



Community Action Plan 2017-2019

Full Report



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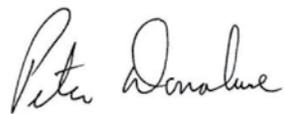
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Waterloo Region has always welcomed immigrants and refugees. Since 2009, the Immigration Partnership has provided a platform for community partners in Waterloo Region to collaboratively facilitate the successful settling, working and belonging of immigrants and refugees.

This Community Action Plan (CAP) is a reflection of the needs, capacities and commitments of the Waterloo Region community to better outcomes for immigrants, refugees and the broader community. It sets priorities for the development of collaborative work by committed partners from 2017-2019.

This CAP is the result of strong input and engagement by many community partners and the broader community. We look forward to working with everyone to respond to priorities and continue to progress in making Waterloo Region a community where immigrants and refugees successfully settle, work and belong.

Sincerely,



Peter Donahue, Chair



Tara Bedard, Executive Director

Introduction

What is the Immigration Partnership?

Who we are

A collaborative of community members, organizations and business partners from multiple sectors.

What we do

Facilitate successful settlement, integration and community involvement of immigrants and refugees in Waterloo Region.

Why we do it

So that Waterloo Region will be a community where immigrants and refugees successfully settle, work and belong.

How we do it

By being rooted in our guiding principles.

Our guiding principles

We are focused on community-driven impact by being:



Structure

The Immigration Partnership is multi-faceted, consisting of a leadership Council and Steering Groups representing three pillars: Settle, Work and Belong. Action groups may be formed by the Immigration Partnership Council and/or the Steering Groups to facilitate specific projects and implement initiatives. See Appendix A for a list of our individual and organizational partners.

Immigration Partnership decision-making framework



Evolution of the Community Action Plan

This is the fourth in a series of Community Action Plans developed by community partners of the Immigration Partnership for working together to facilitate the successful settlement, integration and community involvement of immigrants and refugees in Waterloo Region.

This Community Action Plan (CAP) has been developed taking into account previous work and progress of the Immigration Partnership and input from the broader community about current challenges and successes.

From June 2016 to February 2017, community partners engaged in the planning of this CAP in a variety of formats. Appendix B provides a summary of the development process and ways in which input was gathered from partners and the broader community.

An Evaluation Committee comprised of community partners guided development of this CAP. They met monthly to plan the process and review progress being made. See Appendix A for a list of Evaluation Committee participants.

Planning for the measurement of progress has been woven throughout the development process. As CAP implementation evolves, partners will implement a measurement plan to assess their progress ([view an example measurement framework on our website](#)). Each year, Council, partners and staff will review the CAP and report on progress to ensure that the work of the Immigration Partnership continues to achieve results and stay relevant to conditions in the community.



Collaborative actions

Settle Pillar

1. Educate service providers to effectively support immigrants and refugees
2. Collaborate and coordinate with relevant sectors to ensure that systems, policies and programs meet the needs of immigrants and refugees

Work Pillar

1. Develop tools that promote the hiring of immigrant and refugee talent to employers
2. Engage, educate and support employers to recruit, hire and retain immigrant and refugee talent

Belong Pillar

1. Promote awareness and networking of formal and informal organizations and groups addressing immigrant and refugee isolation
2. Develop and implement public education initiatives that promote belonging of immigrants and refugees to the broader community
3. Support local municipalities to provide leadership in the welcoming and inclusion of immigrants and refugees

Partnership-Wide

1. Advise all levels of government and systems leaders about desired changes and resource needs in Waterloo Region
2. Implement communication strategies to educate the general public about immigration matters
3. Cultivate opportunities for collaborative learning and development

Collaborative actions in detail

Settle Pillar

Past accomplishments:

- **Strengthened settlement supports for immigrants and refugees:** Mapping of settlement systems in Waterloo Region. Greater coordination among settlement services. Stronger collaboration between settlement and other community sectors and new partnerships formed.
- **Strengthened health care supports for immigrants and refugees:** Strengthened relations with the Waterloo Wellington Local Health Integration Network to inform systems planning. Direct engagement with local hospitals to improve policy and practice on the provision of medical interpretation.
- **Strengthened education and language supports for immigrants and refugees:** Improved communication between language providers and settlement providers. Better understanding of current curriculum and learner challenges.
- **Reduced barriers to housing for immigrants and refugees:** Community consultation on housing barriers and opportunities for immigrants and refugees. Developed recommendations for action. Participated in regional housing forums and coalitions to advocate for immigrant/refugee needs. Encouraged inclusion of settlement services in Emergency Shelter Referral Protocol. Supported outreach and education of landlords to house refugees. Launched the Landlords Welcome Refugees Award to encourage landlords to house refugees and other newcomers.

