Making Time for Reflection and Evaluation

In today's world of ultra-busy, it is easy to get caught up in running ahead. To focus on finishing one important task so you can move on to the next, without pausing to reflect on the impact of having done that task.

The battle for time and resources is something that people and organizations across sectors feel strongly. And when pushed, the activity tends to be repeated rather than taking time to reflect on the impact of having done it and whether it needs to change. Consider this quote from author Laura Vandenkam: “Instead of saying ‘I don’t have time’, try saying ‘it’s not a priority’ and see how that feels.” It doesn’t feel good.

At the Immigration Partnership, we are working hard to build a culture of collaborative reflection and evaluation that helps us to better understand the impact of our efforts and to grow and develop as a community.

This latest issue of our Newsletter focuses on planning and evaluating the ways in which we work together to facilitate the successful settlement and integration of immigrants and refugees in Waterloo Region. Initiatives profiled illustrate attempts to plan and measure the impact of important work being undertaken in Waterloo Region. #IamWaterlooRegion campaign ambassador stories demonstrate the positive contributions immigrants make to Waterloo Region and may cause some people to reflect on preconceived notions. This Newsletter also includes information about the people involved with the Immigration Partnership as well as work being done by our partners.

We hope you enjoy this Newsletter and are inspired to reflect on how you and your work support the community integration of immigrants, refugees and other people in Waterloo Region.

Tara Bedard
Executive Director, Immigration Partnership
Immigration Partnership’s New Community Action Plan

Listening to the feedback of the broader community and ensuring that our collective actions respond to the needs of the community is very important for the Immigration Partnership. Over the last year, Immigration Partnership has listened to hundreds of newcomers and members of the public, settlement partners, community organizations, businesses and public agencies.

We aim to build on reflections about past Partnership actions and what we have achieved so far as a community of partners. We seek to incorporate the insights from the research that has been done on the arrival of Syrian refugees in Waterloo Region and what that process means for how things can be done better and more effectively in the future.

We have compiled this feedback and through many partner discussions have developed a new Community Action Plan 2017-2019 (CAP) that will guide our activities over the next three years. Check out our collaborative actions in this newsletter and see the full CAP at www.immigrationwaterlooregion.ca.

Continual reflection and evaluation is critical to ensuring that our work will make a difference and achieve what we seek to change in Waterloo Region. We are continuing to flesh out the Community Action Plan with specific activities and indicators of our progress. The Immigration Partnership Council has set up an Evaluation Advisory Committee to ensure that feedback and evaluation are continually incorporated into our work as a community.

What is the Immigration Partnership

**Who We Are**
A collaborative of community members and organizations 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:

- **RESPONSIVE**
  Striving to be flexible in adapting to the changing needs of immigrants and refugees through broad community consultation

- **RESULTS-ORIENTED**
  Taking action to efficiently achieve community-wide change to the systems and supports that impact immigrants and refugees

- **COLLABORATIVE**
  Working collectively in an inclusive, respectful, non-judgmental manner which follows consensus and builds on best practices and innovation while being transparent and accountable to the community

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

“The Immigration Partnership’s Evaluation Committee has been reflecting on our past work and looking forward with an evaluation lens. We want to help partners assess if the activities in the CAP are being implemented and having an impact. Because the work of the agencies involved is complex and resources are limited, evaluations need to be realistic and doable. Being part of this Committee has been challenging, rewarding and critical to the work of the Partnership. Many thanks to Theron Kramer, previous Evaluation Committee Chair, and the rest of the committee for their participation and commitment.”

– Eliseo Martell, Evaluation Committee member
Reflecting and Learning from the Syrian Refugee Community Response

The Impact of the Syrian Refugee Influx on Local Systems of Support: Disruption leading to innovation

Rich Janzen & Kyla English, Centre for Community Based Research

Social innovators speak about the need for disruption to spark innovation – of seizing de-stabilizing moments to create new ways of thinking and acting that better address society’s complex challenges (Westley 2008). The Syrian refugee influx was disruptive for many local communities in Canada. In Waterloo Region alone, about 1,825 Syrian refugees arrived between November 2015 and January 2017.

