



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

Evaluation of the Welcoming Communities Initiative

Evaluation Division

August 2010



Canada

Ci34-3/2010E
978-1-100-17627-7
Ref. No.: ER201103.05E

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Executive Summary

A strategic goal of Citizenship and Immigration Canada (CIC) is the successful integration of newcomers to Canada in order to maximize the economic, social and cultural benefits of immigration. In view of this objective, the Department has expressed a commitment to develop programs and initiatives that encourage Canadians' support for and participation in integration, including contributions to anti-racism strategies.

One of the programs that contribute to this goal is the Welcoming Communities Initiative (WCI). WCI is CIC's contribution to Canada's Action Plan Against Racism (CAPAR), a horizontal effort that includes a series of initiatives and strategies across 20 federal departments and agencies, including nine funded initiatives under the Action Plan. The total funding allocation for CAPAR is \$53.6 million over five years (2005/06 to 2009/10), and \$11.3 million in ongoing funding. CIC was allocated \$17.6 million for the 2005/06 to 2009/10 period, and \$4.4 million in ongoing funding, for the WCI.

WCI is a three-pronged approach that focuses on creating connections between newcomers and Canadians, eliminating barriers to integration by creating welcoming communities, and educating against racism. The Initiative supports on-going anti-racism activities, including awareness-raising, outreach, tools and resource development and direct services aimed at newcomers, youth and communities in CIC regions. It also supports anti-racism strategies and projects in provinces with Alternative Funding Agreements (British Columbia and Manitoba) and at the national level.

The objective of the evaluation was to provide an evidence-based assessment of the relevance, performance and design and delivery of the WCI, as well as the early impacts of the Initiative. The evaluation used multiple lines of evidence (including interviews, surveys, and document and literature reviews), and focused on the period from April 2006 to March 2009.

Key findings

Relevance

There is a need for programming that addresses barriers to newcomer integration, including racism and discrimination. Through supporting a range of anti-racism and multiculturalism efforts that foster more welcoming and inclusive communities, the Initiative plays a role in addressing existing needs. The document review indicated that the WCI is aligned with CAPAR and consistent with Government of Canada and CIC objectives and priorities, as well as unique among anti-racism programs funded under CAPAR in its focus on newcomers.

- There is a need for programming to address issues of racism and discrimination in Canada, given the increasing diversity of the population; the continued existence of racism and discrimination against newcomers and visible minorities; and the distribution of immigrants to rural areas and small cities, which have traditionally been comprised of fairly homogenous populations. In addition, there are social, economic, and political factors that can contribute to incidences of racism and discrimination and serve to delay the social and economic integration of newcomers.
- Programming that addresses barriers to participation, such as racism and discrimination, is needed to help support newcomer integration. The WCI aims to create connections between newcomers and communities; educate communities on racism, discrimination and multiculturalism; and increase awareness of the benefits of immigration.

- A review of various documents on government policies and priorities indicated that the WCI is consistent with Government of Canada priorities and federal commitments and aligned with CAPAR and CIC objectives.

Performance

While it is evident that the individual WCI projects reached a broad range of groups and organizations and delivered a broad range of activities, there is insufficient evidence to properly assess the overall performance of the WCI as a program, due to a lack of comparable data on program performance. Individual projects are, however, perceived as successful in developing and delivering their intended products and outputs. Some of the factors that contribute to this success are effective partnerships and community involvement, media coverage, flexibility of the design, and involvement of experts in the field.

- The projects were able to reach a variety of stakeholder groups including newcomers, SPOs, other organizations and Canadians. In particular, many WCI projects were designed to reach youth and school children through enhancements to Host and SWIS or through other activities that focused on engaging youth in discussions on anti-racism and diversity.
- WCI projects have been successful at delivering activities that align with the planned activities and services for this Initiative. WCI projects also produced outputs outlined in the Logic Model.
- Stakeholders generally perceived individual WCI projects as successful in development and delivery of planned activities and products, and achieving their intended objectives. One indication of success is the formal awards and recognition that some projects have received.
- Key factors contributing to the success of the individual WCI projects include effective partnerships and community involvement, media coverage, flexibility of the design, and involvement of experts in the field. The users of the WCI project outputs expressed their satisfaction with the products and information, which they found up-to-date, comprehensive, engaging and accessible.
- Although different WCI projects face unique challenges, some common factors that may constrain the success of WCI projects include the lack of ongoing and multiple-year funding, limited marketing and promotional activities, and difficulty attracting volunteers and community organizations.

Achievement of outcomes

The findings indicate that individual WCI projects can have positive impacts on both the understanding and the capacity of newcomers, communities, and settlement organizations to better deal with issues related to racism and discrimination. However, it is still premature to relate these findings to the targeted outcomes of the Initiative as a whole and draw conclusions, due to the nature of the evidence and limitations of the study.

- WCI projects have had a positive impact on the capacity of newcomers, particularly youth, to deal with issues related to racism and discrimination and better understand multiculturalism. In addition, WCI projects increased the capacity of newcomers to better integrate in their communities.
- WCI projects have had a positive impact on receiving communities, enabling them to become more aware of issues related to racism and discrimination. The findings also suggest that WCI

projects have contributed to the capacity of receiving communities to be welcoming to newcomers.

- WCI projects have had a positive impact on the capacity of the settlement sector to address issues related to racism and discrimination through the development of resources and tools, training and research to support program and policy development.
- WCI projects have supported the expansion or enhancement of settlement and other community services.

Design and delivery

Flexibility in design has allowed the WCI to respond to the needs of a wide variety of communities across the country. This flexibility, however, has resulted in a diversity of projects, with a broad array of activities, target groups and outcomes, making it difficult to measure and report on outcomes for the Initiative as a whole. A more focused and strategic approach to the Initiative would help to address these issues, and is timely given the move to the modernized approach to settlement programming.

- The flexibility of the WCI design provides for greater responsiveness to community needs, allowing communities across the country to tailor projects to meet their specific objectives. However, the great diversity in projects has led to a wide range of outcomes and indicators that cannot be easily mapped and measured to assess program performance.
- The focus of WCI has evolved over the reporting period. A total of 56 projects were reviewed as part of the evaluation, with multiple target groups and activities spanning six broad themes. In light of this expansive scope, the overall focus and expected outcomes of WCI need to be revisited to be more strategic and aligned with the modernized settlement approach.
- Performance measurement and reporting has been a consistent challenge for WCI. The diverse nature of the projects, particularly in terms of expected outcomes, and the absence of standardized performance indicators and accompanying data make it difficult to assemble an accurate, aggregate picture of WCI performance and impacts.