Ongoing challenges: Partners and the broader community informed Immigration Partnership about consistent settlement challenges experienced by immigrants and refugees, such as: learning English; interpretation not being provided in key service areas; accessing settlement, health and mental health services; finding affordable housing; and navigating services across multiple organizations. Partners of the Settle Pillar aim to address these challenges and enhance the services provided by both settlement organizations and mainstream organizations.

Moving forward: Over the next three years, the Settle Pillar has chosen to focus on creating positive change to the settlement process in Waterloo Region through two main actions detailed below. As needs and priorities in the community shift, the Settle Pillar will strive to be responsive and adapt as needed.

Pillar overview:

The Settle Pillar consists of the Settle Steering Group and corresponding Action Groups which work together to address the transitional challenges faced by immigrants and refugees when they arrive in Waterloo Region.

Settle action one

Educate service providers to effectively support immigrants and refugees

Why is this action important?

- Because not all service providers recognize the needs of immigrants and refugees or serve them appropriately.
- Because not all service providers understand the role of settlement services or how to work with them.
- Because not all service providers make appropriate referrals or provide consistent information to immigrants and refugees.
- Because immigrants and refugees struggle to know about, understand and access health and mental health, housing, language, municipal, settlement and other community services.

What will the activities look like?

- This action's activities will include:
 - Educating about needs and available services.
 - Identifying service gaps, challenges and educational needs.
 - Hosting networking and educational events for health and mental health, housing, language, municipal, settlement and other community service providers.
 - Promoting service solutions.
- It will ensure two-way flow of information between settlement and other service areas. It will address the needs of all immigrants (economic and other) and refugees (government-assisted, privately sponsored, refugee claimants) as related to health and mental health, housing, language, municipal, settlement and other community services.



- Focus will include:
 - Developing the capacity of health and mental health, housing, language, municipal and other community services to effectively serve immigrants and refugees and to help navigate/refer them to settlement services.
 - Strongly encouraging service providers to provide accredited interpretation for immigrants and refugees.
 - Promoting, expanding and supporting conversational English learning opportunities and supporting ESL/LINC partners in ensuring that programs are responsive to the needs of immigrants and refugees.
 - Increasing awareness of services and pathways among settlement organizations and developing their capacity to support clients and collaborate.
- This action's activities could lead to the development of educational materials, settlement pathway or checklist tools for immigrants/refugees, fact sheets for service providers to facilitate referrals, co-location of services (e.g., central information resource hub) or the improved education of immigrants/refugees by partners.

How will we track progress?

- A measurement framework will be developed with the implementation plan. An example indicator could be an increased number of agencies requesting accredited interpretation services in Waterloo Region.

Who is committed?

- **Leads:** Conestoga College, KW Multicultural Centre, Mennonite Coalition for Refugee Support, Reception House Waterloo Region, Sanctuary Refugee Health Centre. Community member: Margaret Brockett
- **Significant Commitment:** Canadian Mental Health Association Waterloo Wellington, Carizon Family and Community Services, Kitchener Public Library, Mennonite Central Committee, Reception House Waterloo Region, Region of Waterloo Housing Services, Region of Waterloo Public Health & Emergency Services, Supportive Housing of Waterloo Region, Welcome Home Refugee House/Ray of Hope, YMCA Immigrant Services. Community members: Eliseo Martell, Kathy Hogarth, Kristin Johnson-Perlock, Mohamed Bendame



Settle action two

Collaborate and coordinate with relevant sectors to ensure that systems, policies and programs meet the needs of immigrants and refugees

Why is this action important?

- Because immigrants and refugees experience unique barriers to health and mental health, housing, municipal and other community services.
- Because the unique needs of immigrants and refugees are not always on the radar or a priority of health and mental health, housing, municipal and other community service sectors.

What will the activities look like?

- This action's activities will include identifying and participating in relevant planning tables and forums with health and mental health, housing, municipal and other community service sectors to ensure the needs of immigrants and refugees are accounted for. Partners will work together and with other sector representatives to facilitate better collaboration and coordination of services.
- It will ensure better collaboration and coordination is taking place between Immigration Partnership partners and other health and mental health, housing, municipal, settlement and other community services.
- Focus will include: Addressing the unique challenges experienced by immigrants and refugees; engaging representatives across sectors; influencing how policies, programs and services are developed through improved or adapted delivery; inputting how funds are allocated; and strongly encouraging services to provide accredited interpretation for immigrants/refugees.
- This action's activities could include encouraging landlords to provide housing to refugees (e.g., Landlords Welcome Refugees Award).