It is so important for our community to learn from this collective experience. The Centre for Community Based Research (CCBR) led research that explored the impact of the Syrian refugee influx on our local system of support and determined how communities can more innovatively support refugees in the future.

The project was funded by the Social Sciences and Humanities Research Council of Canada (SSHRC) and Immigration, Refugees and Citizenship Canada (IRCC). It was guided by an Advisory Committee and included a survey filled out by 38 local organizations and individuals, and conversations with 25 key resettlement leaders.

The research revealed that the Syrian refugee influx was certainly disruptive but not overwhelming. There were many refugees that were very quickly resettled in Waterloo Region. This did cause stress for individuals and groups who were ready to respond. Challenges still continue to emerge: Particularly around housing, interpretation services, service provider fatigue and how to best harness the groundswell of goodwill.

Despite these challenges, most participants agreed that Waterloo Region can be proud of how we responded. A strong majority of respondents agreed that the way our community supports refugees will be forever changed because of the events of the past year. Central to the local response was a new “community-owned” structure that rapidly emerged. While based on the Regional Government’s past emergency response plans, the structure was adapted to engage both newer and older refugee players in a flexible and collaborative way. As one key informant mentioned, “What I liked was that it was a community response [with everyone] working together. No one organization owned it. No one was on their own.”

Looking forward, sustaining innovation will require that flexible leadership continues and that refugee supports continue to be the responsibility of the whole community and not just the role of designated agencies. The lessons we learned over the past year can also be applied to other vulnerable populations like other groups of refugees or people who are homeless. There are a number of recommendations for policy that came from the research, including refugee-specific reinforcements (e.g., closing the gap between government-assisted and privately-sponsored refugees) as well as broader reinforcements (including ensuring a smooth transition into “month 13” across systems).

More information about this project and the final report can be found on the CCBR website: www.communitybasedresearch.ca.
Evaluating Immigration Partnerships and Their Role in the Syrian Refugee Resettlement Process

Sasha Oliveira, Balsillie School of International Affairs

Local Immigration Partnerships in many communities across Canada were involved in supporting the settlement of Syrian refugees over the last year and a half. The resettlement of Syrian refugees is an ideal opportunity to explore the effectiveness of Local Immigration Partnerships (LIPs) in coordinating settlement efforts and the impact of those efforts on the process and outcome of refugee resettlement itself.

Dr Margaret Walton-Roberts of Wilfrid Laurier University and Balsillie School of International Affairs’ International Migration Research Centre (IMRC) led a team to evaluate the role of LIPs in Ontario. This mixed-method case study investigated Waterloo Region, Hamilton and Ottawa, and used policy analysis of the LIP models to determine their feasibility across Canada and internationally. The project was part of a research grant under the Social Sciences and Humanities Research Council of Canada in partnership with Immigration, Refugees and Citizenship Canada.

Some themes have emerged in the preliminary research findings.

The effectiveness of LIPs: LIPs have facilitated collaboration and supported work across the settlement sector in their communities by organizing otherwise competing service providers and disjointed local stakeholders. Some LIPs have also taken on an advocacy role to shape local political agendas to increase support on newcomer issues. The capacity and charisma of the LIP leaders played a key role in the effectiveness of LIPs in mobilizing the settlement sector and local communities.

Challenges: When there is a disconnect between sectors, or between LIP councils and working groups, effective inter-sectoral communication and coordination is weakened. In some cases, this resulted in duplication of work in settlement and the broader community. One consistent challenge was the absence of effective inter-governmental communication with the LIPs. The Immigration Minister’s direct call to City Mayors in the fall of 2015 suggests that, in many communities, the Federal Government may have bypassed the province and the LIPs in planning and communication during the Syrian resettlement efforts. Further, while many LIPs receive additional funding from local partners and funders, the future success of LIPs efforts may continue to depend on the financial support of the Federal Government.