Conclusions

1. There is a need for programming that addresses barriers to newcomer integration, including racism and discrimination. The WCI plays a role in facilitating newcomer integration; it aims to address barriers to participation and foster more welcoming and inclusive communities.
2. The WCI is generally aligned with the priorities and objectives of the Government of Canada, CIC and CAPAR. The initiative is uniquely positioned among anti-racism programs in its focus on newcomers.
3. While early evidence indicates that individual WCI projects can positively impact newcomers, receiving communities and settlement organizations, the overall success of the Initiative is not yet clear. The length of time that the WCI was in operation during the reporting period, as well as performance measurement issues, have constrained the ability of the evaluation to assess impacts at the Initiative level.
4. Although the flexibility of the WCI design has allowed the Initiative to be responsive to the specific needs of communities, the great diversity in projects funded has led to a wide range of

outcomes and indicators that cannot be easily mapped and measured to assess program performance.

5. Monitoring and performance measurement have been a persistent challenge for the WCI. WCI funding and projects are not easily distinguishable from other settlement funding and projects, and the lack of comparable outcomes across projects has made it difficult to establish standard performance indicators. As a result, there is not sufficient data to assess and report on the overall success and achievements of the WCI.

Welcoming Communities Initiative– Management response

Key Finding	Response	Action	Accountability	Implementation Date
I. Program Relevance				
There is a need for programming that addresses barriers to newcomer integration, including racism and discrimination. The WCI plays a role in facilitating newcomer integration; it aims to address barriers to participation and foster more welcoming and inclusive communities.	CIC agrees with this finding.	<p>WCI began as CIC's contribution to Canada's Action Plan Against Racism (CAPAR). Given the continuing need to foster more welcoming and inclusive communities, WCI activities will continue under the Community Connections activity stream of CIC's modernized Settlement Program (and its corresponding Terms and Conditions).</p> <p>Under the Community Connections (CC) stream, WCI will continue to support locally-based approaches that support settlement and integration by addressing barriers and building welcoming and inclusive communities, as outlined in the revised PAA:</p> <ul style="list-style-type: none"> • Working with mainstream organizations to address newcomer needs (e.g. Settlement Workers in Schools, Library Settlement Partnerships or Community Health Centres); • Supporting welcoming, safe and inclusive spaces where newcomers can access information, services and other public assets (e.g. Welcome Centres). • Enabling local stakeholders to collaboratively develop plans, strategies and tools (e.g. Local Immigration Partnerships (LIPs), Toolkit for Smaller Centres); • Communicating best practices and share information and expertise; • Connecting vulnerable groups with their Canadian-born counterparts and established support networks (e.g. mentoring, connecting parents with young children to early childhood development networks, newcomer seniors to seniors networks, entrepreneurs to business networks etc.) <p>In reinforcement of the above CC activities and the broader objective of fostering welcoming communities, WCI also fund projects involving outreach and awareness raising.</p>	<p>Integration Branch</p> <p>in conjunction with Integration Program Management Branch (IPMB)</p>	<p>Ongoing</p> <p>PAA to receive final approval: Q4 2010</p>
WCI is generally aligned with the priorities and objectives of the Government of Canada,	CIC agrees with this finding.	Under the Community Connections stream of the modernized Settlement Program, WCI funding will continue to support the two-way street approach by both assisting newcomers in making linkages with Canadians and their local community as	IMPB	CFPs for 2011/12 projects: Q3-Q4 (2010/11)

Key Finding	Response	Action	Accountability	Implementation Date
CIC and CAPAR. The initiative is uniquely positioned among anti-racism programs in its focus on newcomers.		<p>well as fostering welcoming and inclusive communities in support of an integrated society. This will be done through the regular Settlement Program CFP process.</p> <p>Integration Branch will continue to consult and collaborate with other areas of CIC, such as IPMB and Citizenship and Multiculturalism Branch (Multi) to advance common policy and operational priorities.</p>	Integration Branch in conjunction with Multi and IPMB	<p>De-brief & discussion with Multi on WCI Evaluation and MR: Q3 2010/11</p> <p>Strategic Plan for settlement programming: Q3</p>
II. Program Impact				
<p>While early evidence indicates that individual WCI projects can positively impact newcomers, receiving communities and settlement organizations, the overall success of the Initiative is not yet clear.</p> <p>The length of time that the WCI was in operation during the reporting period, as well as performance measurement issues, have constrained the ability of the evaluation to assess impacts at the Initiative level.</p>	<p>As recognized in this evaluation finding, the WCI is still a new initiative and more time is required to gather more robust data as well as establish baselines and indicators to more accurately measure the intermediate (initiative) level impacts of WCI.</p> <p>In the interim, CIC views the positive outcomes at the immediate (project) level as good preliminary indicators of the initiative's overall success.</p>	<p>As part of CIC's efforts to the revise PAA and the Settlement Program's Performance Measurement Framework (PMF), the performance indicators for the Community Connections stream of the Settlement Program level have been defined.</p> <p>Moving forward, the CC indicators will be applied to measure the impact of both Settlement and WCI-funded activities. Data collected for these indicators will be used to measure the impact of all CC activities.</p> <p>In conjunction with the Performance Measurement Framework exercise, Integration Branch will be providing input to the Research and Evaluation Branch on proposed enhancements to the Immigration-Contribution Accountability Measurement System (iCAMS).</p> <p>Expand capacity for data collection on CIC-funded projects, such as CC activities, to better support monitoring and performance measurement. Implementation conditional on funding.</p> <p>Also, CIC is partnering with <i>Institut national de recherche scientifique</i> (INRS) to develop a Repository of Community-Based Projects that will collect and disseminate best practices, including those funded through WCI.</p>	<p>Integration Branch</p> <p>Integration Branch</p> <p>Integration Branch</p> <p>Research and Evaluation) in collaboration with IMTB) with input from Integration Branch</p> <p>Integration Branch</p>	<p>CC input to PMF: completed</p> <p>Ongoing</p> <p>Integration Branch input: Q4 2010/11</p> <p>iCAMS Implementation Date: Q2-Q4 2011/12</p> <p>Q4 2010/11</p>
III. Design and Delivery				
Although the flexibility of the WCI design has allowed the Initiative to be responsive to the specific needs of	The WCI was initially designed to be highly flexible in order to support innovation through the development of a wide variety of projects.	Moving forward, the focus of WCI-funded activities will be framed by the Community Connections stream of the modernized Settlement Program. To ensure that investments reflect the range of the CC activities, annual priorities for funding will be articulated in the Integration Branch's fall	<p>Integration Branch</p> <p>Integration</p>	<p>PAA final approval: Q4 2010/11</p> <p>October 2010</p>