How will we track progress?

- A measurement framework will be developed with the implementation plan. An example indicator could be the number of partners and sector forum/agency representatives reporting that immigrants/refugees are being better served as a result of their collaboration and coordination.

Who is committed?

- **Leads:** KW Multicultural Centre, Reception House Waterloo Region, Sanctuary Refugee Health Centre, Supportive Housing of Waterloo. Community members: Eliseo Martell, Margaret Brockett
- **Significant Commitment:** Canadian Mental Health Association Waterloo Wellington, Conestoga College, Mennonite Central Committee, Mennonite Coalition for Refugee Support, Muslim Association of Canada, Region of Waterloo Public Health & Emergency Services, Region of Waterloo Housing Services, Welcome Home Refugee House/Ray of Hope, YMCA Immigrant Services. Community Members: Eliseo Martell, Kathy Hogarth, Kristin Johnson-Perlock

Work Pillar

Past accomplishments:

- **Stronger partnerships:** Partnerships with Chambers of Commerce, Workforce Planning Board, Employment Service Providers strengthened. Partnerships formed with new employers.
- **Supported employment services to better support immigrant clients:** Created opportunities to learn about industry hiring trends (employers panels, Employer One survey partnership). Leveraged partnerships with business associations to create networking opportunities where immigrant clients learn about job opportunities and develop employer connections. Created opportunities for employment services to develop relations with new employers.
- **Strengthened employer engagement and recognition that hiring immigrants is valuable:** Many relationships developed with new employers through networking. Educated employers about the benefits of and supports for hiring immigrants (marketing materials, educational events, one-to-one outreach).
- **Streamlined employer access to immigrant talent:** Piloted the Immigrant Talent Engagement Program (ITEP) as a common access point for employers looking to hire immigrants.

Pillar overview:

The Work Pillar consists of the Work Steering Group and Immigrant Employment Action Group which work together to address issues that immigrant and refugee job-seekers experience in finding employment and that employers experience in accessing immigrant talent.

Ongoing challenges: Partners and the broader community report consistent employment challenges experienced by immigrants and refugees, such as difficulties finding work in general and in their field of expertise, experiences of discrimination by employers, difficulties obtaining recognition for international credentials and experience and the lack of mentorship opportunities. The Work Pillar is committed to supporting and encouraging employers to hire immigrants and refugees and increasing their utilization of services and systems that support the recruitment, hiring and retention of immigrants and refugees. There continues to be a need for greater employer presence and engagement in the Work Pillar. The Work Pillar is dedicated to collaborating with employment service providers to maximize their capacity to help immigrants and refugees find meaningful work in Waterloo Region.

Moving forward: Over the next three years, the Work Pillar has chosen to focus on creating positive change to immigrant and refugee employment experiences in Waterloo Region through two main actions detailed below. As needs and priorities in the community shift, the Work Pillar will strive to be responsive and adapt as needed.

Work action one

Develop tools that promote the hiring of immigrant and refugee talent to employers

Why is this action important?

- Because local employers have a hard time filling positions while there are immigrants and refugees looking for meaningful work with the knowledge and skills sought.
- Because not all employers are aware of the benefits of hiring immigrants and refugees and many do not consider hiring them because of perceived challenges.
- Because many employers are not aware of, do not understand or do not access services and incentives to help them fill positions with immigrant and refugee talent.

What will the activities look like?

- This action's activities will include creating tools to raise awareness among employers of why and how to access immigrant and refugee talent using various platforms, such as:
 - Developing promotional materials (e.g. employer guide, etc.) and marketing via radio, print, social media, etc.
 - Partners regularly contributing content to the Waterloo Region Immigration Portal employer page (e.g., blog posts, employer profiles, etc.).
 - Promoting success stories of employers who hired immigrants and refugees (e.g., employer recognition awards for hiring inclusivity).
- It will ensure involvement of relevant partners, with representation from communication specialists, Work Force Planning Board, Chambers of Commerce and economic development representatives.
- Focus will include all partners contributing to and directing employers to the Waterloo Region Immigration Portal and promoting it as a central starting point for information on employment services, system navigation and accessing immigrant talent.

How will we track progress?