Refugee Response: LIPs laid much of the groundwork for welcoming refugees in their communities. They acted as catalysts in the establishment of new local working groups that sought to oversee specific aspects of refugee resettlement. This was possible because of the LIPs’ ongoing coordination role and the existing relationships that had been created within the local settlement sectors. LIPs also acted as a valuable resource. In some instances the LIPs published and translated resource guides into Arabic or facilitated communication between inter-governmental groups, inter-sectoral agencies and private sponsors. In addition, the LIPs helped to stimulate community enthusiasm and support through welcome events and service provider fairs. This allowed communities to move beyond preconceived perceptions of refugees and fostered community hospitality.

More information about this project, the research team and the final report can be found at: www.IMRC.ca.
I am Waterloo Region

#IamWaterlooRegion is a celebration of the rich diversity of Waterloo Region, showcasing people who have moved here from around the world.

Andres Fuentes Martinez

Andres was born in Mexico to parents who had fled Guatemala. They immigrated to Canada when Andres was 7-years-old and settled in Waterloo Region. Andres is now finishing his Masters in Climate Change at the University of Waterloo.

As his family settled, Andres remembers how neighbours pitched in to drive him to soccer practices and games so he could participate. That individual support was so important. Be it in school or through leisure activities, he feels they make the difference: “One person building a relationship and rapport can help, make referrals, touch base - it’s all helpful.”

While Andres’ family has felt welcomed and supported, he understands the frustrations other newcomers often face. Their vast experience and knowledge is not always recognized in Canada, leaving highly educated immigrants with low-paying jobs. He has observed that established networks and family connections are a missing piece to help immigrant youth in moving into careers; something he found valuable in gaining the opportunities he had. “There is so much more we can do to support immigrant youth in their transition from newcomers to integral and productive Canadian citizens.”

I am Andres Fuentes Martinez. I am Waterloo Region.

Rehana Ansari

Rehana Ansari has been building community in Cambridge since her arrival in Canada in 2000. Born in Bangalore, India, she travelled extensively, living in Pakistan and then Dubai for 35 years. Rehana speaks English, Arabic and Urdu. In Dubai she was the Vice Principal at an elementary school and taught English Literature to graduate students at Regional University Centres.

She came to Cambridge to join her son and his family. Having been an active community member all of her life, she wanted to meet others and to get out in the community. She says, “I gave up driving and started taking the bus everywhere. On the bus you can sit and have conversations with others, see the same faces at bus stops and get to know people.”

Rehana is a community developer and connector. She volunteers with the YMCA’s Immigrant Services and Silverheights Public School facilitating groups for women who might feel isolated. Rehana wants women to see themselves as agents of change in their own lives and in Cambridge. “People, women, need to be invited to be part of something. I want to tell people that there is much opportunity here and you can be what you really want to be. That is the passion that gets me up in the morning. I know I will meet someone new and be part of their story.”

I am Rehana Ansari. I am Waterloo Region.
Asma Al-Wahsh

Asma Al-Wahsh was born in Kuwait, moved to Jordan, and eventually came to Canada in 2012. Talking about her early experiences as a resident of Waterloo she says, “It has been an adventure; not always easy though. I left my family and friends in Jordan and was starting over.”

Since moving to Waterloo Region, Asma has completed a postgraduate certificate in Volunteer Management at Conestoga College and is working on her Community and Social Services Management certificate. She has worked as an Arabic-English Settlement Worker with the YMCA and is now their Program Lead for the Healthy Lifestyles Program for immigrant women. Asma has really appreciated the way the people of Waterloo Region came together to help people fleeing Syria: “This is a caring community and I am lucky to be here.” She has volunteered locally with Charity Republic, Volunteer Action Centre and the Immigration Partnership, and she recently founded the Canadian Arab Women’s Association (CAWA) in Waterloo Region. CAWA creates a community network for Arab women in Waterloo Region; especially those who are isolated. It supports community involvement and access to resources so women can achieve their fullest potential as active community participants.

Asma feels she has two homes – Jordan and Canada. She has found it welcoming here and encourages newcomers to open up to meet new people and learn about new cultures: “Every culture can be learned from and we need to be flexible and open to change.”