Key Finding	Response	Action	Accountability	Implementation Date
communities, the great diversity in projects funded has led to a wide range of outcomes and indicators that cannot be easily mapped and measured to assess program performance.	CIC recognizes that it is now time to define the scope of the WCI activities to strike the best balance between flexibility and innovation and a more focused and measurable approach that advances the objectives of the Community Connections stream of the modernized Settlement Program.	<p>funding priorities for the Call for Proposals (CPF) process.</p> <p>CC priorities will be included in the proposed Strategic Plan for settlement programming, which will align with departmental priorities. (The proposed plan will be developed by the SPP Sector and tabled for approval at Executive Committee (ExCom) and will set out plans and priorities regarding settlement outcomes and associated investments.)</p> <p>CIC will coordinate with its Regions to implement this coherent approach.</p>	<p>Branch</p> <p>IMPB with input from Integration Branch</p>	<p>Funding Priorities for 2011/12 funding to be finalized: Q2 2010/11</p> <p>(in future years priority setting will follow similar timeline)</p>
<p>Monitoring and performance measurement have been a persistent challenge for the WCI. WCI funding and projects are not easily distinguishable from other settlement funding and projects, and the lack of comparable outcomes across projects has made it difficult to establish standard performance indicators.</p> <p>As a result, there is not sufficient data to assess and report on the overall success and achievements of the WCI.</p>	<p>The WCI was designed to be highly flexible in order to support innovation and the development of a wide variety of projects.</p> <p>The concurrent implementation of both WCI, and the Community Connections stream of the modernized Settlement Program, has made the categorization and comparison between projects somewhat challenging.</p> <p>CIC's recent modernization of its Settlement Program requires certain updates be made to the iCAMS database to enhance coding and collection of information in support of better monitoring and performance measurement.</p> <p>Despite these efforts, CIC recognizes that impacts of these activities will remain challenging to fully measure and report. This is due in part to the complex nature of the issues involved, the multiple contributing social and economic factors and the fact that major societal change can only be measured over a significant period of time.</p>	<p>WCI funding will support the Community Connections (CC) stream of the modernized Settlement Program. Projects funded through WCI will be reported against the key activities and indicators identified for the CC stream.</p> <p>Enhancements to iCAMS will allow for improved data collection, monitoring and performance measurement of the CC stream.</p> <p>In addition, new tools, such as the Newcomer Survey currently under development, will also contribute to better indicators data to assess and report on the achievements of CC stream.</p> <p>Instructions will be provided to Regions to ensure financial coding for CC is used consistently to ensure more accurate tracking and reporting.</p>	<p>Integration Branch in conjunction with IMPB</p> <p>Research and Evaluation (iCAMS)</p> <p>Integration Branch</p> <p>IMPB with input from Integration Branch</p>	<p>Immediate</p> <p>iCAMS Implementation Date: Q3 2011/12 - Q1 2012/13</p> <p>Q4 2011/12</p> <p>Q3/4 2010/11</p>

1. Introduction

1.1. Background

1.1.1. Settlement and integration

Citizenship and Immigration Canada's (CIC) Settlement Program plays a key role in setting the stage for the contribution of newcomers to Canada. One of CIC's overall strategic objectives is the successful integration of newcomers to Canada in order to maximize the economic, social and cultural benefits of immigration.

Integration is characterized as a “two-way street” that requires accommodations and adjustments on both sides (i.e., both newcomers and Canadians). The “two-way street” principle involves helping immigrants learn about Canadian values and helping Canadians understand the diverse backgrounds of newcomers. This principle involves more than assisting newcomers to adapt to and understand Canadian values, customs, rights, and obligations; it also requires that Canadian society grow and evolve as it absorbs new people and cultures and adapts to their needs. Integration is therefore a two-way street that requires respect and tolerance on both sides.

This principle of mutual responsibility of Canadians and newcomers in the integration process was reflected more recently in *Immigration and Refugee Protection Act* (IRPA), where one of the objectives is “to promote the successful integration of permanent residents into Canada, while recognizing that integration involves mutual obligations for new immigrants and Canadian society.”

In 2008, CIC modernized its approach to settlement with the intention to better respond to newcomer needs and support their improved settlement and longer-term integration. The modernized approach includes a set of revised Terms and Conditions for settlement funding, a structure for policy, program development and service delivery, and an accountability regime for achieving and reporting results.¹

Prior to the new approach, CIC had three main settlement programs including the Language Instruction for Newcomers to Canada (LINC) Program, the Immigrant Settlement and Adaptation Program (ISAP), and the Host Program. The modernized approach reorganized the CIC settlement programs under one single program with the following six themes:

- Information and Orientation;
- Language and Skills Development;
- Labour Market Participation;
- Community Connections;
- Needs Assessments and Referrals; and
- Support Services.

Although all of these themes have a focus on the services and supports provided to newcomers to assist them in their settlement. The Community Connections places more of an emphasis on communities and their contribution to the two-way street to integration.

¹ Accountability, Risk and Audit Framework (ARAF) for CIC's Settlement Program, CIC, June 2008.

1.1.2. Multiculturalism and CAPAR

In addition to settlement, CIC is responsible for Canada's Multiculturalism Program. In October 2008, responsibility for administration of the *Canadian Multiculturalism Act* was transferred to CIC from the Department of Canadian Heritage (PCH). Under the Act, CIC promotes the full and equitable participation of individuals and communities in all aspects of Canadian society, and helps to eliminate barriers to that participation.²

With this move came lead responsibility for A Canada for All: *Canada's Action Plan Against Racism* (CAPAR). Launched in 2005, CAPAR is a horizontal effort that includes a series of initiatives and strategies across 20 federal departments and agencies, including nine new initiatives funded under the Action Plan.

CAPAR was developed as part of Canada's preparation for, and in response to recommendations from, the 2001 World Conference Against Racism in Durban, South Africa. CIC has been a partner since the development stages and proposal process for CAPAR, led by Canadian Heritage (PCH). CAPAR seeks to contribute to the elimination of racism and the achievement of equitable, socio-economic outcomes for all Canadians, with the goal to help ensure that:

- All Canadians are included and have a role in the society and the economy regardless of background, race or ethnicity;
- All barriers to full and active participation and opportunity are eliminated; and
- The justice system is equipped to respond to overt manifestations of racism in society.³

The long-term and ultimate goals of CAPAR are to strengthen social cohesion and economic inclusion, enhance Canada's legal frameworks and demonstrate federal leadership in the areas of diversity, human rights and the elimination of racism.

The Welcoming Communities Initiative

The Department has expressed a commitment to develop programs and initiatives that encourage Canadians' support for and participation in integration, including contributions to anti-racism strategies.⁴ The Welcoming Communities Initiative (WCI) is CIC's contribution to CAPAR, and forms part of the Community Connections stream of the modernized approach to settlement.

WCI is a three-pronged approach that focuses on creating connections between newcomers and Canadians, eliminating barriers to integration by creating welcoming communities, and educating against racism. The long-term outcomes for WCI are:

- Strengthened participation of newcomers in Canadian communities; and
- More inclusive and welcoming communities for newcomers in Canada.