- A measurement framework will be developed with the implementation plan. An example indicator could be an increased number of employers which are more likely to access immigrant talent after visiting the portal.

Who is committed?

- **Leads:** Agilec, The Literacy Group, Workforce Planning Board Waterloo Wellington Dufferin. Community member: Roberto Villamar.
- **Significant Commitment:** Conestoga College, KW Multicultural Centre, YMCAs of C&KW, Lutherwood, The Working Centre. Community members: Heather Rankin, Janet Lehman, Sheila McIntosh.

Work action two

Engage, educate and support employers to recruit, hire and retain immigrant and refugee talent

Why is this action important?

- Because some employers do not consider hiring immigrants to fill their labour force gaps.
- Because employers need more understanding of the benefits of hiring and retaining immigrants and refugees and active encouragement and support to do so.

What will the activities look like?

- This action will include practical activities to engage more employers on an ongoing basis, including:
 - Developing relationships with employers by identifying employer networks and associations, establishing connections and outreach.
 - Creating networking opportunities for employers to increase their exposure to immigrant talent and promote their job opportunities.
 - Hosting educational events for employers to build awareness and capacity to hire immigrants, provide support and resources for those with questions about hiring immigrants, mitigate risk and increase opportunities for immigrants to be hired.
 - Developing the Immigrant Talent Engagement Program (ITEP) as a common access point for employers to access immigrant talent.
- It will ensure flow of communication between Immigration Partnership partners and employers.
- Focus will include ensuring employers are aware of the full range of supports available to them in hiring immigrants and refugees (employment, language, settlement, other). Attention will be paid to encouraging employers to consider on-site language or other training for immigrant employees and the inclusion of immigrant entrepreneurs in all actions. It will be done by partnering with the Immigrant Internship Program (Conestoga College), Mentorship Program (YMCA), Employment Ontario providers and KW Multicultural Centre Job Search Workshop to engage employers. It will also include partnering with Chambers of Commerce and Work Force Planning Board to deliver events that encourage immigrant employment (e.g., Immigrant Mentorship Day and Point of View).

How will we track progress?

- A measurement framework will be developed with the implementation plan. An example indicator could be the number of employers who have hired one or more immigrants since attending a training event.

Who is committed?

- **Leads:** Agilec, Conestoga College, Lutherwood, Orange Sky. Community member: Roberto Villamar.
- **Significant Commitment:** Conestoga College, YMCAs of C&KW, Reception House Waterloo Region, The Working Centre, Workforce Planning Board Waterloo Wellington Dufferin, YMCA Immigrant Services. Community members: Janet Lehman, Marlene Meechan.

Belong Pillar

Past Accomplishments:

- **Increased public awareness of the value of a diverse and welcoming community:** The I Am Waterloo Region public education campaign highlighted the contributions of immigrants and refugees and celebrated local diversity. Community partners engaged campaign ambassadors in their work. Supported coordination of regional World Refugee Day celebrations in partnership with the Community Coalition on Refugee and Immigrant Concerns.
- **Promoted civil education, participation and leadership of immigrants:** Regular interactive presentations by municipal partners educated newcomers about local government services and encouraged their civic participation at the municipal level. Strong framework of collaboration between municipal partners and ESL providers established. Hosted community citizenship ceremonies to welcome and celebrate new citizens and encourage civic engagement.
- **Promoted inclusive practices through organizational change:** Examined immigrant representation in senior leadership and published the research report, Diversity: A Snapshot of Diversity in Immigrant Leadership in Waterloo Region. Held conversations with public sector organizations about their inclusion practices.

Ongoing challenges: Partners and the broader community report consistent challenges experienced by immigrants and refugees related to belonging, such as feeling isolated, lacking connections to the broader community, experiencing racism/discrimination, needing more leadership opportunities and the need for more inclusive practices in organizations. The Belong Pillar addresses the more continual needs of immigrants and refugees, such as social connections, leadership opportunities and civic engagement opportunities. Partners collaborate to address these types of challenges and shift public attitudes and values to create a community that embraces diversity and inclusion of immigrants and refugees. The Belong Pillar aspires to encourage all Immigration Partnership partners to incorporate inclusive and equitable practices into their services to better model and reflect immigrant and refugee inclusion.

Moving Forward: Over the next three years, the Belong Pillar has chosen to focus on creating positive change to belonging in Waterloo Region through three main actions detailed below. As the needs and priorities in the community shift, the Belong Pillar strives to be responsive and adapt as needed.