I am Asma Al-Wahsh. I am Waterloo Region.

Over the last year, Immigration Partnership celebrated the journeys of twelve #IamWaterlooRegion ambassadors by sharing their stories each month. Originally from Syria, Chile, Ecuador, Pakistan, Ghana, India, Kenya, China, Mexico and Jordan, they are outstanding neighbours in Cambridge, Kitchener, Waterloo and Woolwich. Their everyday contributions enrich Waterloo Region non-profits, environment, arts and culture, business, health, faith, education and much more.

On May 18, the Kitchener-Waterloo Art Gallery (KWAG) marked the campaign’s end with an Open Conversation on Belonging in Waterloo Region featuring the ambassadors. It was a beautiful evening which highlighted that diversity creates strength. Thank you so much to the #IamWaterlooRegion ambassadors and to KWAG for hosting such a special event.

Read the #IamWaterlooRegion ambassador stories at www.immigrationwaterlooregion.ca.

“To feel belonging you have to help others feel it too”
- Dr Ernest Osei, #IamWaterlooRegion ambassador
Newcomer Programs in Waterloo Region

Wouldn’t it be great if there was one place that immigrant and refugee newcomers could go for information about available services in Waterloo Region?

The NEW immigrationwaterlooregion.ca web portal is just that. It is provides information for prospective immigrants about Waterloo Region and what they need to know before coming to Canada. It links newcomers to settlement and community services that can help them settle, work and belong in Waterloo Region. The portal also has information for employers and about Immigration Partnership, a community events calendar and other information for community partners. Check it out and subscribe for updates on news and events!

Region of Waterloo Community Services, Employment and Income Support Program

Ed Kaut, Region of Waterloo

The Region of Waterloo is the local service provider for Ontario Works, employment, income and other supportive services for both newcomers and the broader community.

In October 2016, the Community Services Employment and Income Support Division launched a six month pilot project. The project’s focus was to support Syrian refugees in need of employment and income support as they settled in Waterloo Region. A dedicated team of staff provided specialized services and worked closely with interpreters and community partners. The pilot successfully assisted over 200 families and an evaluation of the pilot is currently underway.

Learning from this pilot will help the Region of Waterloo to continually improve services.

The Public Health Department, in collaboration with Community Services, also produced a multi-language brochure for “Newcomers to Waterloo Region”. It provides information about Regional programs for infants through seniors, including health and clinical services, housing, financial and employment supports and resources. See www.regionofwaterloo.ca for more information.
Immigration Partnership People

Theron Kramer, Former Immigration Partnership Council Member

Theron Kramer had been a pillar of the Immigration Partnership since it was just an exciting idea in 2008. He provided leadership to the process of community consultation that gave rise to the Immigration Partnership and joined the Immigration Partnership Council in 2013. Until he passed away in the spring of 2017, he was an active contributor and chaired the Evaluation Advisory Committee.

Theron brought a measured and caring perspective to all discussions – often reminding us to reflect and listen and then to incorporate that into how we work. Measuring impact was important to him and he ensured that it was central to the development of the Immigration Partnership’s work.

Theron shared his extensive wisdom and experience. Over the years he has been the Executive Director of the Kitchener-Waterloo Multicultural Centre; Chair of K-W United Way’s Community Impact Council; Executive Director of the Local Training and Adjustment Board; Board Vice President at the Centre for Community Based Research; Consultant in community and organizational development to not-for-profit organizations; Social Development Officer, and later Manager, Southwest Ontario for the former Canadian Department of Secretary of State; Member of The Record’s community editorial board; community representative on the Research Ethics Board of Wilfrid Laurier University; Chair of Compass Kitchener (a strategic planning advisory committee to City Council); Board Member of the Community Research Ethics Office; and Regional Program Manager with the Ontario Trillium Foundation.

In 1992, he received the Canada 125 Medal in recognition of his extensive volunteer work and was recently awarded the Kitchener Mayor’s City Builder Award which recognizes Kitchener residents “who have demonstrated a commitment to making our city and community a better place today and in the future.”

Theron Kramer was a consummate community builder and made the Waterloo Region community much richer and more caring.