The Initiative supports on-going anti-racism activities, including awareness-raising, outreach, tools and resource development and direct services aimed at newcomers, youth and communities in CIC regions. It also supports anti-racism strategies and projects in provinces with Alternative Funding Agreements (British Columbia and Manitoba) and at the national level.⁵

² Departmental Performance Report, CIC, 2008-09.

³ A Canada For All: Canada's Action Plan Against Racism - Horizontal And Integrated Results-Based Management And Accountability Framework / Risk-Based Audit Framework, PCH, 2005.

⁴ WCI Evaluation Framework, CIC, December 15, 2008.

⁵ Ibid.

1.1.3. Stakeholders involved in WCI

Jurisdiction over immigration matters is shared with the provinces. Under Section 8 of IRPA, the Minister of Citizenship and Immigration has the authority to sign agreements with the provinces and territories that facilitate the coordination and implementation of immigration policies and programs.

CIC currently administers settlement programs in the following regions: a) the Prairies and Northern Territories Region (Alberta, Saskatchewan, North West Territories, and Nunavut; b) Ontario Region; c) Atlantic Region (Newfoundland and Labrador, Nova Scotia, Prince Edward Island and New Brunswick); and d) Yukon Region. However, different arrangements exist in Alberta and Ontario. In Alberta, CIC co-manages the settlement program with the provincial government, and in Ontario, CIC administers the program through a joint governance structure with the Ontario Ministry of Citizenship and Immigration. In the regions/provinces/territories where CIC administers settlement programs, CIC local offices have direct and on-going contact with the service provider organizations (SPOs) delivering settlement programs.

The Provinces of Quebec, British Columbia and Manitoba administer their own settlement programs. The Canada-Quebec Accord, signed in 1991, outlines Quebec's provincial responsibilities for immigration and settlement, and British Columbia and Manitoba have immigration agreements in place that outline their responsibilities for settlement.

1.2. Purpose of the evaluation

The objective of the evaluation was to provide an evidence-based assessment of the relevance, performance and design and delivery of the WCI as well as the early impacts of the Initiative. The evaluation focused on the period from April 2006 to March 2009. The period extends before and during implementation of the modernized approach, which reorganized the CIC settlement programs under one single program with various components.

The evaluation examined the delivery of the Initiative in all provinces and territories for which the federal government (CIC) has the sole or joint responsibility of management of settlement programs (e.g., Alberta, Ontario, Saskatchewan, and the Atlantic provinces). As Quebec, Manitoba and British Columbia administer their own settlement programs, these provinces were excluded from this evaluation. The projects funded at the national level were also included in the study.

The following table presents the evaluation issues and questions (see Appendix A: for the WCI Evaluation Framework).

Table 1-1: Evaluation questions

Relevance	<ul style="list-style-type: none">• Is there a continuing need for WCI or a similar initiative?• Is WCI aligned with the objectives and priorities of Government of Canada, CIC and CAPAR?• Is WCI consistent with federal roles and responsibilities?
Performance	<ul style="list-style-type: none">• Has Host and school-based settlement service delivery been enhanced by WCI?• Do the anti-racism activities funded by WCI help the settlement sector and receiving communities to understand and address issues of racism and discrimination?• Has CIC contributed to the horizontal, federal policy approach to combat racism and discrimination?• Do the services funded by WCI help clients to deal with racism and discrimination?• Have the settlement sector and receiving communities taken action to reduce racism and discrimination?
Design and	<ul style="list-style-type: none">• Is the program guided by a clear mandate with specific roles, responsibilities and objectives for WCI?

delivery

- Are communications, relationships and information-sharing among program stakeholders effective?
- Is the management of WCI coordinated and supported by the tools, resources (human and financial) and mechanisms needed to effectively deliver the program?
- Are the performance measurement, monitoring and reporting for WCI sufficient to ensure program accountability?
- Recognizing that the WCI design encompasses a variety of activities in its program delivery, which activities have been the most useful/effective? Could these activities be organized to develop a more strategic/focused approach to WCI?

1.3. Structure of the report

The report is organized into four main sections. Following this introduction, Section II describes WCI in terms of its history, objectives, delivery, clients, services and budget, and Section III describes the methodology. Section IV of this report provides evaluation findings, and Section V presents the overall conclusions of this study.

2. Profile Of WCI

This section provides a profile of the WCI in terms of its history, program objectives, typology, products and activities, and budget. The data was extracted from document reviews, particularly the CAPAR and WCI RMAFs, 2006-2009 CIC annual reports to CAPAR, and evaluation surveys. CAMs and SAP were used to the extent possible, and projects receiving WCI funding, as well as their financial information, were validated by program representatives at the national and regional levels.

2.1. Evolution of the WCI

The WCI is intended to contribute to the Government of Canada's agenda against racism while supporting CIC's strategic interests to promote the successful integration of immigrants and maximize the economic, social and cultural benefits of immigration.⁶ However, the focus of WCI has evolved over time, with greater emphasis on the expansion of existing settlement programs of Host and Settlement Workers in Schools (SWIS) in 2006/07 and greater development of anti-racism activities in 2007/08 and 2008/09. Youth has been a persistent area of focus for WCI since its inception in 2004/05 and throughout the reporting period.

Initially, the WCI was intended to focus on youth peer mentoring, outreach to employers to raise awareness about the benefits of hiring immigrants, settlement support in schools, as well as countering discrimination and bullying among youth. It involved a commitment to expand existing settlement programs of Host and SWIS, as well as an outreach strategy; however, specific project objectives and planned outcomes were not clearly developed.⁷ Early planning for WCI led to a number of activities being funded, beginning in 2004/05 and continuing into 2005/06. Projects in 2004/05 included the first National Host Conference, a youth Host research project, the Passages to Canada Speaker's Bureau Program targeted at youth and employers, and the Cultivating Peace workshop series for high-school teachers.⁸

In order to ensure that the further development of WCI projects was aligned with CAPAR and CIC settlement objectives, CIC developed a Results-Based Management Accountability Framework (RMAF) in 2006 which specified objectives and outcomes for the Initiative. WCI funded projects in 2006-2007 included new projects with a specifically anti-racism focus, as well as the incorporation of anti-racism elements into existing settlement programs, such as SWIS. In addition, WCI funding was allocated to support anti-racism strategies in provinces with alternative funding arrangements (British Columbia and Manitoba), and six national WCI projects were funded for the 2006/07 and 2007/08 fiscal years. Funding was also allocated to support other settlement programs.⁹

In 2007/08, a number of new anti-racism projects were developed. Some of the new projects were initiated in Ontario, which had previously declined WCI funds in 2006/07 in order to establish the infrastructure to start the Initiative. Correspondingly, there was a decline in funding to other settlement programs. Substantial increases to CIC's overall settlement funding as a result of Budgets 2005, 2006 and 2007 may have permitted a renewed focus on WCI projects, as other related programs, such as SWIS and Host, had additional settlement funds to access. New project types included cross-cultural training for police services, sports events, and diversity training for

⁶ CAPAR Reporting Template, CIC, 2006/07.