Pillar overview:

The Belong Pillar consists of the Belong Steering Group and corresponding Action Groups which work together to address the long-term challenge of ensuring immigrants and refugees have a strong sense of belonging in Waterloo Region. The Belong Pillar defines belonging as “an essential human need to be accepted and valued by others in order to reach one’s full potential in connecting, participating, integrating and thriving in the community.” The Belong Pillar emphasizes the importance of involving both immigrants and the broader community in a process of mutual learning and inter-relatedness.

Belong action one

Promote awareness and networking of formal and informal organizations and groups addressing immigrant and refugee isolation

Why is this action important?

- Because immigrants and refugees continue to experience isolation.
- Because there is a lack of awareness among service providers and immigrants and refugees of the supports available in their communities.
- Because there is a need for additional opportunities for immigrants and refugees to connect with each other and with members of the broader community.

What will the activities look like?

- This action's activities will include identifying formal and informal groups, organizations, programs and networks that address isolation; connecting with them to discuss their work and opportunities for responding to immigrant isolation; encouraging connection and collaboration among them.
- It will ensure that formal and informal groups have knowledge of each other and collaborate to reduce immigrant and refugee isolation.
- Focus will include promoting stronger collaboration with ethno-cultural leaders and groups with connection to immigrants and refugees living in isolation.
- This action's activities could include giving recognition to formal and informal organizations working to reduce immigrant and refugee isolation and promoting an inventory of programs that reduce isolation so immigrants and refugees can access programs and organizations can identify service gaps and avoid duplication.

How will we track progress?

- A measurement framework will be developed with the implementation plan. An example indicator could be the number of agencies collaborating together around the issue of immigrant isolation.

Who is committed?

- **Lead:** Community member: Colleen James
- **Significant Commitment:** Delton Glebe Counselling Centre; Waterloo Lutheran Seminary, KW Multicultural Centre, Volunteer Action Centre of KW & Area, YMCA Cambridge. Community members: Nicole Neufeld



Belong action two

Develop and implement public education initiatives that promote belonging of immigrants and refugees to the broader community

Why is this action important?

- Because immigrants and refugees continue to experience racism and discrimination.
- Because messages of hate and intolerance are growing among the general public creating increased levels of fear among immigrants and refugees.
- Because there needs to be more opportunities for immigrants and refugees to share their contributions and experiences in Waterloo Region.
- Because public education can help to shift opinions and attitudes of the general public to create a more welcoming and inclusive community.

What will the activities look like?

- This action's activities will include continuing to roll out and follow-up the I Am Waterloo Region campaign.
- It will ensure two-way communication on topics of belonging between Immigration Partnership partners and the broader community.
- Focus will include having immigrant and refugee community members at the centre of this work.
- This action's activities could include organizing targeted initiatives for the broader community around relevant observance days (i.e., Canadian Multiculturalism Day, International Day for the Elimination of Racial Discrimination, International Migrants Day, World Day for Cultural Diversity for Dialogue and Development, World Refugee Day), promoting best practices for inclusion and non-discrimination through workshops, training, etc., or creating safe spaces for dialogue about issues that affect belonging such as racism and discrimination (e.g., quarterly speaker series).

How will we track progress?

- A measurement framework will be developed with the implementation plan. An example indicator could be the number of requests for speaking engagements by I Am Waterloo Region campaign ambassadors.

Who is committed?

- **Lead:** Community member: Iman Arab
- **Significant Commitment:** KW Multicultural Centre, YMCA Cambridge. Community members: Colleen James, Janet Howitt

Belong action three

Support local municipalities to provide leadership in the welcoming and inclusion of immigrants and refugees

Why is this action important?

- Because immigrants and refugees continue to lack participation in municipal processes.
- Because immigrants and refugees continue to experience racism and discrimination in the community.
- Because municipalities have an important role as community leaders in modeling and promoting a welcoming and inclusive community to the public.

What will the activities look like?

- This action's activities will include collaborating with municipal partners in the welcoming and inclusion of immigrants and refugees by engaging them in municipal processes (e.g., municipal presentations to recent arrivals) and in the welcoming of New Canadians (e.g., hosting citizenship ceremonies).
- It will ensure two-way communication between Immigration Partnership partners and municipal leaders.
- Focus will include promoting the direct interaction of municipal partners with immigrants and refugees to strengthen their participation in municipal processes.
 - This action's activities could include advocating to and partnering with municipalities to raise public awareness of the challenges experienced by immigrants and refugees and their contributions to the community (e.g., proposing that municipalities adopt community declarations of welcoming, inclusion or anti-racism or declare a newcomer day with hosted events). It could also include developing tools for community members to use in advocating for municipalities to increase their inclusive practices.