“It didn’t matter what I was doing, you have to count on others,” Theron said. “People have to be committed and engaged for anything significant to happen.” Theron certainly lived that mantra and the Immigration Partnership is sincerely grateful for him, his partnership and all he gave to this community.

Jenny Flagler George, Immigration Partnership Council Member

Jenny Flagler George is a Manager of Planning at the Waterloo Wellington Local Health Integration Network (LHIN) and a new member of the Immigration Partnership Council.

The Waterloo Wellington LHIN plans, integrates (both connects and improves) and funds health services to improve the health and wellbeing of the approximately 780,000 residents in Waterloo Region, Wellington County, the City of Guelph and the southern part of Grey County.

Jenny began working at the Waterloo Wellington LHIN two years ago after finishing a post-doctoral research fellowship at Wilfrid Laurier University’s Manulife Centre for Community Research and a PhD in sociology at the University of Waterloo. Jenny leads planning support for the Waterloo Wellington LHIN’s three-year Integrated Health Service Plan and the Annual Plan (2017/18).
A key to this work is engaging with residents, caregivers and their advocates to ensure that the patient experience is at the centre of all of the work that the Waterloo Wellington LHIN does with local health service providers and other system partners.

Not all residents in Waterloo Wellington experience the same health outcomes. Many experience challenges in accessing the health services they need, including newcomers. Jenny has a passion for applying her skills in research and evaluation to improve equitable access to health care services for all residents in Waterloo Wellington. Jenny has contributed to a number of projects aimed at improving health care access for newcomers, including increasing access to linguistically appropriate services and developing an improvement plan for Waterloo Wellington.

**Paulina Rodriguez, Immigration Partnership Staff**

Paulina immigrated to Canada as a youth in 2007 to join her father living in Winnipeg, Manitoba. Seven years later, she became a proud citizen of Canada.

She moved to Waterloo Region in 2013 to pursue her studies at the University of Waterloo and decided to settle in Kitchener after graduating.

The newest member of the Immigration Partnership team, Paulina joined the staff in April 2017. Paulina will be supporting the Partnership’s research and evaluation activities and ensuring we are measuring the impact of our work.

Paulina is passionate about enabling immigrants and refugees to live healthy and fulfilling lives. Her interest led her to conduct research about how the experience of immigrating to Waterloo Region influences the food security of immigrants.

She is also committed to taking local action to combat global issues like climate change. This passion inspired Paulina to work at The Working Centre coordinating a community bikeshare program that encourages sustainable transportation. She also volunteers as the co-chair of the City of Waterloo Sustainability Advisory Committee.

**Immigration Partnership Updates**

**Settle**

The Settle Steering Group (SSG) has been working in a number of key sectors. Partners have been developing a common position on language interpretation and outreach plan to work with community partners to support consistent access to interpretation in a number of publicly funded settings. English learning service partners have been exploring how to collectively improve services and strengthen the link between formal services and informal services such as conversation circles. The SSG also continues to work with housing, health and mental health sectors.

**Work**

The Work Steering Group (WSG) is winding down from a busy winter and spring. The Global Skills Conference celebrated its ninth year. There, Immigration Partnership facilitated a Networking Event for employers and professional immigrants and Syrian refugees; it was very successful with a lot of positive feedback received from newcomers and employers who attended. WSG partnered with Communitech on one of their famous Tech Jam job fairs to raise awareness.
about hidden immigrant talent and services that support employers. WSG hosted a Diversity Intelligence Seminar in June for 30 local human resource professionals and hiring managers on the critical topic, “How To Develop Soft Skills in New Canadian Employees.” WSG continues to look at ways to build the capacity for Syrian newcomers to find employment and met a focus group of employers to get input on how to promote the all-important next step for many Syrian newcomers of finding a job.