⁷ WCI RMAF, CIC, November 2006; CAPAR Reporting Template, CIC, 2007/08.

⁸ CAPAR Reporting Template, CIC, 2006/07; CAPAR Reporting Template, CIC, 2007/08.

⁹ WCI RMAF, CIC, November 2006; CAPAR Reporting Template, CIC, 2006/07; CAPAR Reporting Template, CIC, 2007/08.

interpreters, among others. British Columbia and Manitoba also implemented changes to their provincial anti-racism strategies, consistent with the desired outcomes for the WCI.¹⁰

As noted earlier, CIC adopted a modernized approach to its settlement services and programs in 2008, which included the WCI. The overall vision of the WCI served as a basis for the Community Connections policy and programming stream of the renewed Settlement Program, and policy and programming work in this stream continued to recognize racism and discrimination as key barriers to the settlement and integration of newcomers. In support of the renewed vision of CIC's settlement program, the Integration Branch undertook a series of workshops in 2008 to explore the role of social engagement in settlement and integration.

WCI programming in 2008/09 continued to build on innovative projects and new directions established in 2007-2008. Many projects were funded at the regional level; the majority of these projects represented a continuation or expansion of projects from 2007-2008. In addition, eight national projects were funded – a number for the continuation and expansion of activities launched in 2006/07 and 2007/08.¹¹

Projects in 2008/09 were funded to provide information and tools for use in combating racism and discrimination, such as the Small Centres Toolkit project; to offer training and build awareness around the importance of addressing racism and discrimination in various spaces, such as the Integrating Anti-Racism into Settlement Work project; to encourage interaction between different community groups through special events or forums, such as the Diversity Basketball Tournament; and to engage youth in settlement issues, cross-cultural understanding, leadership training and mentoring for leadership, such as the Peace Ambassadors Initiative.¹²

2.2. Objectives of the WCI

Prior to beginning the evaluation study, the Logic Model for the Initiative was revised to better capture the dual nature of the WCI as both an expansion of existing settlement programming and an anti-racism strategy.¹³ The current Logic Model incorporates two main activity streams:

- Anti-racism activities to support the settlement sector, receiving communities and newcomers in understanding and addressing issues of racism and discrimination; and
- Direct service delivery to settlement clients.

For the first stream, the expected outcomes of the anti-racism activities are that the settlement sector, receiving communities and newcomers will understand issues related to racism and discrimination, and will have the tools and resources to address these issues. For the second stream, which includes the expansion of Host and school-based services as well as the development and delivery of anti-racism components in services, the expected outcomes are that school-based settlement and Host services are more available and accessible, and that clients obtain settlement services to assist them in dealing with racism and discrimination.

In the medium term, it is expected that newcomers will be able to deal with issues related to racism and discrimination, and that the settlement sector, receiving communities and newcomers will take action to reduce racism and discrimination. The long-term outcomes for the WCI are:

¹⁰ CAPAR Reporting Template, CIC, 2007/08.

¹¹ CAPAR Reporting Template, CIC, 2008/09; Review of WCI projects carried out for the evaluation (Source: CIC OMC Branch).

¹² CAPAR Reporting Template, CIC, 2008/09.

¹³ See Appendix A for WCI Logic Model.

- Strengthened participation of newcomers in Canadian communities; and
- More inclusive and welcoming communities for newcomers in Canada.

2.3. WCI target population

The WCI targets a wide range of individuals, communities, and organizations; its ultimate beneficiaries include both Canadians and newcomers. WCI is a clear expression of the “two-way street” model of integration, and is perceived as a very unique program among CIC-funded initiatives due to its broad target audience.

Specifically, the WCI targets three main groups: newcomers, receiving communities, and settlement organizations. Newcomers include newcomer youth, immigrant parents/families, and any newcomers that may face issues of racism and discrimination. Receiving communities include: practitioners from community-based organizations that work with newcomer families; educators and community groups working with youth; mainstream organizations and community leaders including social services, businesses, community stakeholders, libraries/schools, religious institutions; and the Canadian public. Settlement organizations include their staff and frontline workers that work with newcomers across Canada.

2.4. Budget

The total funding allocation for CAPAR is \$53.6 million over five years (2005/06 to 2009/10), and \$11.3 million in ongoing funding. CIC was allocated \$17.6 million for the 2005/06 to 2009/10 period, and \$4.4 million in ongoing annual funding, for the WCI (see Table 2-1).

Table 2-1: CAPAR funding allocated for WCI (2005/06 to 2009/10)

	2005/06	2006/07	2007/08	2008/09	2009/10 (ongoing)	Total for five years
Vote 1	1,050,000	800,000	950,000	950,000	1,150,000	4,900,000
Vote 5	2,050,000	2,000,000	2,550,000	2,850,000	3,250,000	12,700,000
Total	3,100,000	2,800,000	3,500,000	3,800,000	4,400,000	17,600,000

In 2004/05, there was one-year funding of \$717,980 for the design and development of WCI. Funds were not received for WCI in 2005/06; however, WCI projects were funded under existing budgets in an effort to move the Initiative forward and lay the groundwork for activities in 2006/07.

CIC allocated approximately \$3.05 million in 2006/07, \$2.75 million in 2007/08 and \$2.85 million in 2008/09 in contribution funding (Vote 5) to WCI projects over the reporting period.¹⁴ In addition, approximately \$400,000 in 2006/07, \$800,000 in 2007/08 and \$950,000 in 2008/09 were allocated to operational spending (Vote 1) for the management and delivery of the Initiative.

2.5. WCI typology

The WCI projects funded during the reporting period varied widely in terms of their activities, geographic scope, target groups and level of funding. Key documents and CIC administrative

¹⁴ Ontario did not begin receiving funding until 2007/08. The province declined funding in 2006/07 to permit the development of the required infrastructure to start the Initiative.

databases (CAMS and SAP)¹⁵ were reviewed in order to identify and create a typology of WCI projects funded in 2006/07, 2007/08 and 2008/09 (see Appendix B: for a List of WCI Projects for the reporting period). The typology developed is aligned with activities specified for WCI under CAPAR, as well as the WCI logic model (updated for the evaluation). Based on this review, 56 projects along six different themes were identified:¹⁶

- Delivering *awareness-raising and education* activities;
- Creating opportunities for newcomers and Canadians to *participate* in a culturally diverse environment and learn how to *integrate* in communities;
- Developing and delivering *training* programs on anti-racism and multiculturalism issues;
- Developing *tools and resources* to increase the understanding of issues related to racism and discrimination;
- Conducting *research* to support policy development related to anti-racism and to disseminate information; and
- *Expanding or enhancing* settlement (Host or SWIS) or community services.