How will we track progress?

- A measurement framework will be developed with the implementation plan. An example indicator could be the number of immigrants and refugees that attend municipal presentations.

Who is committed?

- **Significant Commitment:** City of Kitchener, City of Waterloo, Kitchener Waterloo Art Gallery, Region of Waterloo, YMCA Cambridge. Community members: Dianne Boston-Nyp, Janet Howitt



I AM
WATERLOO
REGION

Partnership-Wide

Past Accomplishments:

- Ongoing engagement of community partners in the development and evolution of the Immigration Partnership, expanding membership and focus as needed.
- Created a foundation for community planning and collaboration to better support the settling and community integration of immigrants and refugees.
- Initiated and provided a foundation for the successful community coordination of the Syrian Refugee Resettlement Initiative. Collaborated with local community foundations and the regional municipality to oversee distribution of community donations to support refugee resettlement.
- Advised federal and provincial elected officials about immigrant and refugee settlement needs in Waterloo Region.
- Created policy briefings and published editorials to raise public awareness of immigration matters.
- Leveraged relations with post-secondary institutions and community-based research groups to support community learning.

Ongoing challenges: The Immigration Partnership has heard from partners and the broader community that policy and systems change is required to address some of the challenges experienced by immigrants and refugees, that more efforts are needed to inform and educate the public about immigration matters and that there is a need to better leverage resources and capacities in Waterloo Region to support collaborative learning for systems changes.

Moving Forward: Over the next three years, Council will provide leadership and oversight to the following three actions that support systems-level change or actions that affect all Pillars. As needs and priorities in the community shift, and as the Pillars identify areas where Council support and advocacy are crucial to the successful implementation of their actions, Council will strive to be responsive and adapt as needed.

Council overview:

The Immigration Partnership Council (Council) provides strategic leadership to the Immigration Partnership by championing the work of the Partnership, enabling systems and strategic planning, advocating to government and systems leaders and providing governance oversight. Its overall objective is to promote shared awareness and leadership to create enabling environments for collective action within and outside of Waterloo Region. Its work builds on and supports the actions and issues addressed through the Settle, Work and Belong Pillars.

Partnership-Wide action one

Advise all levels of government and systems leaders about desired changes and resource needs in Waterloo Region

Why is this action important?

- Because many of the challenges experienced by immigrants and refugees are the result of systems that do not meet their needs or insufficient resources.
- Because government and systems leaders need to understand the positive and negative impact of existing systems and resource allocations and be encouraged to effectively respond.

What will the activities look like?

- This action's activities will include developing advocacy and education materials outlining desired changes in Waterloo Region; and maintaining and developing effective relationships with and advising government representatives, elected officials and local systems leaders about needed policy changes and resources.
- It will ensure two-way flow of information between government/systems leaders and Immigration Partnership partners.
- Focus will include addressing the needs of all immigrants and refugees and community conditions in relation to all areas of the Community Action Plan. Some example targets that connect with the Pillars, include:
 - Improved policy for and investment in settlement and employment services to strengthen service systems and service coordination (Settle and Work).
 - All immigrants and refugees being connected to a funded settlement provider (Settle).
 - Elimination of financial assistance claw backs for refugees with limited incomes (Settle).
 - Mandated provision of accredited interpretation in service areas with health and legal implications (Settle).
 - Increased investment in affordable housing, flexibility of funding allocations and access of immigrants and refugees to emergency and affordable housing (Settle).
 - Support for language training in a variety of forms, including on-site at place of employment, with adequate support for child care and transportation (Work).
 - Immigration policy that attracts appropriately skilled workers to match labour market needs; simplified processes for employers seeking to attract and hire international talent; simplified processes for international credential recognition (Work).
 - Municipalities demonstrate leadership in the welcoming of immigrants and refugees (Belong).

How will we track progress?

- A measurement framework will be developed with the implementation plan. An example indicator could be the number of issues advocated for that saw positive change.

Partnership-Wide action two

Implement communication strategies to educate the general public about immigration matters

Why is this action important?

- Because increasing the general public's awareness and understanding about the positive contributions and challenges of immigrants and refugees is important.
- Because immigration impacts everyone and we want to support the three Pillars in positively impacting public perception and welcoming of immigrants and refugees.

What will the activities look like?