Belong

The Belong Steering Group (BSG) had a busy spring brainstorming activities for the actions in our new Community Action Plan. On the International Day for the Elimination of Racial Discrimination (March 21) BSG organized a Twitter campaign “Stand with Us: WR against discrimination”. The #IamWRagainstdiscrimination initiative, which encouraged people to take a public stand against racism and discrimination, was extremely well supported by local residents and community leaders. BSG hosted two regional leader orientation sessions for the “Kitchen Table Conversations for Action on Inclusion Project” led by the Ontario Healthy Communities Coalition and the Ontario Network of Employment Skills Training Program. BSG recently welcomed Jessica Cave (Bridges to Belonging), Staff Sgt Donna Mancuso (Waterloo Region Police Service), Heather Melo (City of Cambridge), Kelly Steiss (City of Kitchener), Sandra Sydor (Idea Exchange) and community members Faith Hussin, Elba Martell and Karun Karki. Welcome!

Partnership-wide

At a Kitchener roundtable in April, the Immigration Partnership and community partners advised the Federal Immigration Minister and officials about immigration level planning and local settlement needs. Immigration Partnership, municipal and settlement/community partners and the Centre for Community Based Research (CCBR) hosted a community celebration in March to welcome the Syrian and other newcomers who settled here in the last year and a half and celebrate the many people who volunteered, donated and helped support the initiative. Hundreds of refugees, partners and community members attended.

Immigration Partnership also collaborated with the International Migration Research Centre to engage community partners in informing research and developing policy recommendations on the role of LIPs in refugee resettlement; provided feedback to CCBR Syrian refugee community response research; and collaborated with Wilfrid Laurier University partners to develop a Learning Community around immigrant and refugee settlement and integration.
Community Events and Updates

Kultrún World Music Festival
Kultrún is a free, family-friendly celebration of diversity featuring local, national and international world music, all-ages interactive activities, workshops by professional artists, performance art and a food, craft and art market. For more information visit www.kitchenerevents.ca.
When: July 7-9
Where: Victoria Park, Kitchener

Cambridge International Festival
The Cambridge International Festival celebrates the diversity of local residents. It provides Cambridge residents the opportunity to share elements of their culture and learn more about the cultures of others. For more information visit www.cambridgeinternationalfestival.ca.
When: Saturday, September 23, 11:00 am-6:00 pm
Where: Riverside Park, Cambridge

“Conversemos en español” (Let’s Chat in Spanish) - Spanish Conversation Circles
Practice your Spanish and make new friends. Under the direction of a Spanish teacher, you can meet others and practice spoken Spanish. This program is run in partnership with the University of Waterloo Spanish Department. All levels are welcome. No registration is required. Conversation circles will not run during the summer but start again in September.
When: Mondays, 7:00-8:00 pm
Where: Waterloo Public Library
John M Harper Branch
500 Fischer-Hallman Road North, Waterloo

English Conversation Circles at Public Libraries
Practice English conversation skills and discuss a variety of topics with others who are new to Canada. These free drop-in programs are a great way to improve your English and meet new people. No registration required. Conversation circles will not run during the summer but start again in September.

Idea Exchange Cambridge Library Locations
Tuesdays: 6:15-8:15 pm
Idea Exchange, Clemens Mills
50 Saginaw Parkway, Cambridge
Wednesdays: 6:15-8:15 pm
Idea Exchange, Queen’s Square, 1 North Square, Cambridge
Thursdays: 6:15-8:15 pm
Idea Exchange, Preston
435 King Street East, Cambridge
Fridays: 1:00-3:00 pm
Idea Exchange, Hespeler
5 Tannery Street East, Cambridge

Kitchener Public Library Locations
Mondays: 1:00-2:30 pm
Central Library
85 Queen Street North
Wednesdays: 7:00-8:30 pm
Grand River Stanley Park Library
175 Indian Road
Thursdays: 10:00-11:30 am
Central Library
85 Queen Street (women only)
Saturdays: 9:30-11:00 am
Forest Heights Library
251 Fischer-Hallman Road

Waterloo Public Library Locations
Wednesdays: 6:30-8:30 pm
McCormick Branch
500 Parkside Drive

See the Kitchener Public Library (www.kpl.org) or the Cambridge Idea Exchange (ideaexchange.org) websites for other conversation circles in your community.