Each project was categorized according to the major theme, a key objective or focus of its activities (Table 2-2). It should be noted that a number of projects have more than one goal, target multiple groups, and produce various outputs. One such example is the “Equality Initiative” project, which included a variety of activities such as the development of partnerships, development of tools and resources, research and outreach (awareness-raising).

To increase reliability and validity, multiple reviewers verified the key objectives and activities of the projects to produce the thematic typology. In addition, program representatives verified the projects identified in this review to ensure that they had received WCI funding, to determine whether or not they were an expansion of Host or school-based settlement (SWIS) services, and to confirm the years of implementation and funding amounts.

Table 2-2: Typology of the WCI Projects, 2006/07-2008/09

WCI Project Theme	National	Regional	Number of Projects	Estimated Total Funding
Awareness Raising and Education	1	11	12	\$1.16M
Newcomer Participation and Integration	2	9	11	\$.96M
Anti-Racism and Diversity Training	1	7	8	\$.69M
Development of Tools and Resources	3	4	7	\$.71M
Research and Policy Development	2	4	6	\$.67M
Community / Settlement Services Expansion / Enhancement	1	11	12	\$1.53M
Total	10	46	56	

Based on the review, the total number of projects funded by the WCI increased over the reporting period. Seventeen projects were identified for 2006/07, 29 projects were identified for 2007/08, and 41 projects were identified for 2008/09. A number of the projects funded over the reporting period

¹⁵ SAP is also known as the Integrated Financial and Material System, and CAMS is CIC’s Contribution Agreement Management System.

¹⁶ Ibid.

were multi-year projects, and thus some of the projects from year to year are an expansion of existing projects while others are new. Seventeen new projects were identified in 2007/08, and 22 new projects were identified in 2008/09.

There were four WCI projects that focused on school-based settlement services (SWIS). Three of these projects were funded for multiple years. There were six Host projects funded by WCI. Two of these projects were also funded for multiple years.

Geographical scope

Of the 56 projects identified in the review, 46 were funded at the regional level, and 10 were funded at the national level. Fifteen projects were funded in the Prairies; 18 in Atlantic; and 13 in Ontario.

Target groups

Efforts were made to determine the target audience for each of the WCI projects identified in the typology. The analysis determined that many projects had multiple targets falling within the three main groups, newcomers, receiving communities, and settlement organizations. Specifically, 39 of the 56 projects targeted receiving communities, 30 projects targeted newcomers to Canada and 14 targeted the settlement sector. Note: these numbers are not mutually exclusive; many projects had multiple targets.

As youth were a particular focus for CAPAR, WCI projects were examined to determine whether youth were targeted within any of the project activities. According to the analysis, 21 of the 56 projects targeted newcomer and/or Canadian youth.

WCI funding

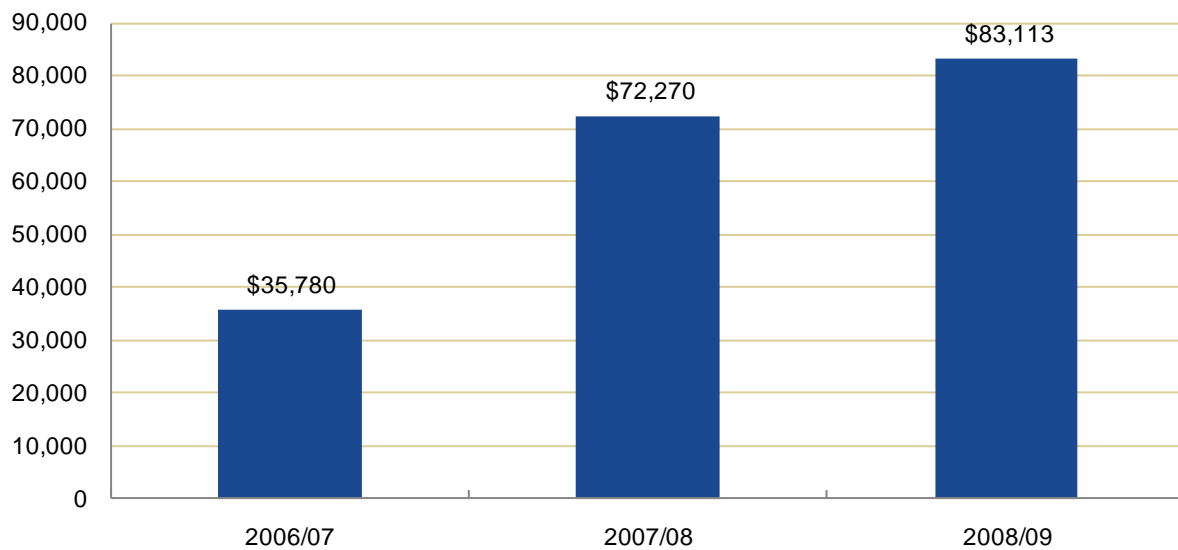
Funding amounts for each WCI project were also examined in the analysis. As noted earlier, WCI funding could not always be isolated from the broader envelope of settlement funding.¹⁷ As a result, for some projects, the funding amount identified overvalues the WCI contribution. Thus, the WCI funding allocated to each project is best understood as an estimate. In order to increase the reliability of the financial information, outliers were removed from the analysis.¹⁸

WCI projects varied considerably in funding amount during the reporting period. In 2006/07, WCI project funding received ranged between \$3,045 and \$72,480. In 2007/08, it ranged between \$11,600 and \$216,509. In 2008/09, it ranged between \$1,016 and \$292,779. The average funding received by WCI projects increased over the reporting period. See Figure 2-1.

¹⁷ In the Prairies, WCI funding is merged with the regular settlement funding. Similarly, at the national level, WCI funding is added to the Innovation Fund (part of the regular settlement program) before it is allocated to support WCI projects.