- This action's activities will include hosting community forums, maintaining and promoting use of an effective Immigration Portal, working with media and promoting coverage of immigration related topics, publishing editorial content and newsletters, participating in community events and committees, etc.
- It will bring coordination to Immigration Partnership's overall public communications and ensure adequate attention to all three Pillars.
- Focus will include the general public and policy and systems actors/planning tables related to all areas of this Community Action Plan.

How will we track progress?

- A measurement framework will be developed with the implementation plan. An example indicator could be the number of published newsletters, articles or stories produced.



Partnership-Wide action three

Cultivate opportunities for collaborative learning and development

Why is this action important?

- Because many learning and development needs are common to a number of community partners and thematic areas.
- Because there are opportunities for better leveraging resources in Waterloo Region to support collaborative learning and development for systems change and problem solving.

What will the activities look like?

- This action's activities will include:
 - Ongoing participation and support for collaborative learning with local post-secondary institutions and community-based research groups to address Immigration Partnership's needs and opportunities.
 - Supporting or soliciting research to support the three Pillars in their work.
 - Developing communication materials (e.g., newsreel) and community forums to promote discussion and the sharing of tools and resources among community partners.
- It will bring a strategic lens to learning and development and aims to better leverage and align existing capacities.
- Focus will include supporting systems changes or specific learning needs related to all areas of this Community Action Plan, with clear benefits and application for both the Immigration Partnership and the research community. When possible, direct sharing of experiences by immigrants and refugees will be incorporated into learning opportunities.

How will we track progress?

- A measurement framework will be developed with the implementation plan. An example indicator could be the number of organizations participating in collaborative learning initiatives.



Appendix A: Partners engaged in CAP planning

Settle Pillar

Pari Karem (Chair)	Crystal Brown	Gina Hickman	June Moyo
Eliseo Martell (Vice Chair)	Kristen Bustamante	Kathy Hogarth	Priscilla Muzira
Helen Ala Rashi	Carl Cadogan	Kristin Johnson-Perlock	Sharon Schmidt
Fauzia Baig	Debbie Engel	Ed Kaut	Kaylee Perez
Mohamed Bendame	Gael Gilbert	Katie Krauss	Katherine Peterson
Shelley Bolden	Christine Gilles	Vanessa Lopak	James Swaka
Amanda Botelho	Lynne Griffiths-Fulton	Laura Stoutenburg	Eunice Valenzuela
Margaret Brockett	Heidi Harris	Ana Luz Martinez	Harry Whyte

Work Pillar

Ian McLean (WSG Chair)	Doug Campbell	Maria Lambour	Marian Rozman
Tim Callan (IEAG Chair)	Paulina Cisneros	Janet Lehman	Nihal Salem
Wendy Adema	Cory Cockwell	Sherri McDermid	Carol Simpson
Tarek Al Farra	Brittney Emslie	Sheila McIntosh	Dave Thomas
Tina Allishaw	Chris Farrell	Marlene Meechan	Roberto Villamar
Elizabeth Arcila	Rod Friesen	Lil-Marie Myers	Rachel Villemaire
Marilena Benak	Lynne Griffiths-Fulton	Pam Poole	Eva Wassef
Sue Benoit	Gayle Horyn	Chris Prosser	Lisa Wright
Dianne Boston-Nyp	Adria Joel	Heather Rankin	

Belong Pillar

Iman Arab (Chair)	Paulina Cisneros	Mary Mueller	Tom Reitz
Dianne Boston-Nyp (Vice Chair)	Janet Howitt	Jassy Narayan	Lynn Schulze
Pamela Albrecht	Colleen James	Nicole Neufeld	Bashir Shabiz
Asma Al-wahsh	Kelly Kipfer	Nermin Ozdemir	Halyna Tepylo
Deb Bergey	Luke Moyer	Marla Pender	Janet Waito

Council

Peter Donahue (Chair)	Douglas Bartholomew-Saunders	Lucia Harrison	Jennifer Roggemann
Linda Terry (Vice Chair)	Tracey Hare Connell	Pari Karem	Karen Spencer
John Haddock (Past Chair)	Sonja Erstic	Theron Kramer	Jan Varner
Iman Arab	Elif Gunce	Ian McLean	
		Kelly McManus	

