuals are between the ages of 25-54

They include:

- Immigrants
- Refugees
- Asylum seekers
- Temporary foreign workers
- International students



Welcomed:

When newcomers are set up for success, by having the awareness of, and access to supports and opportunities that will help them integrate and prosper in the community

A community that promotes cultural diversity

Valued:

A community that is open to the contributions of newcomers, and where newcomers feel they are respected and appreciated in the community



Contributing:

When a newcomer is contributing to the community, this could mean they are employed, they are enrolled in education, they are engaged and active in the community (such as: volunteering, recreational activities, politics, etc.), and they have strong social networks (cultural connections, neighbours, etc.)

Thriving:

When a newcomer is thriving in the community, this could mean they are economically independent, have meaningful employment, are socially engaged, and experience health and well-being



6.3. Appendix 3: Partnership Agreement

<p>PARTIES</p> <p>Chatham-Kent Local Immigration Partnership Council</p>	<p>COMMON GOALS</p> <p>The goals of the partnership are to:</p> <ol style="list-style-type: none"> Use a collective impact approach to ensure that newcomers in Chatham-Kent feel <i>welcomed and valued</i> and are <i>contributing and thriving</i> members of the community within 5 years of arrival to Chatham-Kent. We will accomplish this through preparing newcomers and employers for the labour market, increasing newcomers’ social belonging, increasing and promoting community supports and information, strengthening and expanding the collaboration base, shared measurement systems, and authentic engagement with newcomers <p>OBJECTIVES</p> <p>Chatham-Kent LIP partnership agreements support:</p> <ol style="list-style-type: none"> Representation from the City and newcomer-serving community organizations Shared funding, resources, knowledge, and influence Tracking and evaluation of our processes and impact of our collective efforts 	<p>CONTRIBUTION OF EACH PARTY</p> <p>The Secretariat shall:</p> <ol style="list-style-type: none"> Support and coordinate the aligned activities of members and constellation action teams Establish shared measurements and support their collection Build public will and advance policy Mobilize and secure funding <p>The Working Group members shall:</p> <ol style="list-style-type: none"> Contribute to mutually reinforcing activities aligned with population impact goals, and share measurement Identify and support staff to participate in working teams, stewardship, and evaluation Promote the work of the Partnership
<p>BACKGROUND</p> <p>The Chatham-Kent LIP is made up of 40 members/organizations, representing: settlement agencies, municipal departments, community organizations, among other.</p> <p>The vision of our Theory of Change work is that more newcomers feel welcomed and valued in the community, and are contributing and thriving within 5 years of arrival to Chatham-Kent. Our work aims to improve the settlement process for newcomers through supporting their journey towards social and economic inclusion.</p>	<p>PRINCIPLES AND SHARED VALUES</p> <p>The parties acknowledge their commitment to the partnership and to adhere to the following principles:</p> <ol style="list-style-type: none"> The coalition is informed by newcomers and relies on their advice for strategic decisions and implementation Our work is greater than the sum of our parts We value diversity We work with newcomers as equals and champion newcomer engagement We will trust in the process, learn together, and adapt as the work unfolds and grows We will build networks and maximize our collective power to secure and share a range of resources We are committed to shared measurement practices and tools so that we can see and understand our impact 	<p>SHARED MEASUREMENT</p> <ol style="list-style-type: none"> Participants agree to establish indicators and performance targets, measure activities and share measurements accordingly Shared measurement is intended to: <ul style="list-style-type: none"> Improve understanding of the impact of collective work for newcomers and their families. Provide guidance on how to improve the work of the collective