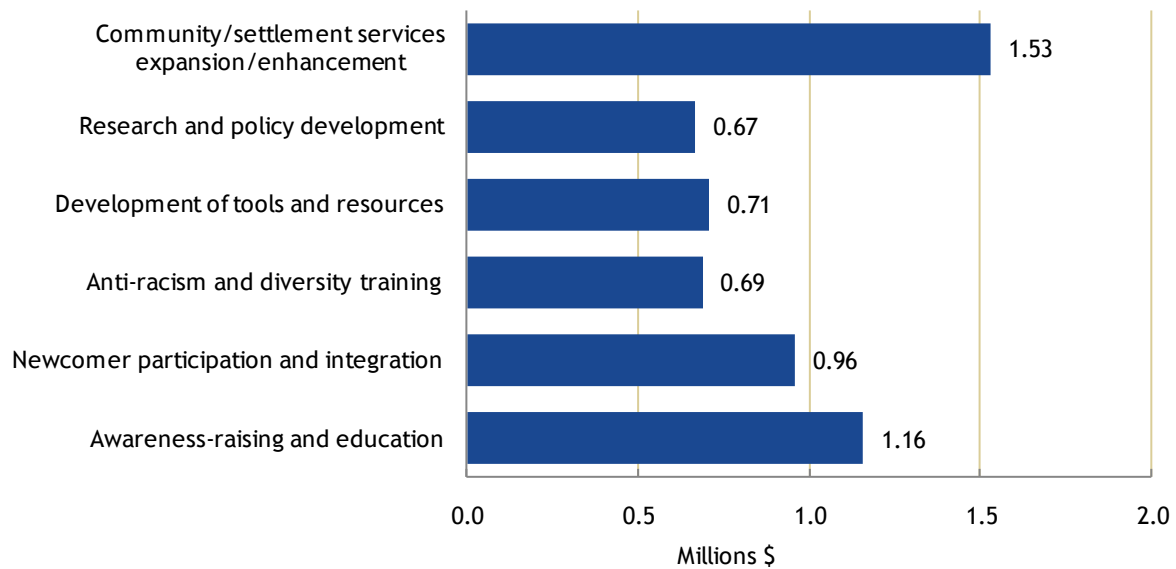
¹⁸ Outliers were assessed based on the total funding received by the WCI project over the reporting period (2006/07, 2007/08 and 2008/09). Projects for which the total funding was \$500K or more were excluded from the analysis related to WCI funding. There were two projects that met this criterion, both from the Prairies. Thus, the analysis was based on the financial information from 54 projects.

Figure 2-1: Average WCI funding per project by year



There was also variability in WCI funding amount by project theme (Figure 2-2). Of note, the largest amount of funding was allocated to projects that focused their activities on community/settlement services expansion or enhancement (\$1.53M), followed by awareness-raising and education (\$1.16M) and newcomer participation and integration (\$.96M).

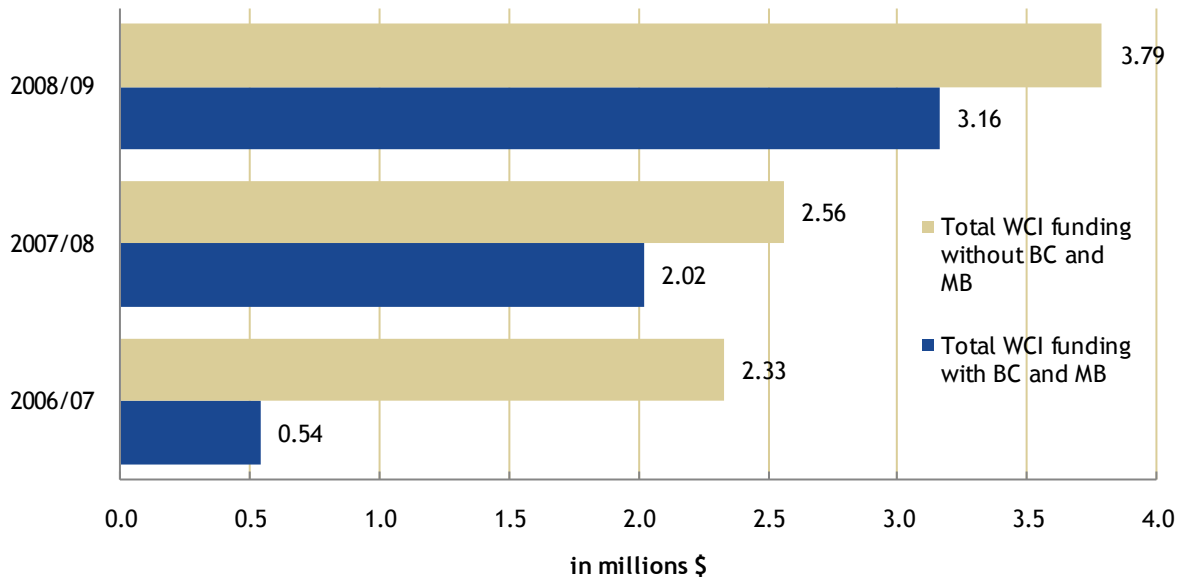
Figure 2-2: Total WCI funding by project theme (2006/07 to 2008/09)



In 2006-07, approximately \$1.79 million in contribution funding was allocated to support anti-racism strategies in provinces with alternative funding arrangements (i.e. Manitoba and BC). However, the amount of funding allocated to these provinces decreased substantially in subsequent years to \$537,623 in 2007/08 and \$634,125 in 2008/09. Figure 2-3 presents the WCI project funding by year with and without the funding allocated to BC and Manitoba. The increase in WCI funding administered by CIC and corresponding decrease in WCI funding administered by BC and Manitoba

is illustrated by the decreasing gap in the total funding amounts with and without the BC and Manitoba allocations over the reporting period (see Figure 2-3).

Figure 2-3: Comparison of WCI funding (in millions \$) with and without BC and MB



3. Evaluation Methodology

Due to the similarity of ISAP, Host and WCI in terms of objectives, target population, expected outcomes, delivery structure, and data sources, a single evaluation design was developed to cover the evaluation issues and questions of the three programs. In the course of the evaluation, the decision was made to produce a separate evaluation report for each program.

The evaluation of WCI involved the collection and analysis of data from a variety of primary and secondary sources. The evaluation made use of multiple lines of evidence, including both qualitative and quantitative methodologies. The following describes these methods as well as the strengths and limitations of the study.

3.1. Primary data sources

Primary data is data collected through interviews, surveys and case studies. Primary data sources for this evaluation included interviews with CIC Director Generals, Directors, Managers and Program Officers, interviews with Provincial Representatives, a survey of senior SPO representatives and those involved directly in the delivery of WCI projects, surveys of project users and participants, and case studies. The methodology used for each line of evidence is outlined below.

- **Interviews with CIC and Provincial Representatives**

Nine CIC directors and senior managers provided feedback on WCI, including six at NHQ and three in regional offices. Among these nine people, the average number of years involved with CIC was 6 years.

Six CIC program officers and local managers provided feedback on WCI. They have been with CIC an average of 7 years. This group will be referred to as program officers in this report.

Five provincial representatives participated in this evaluation, including representatives from Alberta, Manitoba, Ontario, Nova Scotia and British Columbia.

The respondents were located across Canada, with the following breakdown.