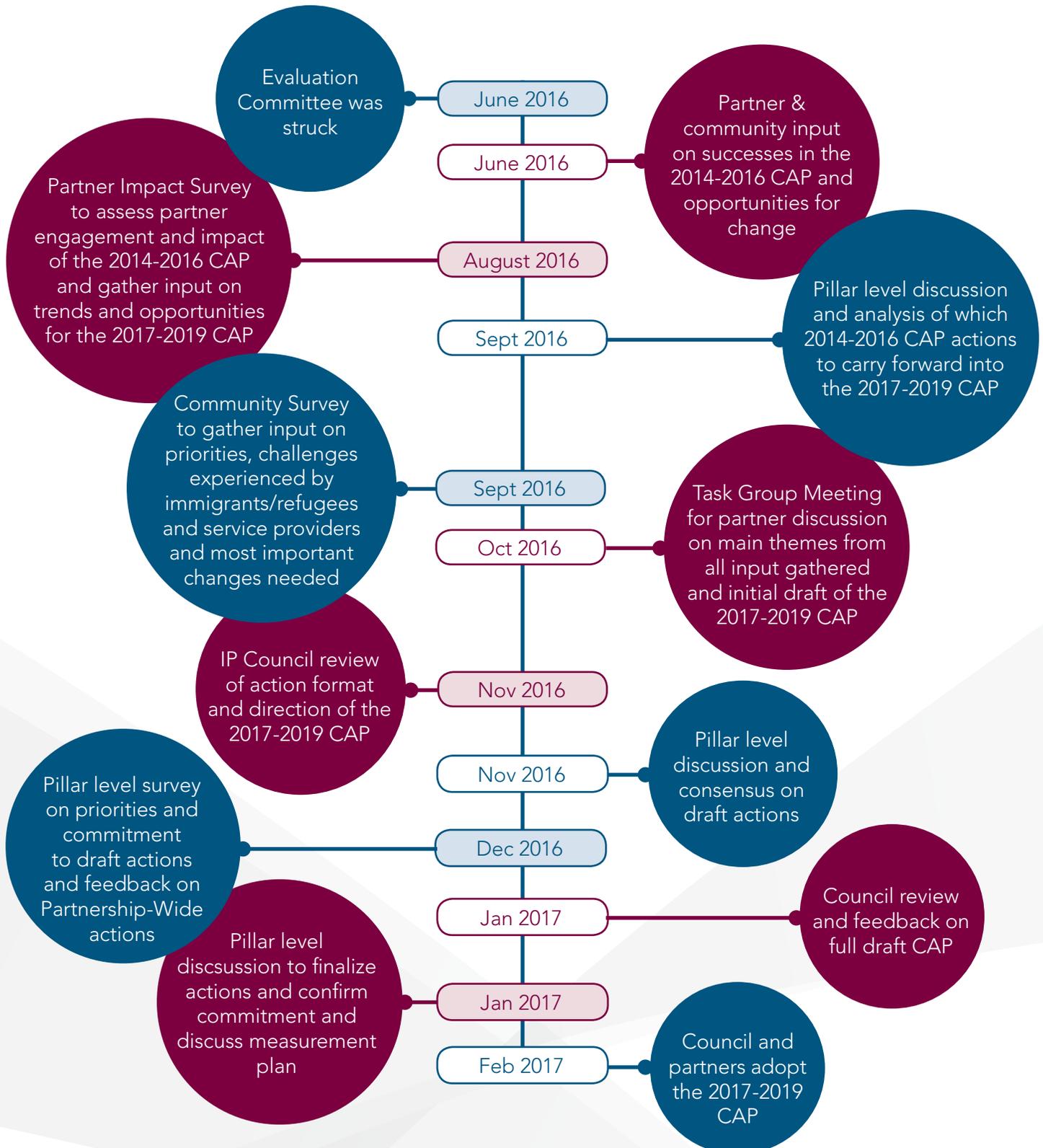
Evaluation committee

Theron Kramer (Chair)	Marilena Benak
Pari Karem	Eliseo Martell
Roberto Villamar	

Staff team

Tara Bedard	Michelle Martin
Diana Palmerin Velasco	Pauline Peng
Dan Vandebelt	Nora Whittington

Appendix B: CAP development process



Click on the following links for detailed summary reports of the [Partner Impact Survey](#) and the [Community Survey](#).

Stay connected

Stay in touch with the Immigration Partnership's Community Action Plan. Visit our website, contact us by phone/e-mail or request your own copy of the Community Action Plan.

For information or alternative format contact:

Tara Bedard, Immigration Partnership Executive Director

235 King St. E., Kitchener

Phone: 519-575-4757 ext. 3171

www.immigrationwaterlooregion.ca



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