Table 3-1: Interview Participants

Respondents	Location							Total
	NHQ	ON	Atlantic	AB	Yukon	BC	Manitoba	
CIC Regional Managers and Directors	6	2	1	0	0	-	-	9
CIC Program Officer and Local Managers	2	2	0	1	1	-	-	6
Provincial Representatives	-	1	1	1	-	1	1	5

- **Survey of Senior Representatives of SPOs involved in Delivering WCI**

An online survey was designed to capture the opinions of the directors and managers of SPOs that were funded by CIC to deliver any of the three settlement services of ISAP, Host, or WCI. The survey was distributed to all SPOs receiving WCI funding. The organizations were sent three reminders to participate, by email and telephone calls. The survey was available in English and French between August and December 2009. SPO directors and managers from six organizations that received WCI funding completed the online survey for the evaluation (accounting for 13% of the 45 organizations that received WCI funding during the reporting

period). Five also reported receiving funding for ISAP while two reported delivering other settlement services such as Enhanced Language Training (ELT), LINC, or the Resettlement Assistance Program (RAP). The average number of years that these senior representatives were involved with the settlement programs was 7.9 years (ranging from 0.25 years to 25 years). The organizations have been delivering WCI for an average of 1.8 years (minimum of one year and a maximum of three years).

- **Survey of SPOs**

Between August 2009 and January 2010, attempts were made to contact all WCI SPOs listed in SAP by email and telephone (up to five times for each SPO) to invite them to complete an online survey based on their WCI project(s). Representatives of 12 organizations completed the survey (accounting for 27% of the 45 organizations that received WCI funding during the reporting period). Of the 12 projects associated with these SPOs, six were national in scope and six were regional. Seven projects were ongoing and five have been completed. All respondents were directly involved in the projects in capacities such as planning, coordinating the implementation, facilitating and overseeing the activities, or developing project products and resources. We refer to this group as “WCI SPOs” in this report.

- **Survey of Project Users/Participants**

An online survey was created to capture impact data and explore the experiences of individuals who had used products of WCI projects or had participated in WCI activities. WCI SPOs were asked to distribute the survey among their project users/participants. In addition, each SPO was contacted up to five times in order to remind them about the importance of this type of feedback and encourage them to send the survey link to their project users/participants.¹⁹ The survey was available online in English and French, between October 2009 and January 2010.

Twenty-four project users/participants completed the survey.²⁰ Participants had experience with eight different WCI projects. In terms of providing services to newcomers, 15 participants reported that their respective organizations do provide services to newcomers, five did not, three respondents were unsure, and one did not respond. Seven respondents worked for SPOs, 6 were with community organizations and 5 respondents were with educational institutions.

- **Case Studies of Funded Projects**

A total of 14 projects funded under WCI were selected as case studies. Case studies were selected to represent the diversity of WCI projects, as characterized by variations in:

- Focus (outreach, awareness, training, settlement support, research);
- Target (newcomers, community organizations, Canadians); and
- Geographical location (across Canada, urban vs. rural), and reach (national vs. regional).

Each case study involved a set of interviews and a review of documents, such as reports and promotional materials. The table below summarizes the characteristics of projects selected for case study.

¹⁹ The 14 SPOs that were selected for case studies were contacted and reminded of the user survey more frequently.

²⁰ The total number of project users/participants is unknown. However, this number was understood to be much larger than the actual number of respondents to the survey.

Table 3-2: Description of WCI Projects for the Case Studies

Project	Focus	Targets	Province	Funding level
Safe Harbour: Respect for All (Affiliation of Multicultural Societies and Services Agencies)	Training - Racism and discrimination training for businesses and organizations; pledged public organizational support of diversity	Community Organizations	BC	National
Welcome Here (Canadian Association of Family Resource Programs) (FRP)	Awareness - Improvement of FRP to support newcomers through publication of multilingual materials and focus groups with practitioners	Community Organizations	AB	National
Peel Police Agreement (Peel Regional Police Department)	Outreach - Through various community activities, Peel Police support positive relations between newcomers and police. Elements include “Race against Racism”; Diversity Media Sergeant	Community, Newcomers	ON	Regional
Equality Initiative (National Anti-Racism Council of Canada)	Resources - Toolkit intended for newcomers that presents Canadian history and demographic realities, racism and discrimination and ways of responding; can be used by settlement staff	Newcomers, Settlement Sector	ON	National
Welcoming Communities Forum (Central Alberta Economic Partnership)	Resources - A supplement document showcasing the community of Innisfail’s activities in becoming a Welcoming community, introduced and discussed at forum	Community	AB	Regional
Toolbox Development Project (Intercultural Association of Greater Victoria)	Resources - Development of a toolbox for smaller centres to use as they build a strategy to address issues surrounding attraction and retention of immigrants	Settlement Sector	BC	National
Stop Racism March YMCA Youth Event (YMCA - Halifax)	Awareness - Event with youth and youth leaders to explore racism and discrimination and ways of responding to it through discussion and arts	Youth, Newcomer Youth	NS	Regional
Sharing Our Cultures (Sharing Our Cultures)	Awareness - Pairs of schoolchildren meet regularly to complete a project involving their cultures and culminates in a multicultural fair for schools and community	Youth, Newcomer Youth	NL	Regional
In School Settlement Program (Calgary Bridge Foundation)	Settlement Support - Helps immigrant families with their settlement needs up to three years upon arrival in Canada, located in schools	Newcomers	AB	Regional
Anti-racism and Human Rights Outreach Project (Calgary Immigrant Aid Society)	Outreach - Provision of educational workshops, consultations and information around racism and discrimination to newcomers, professionals, and community organizations	Community Organizations, Settlement Sector, Newcomers	AB	Regional
La Caravanne (Alliance Jeunesse Francophone de l’Alberta)	Outreach - Workshops conducted in schools regarding student issues such as race, cultural diversity; development of Police Department Handbook for relationships with immigrant community	Youth and Newcomer Youth	AB	Regional
Rural Community Awareness Program (Central Alberta Refugee Effort)	Awareness - In workshops, volunteers from around the world share experiences and challenges of settling in a new country	Youth and Newcomer Youth	AB	Regional

Project	Focus	Targets	Province	Funding level
Karibuni (Northern Alberta Alliance on Race Relations)	Outreach - Workshops and education based around “Karibuni” -a DVD showcasing the experiences of newcomers	Youth	AB	Regional
Teachers Attitudes on Racism (Association for New Canadians)	Research - A study of teachers attitudes related to racism, immigration and multiculturalism	Policy Makers	NL	Regional

3.2. Secondary data sources

The secondary data sources for this evaluation include a document review, literature review, and a review of administrative and financial data. Descriptions of each secondary data source are provided below.

- **Document review.** A wide variety of documents were reviewed, including the WCI RMAF, program manuals, RPPs, Federal budgets, Speeches from the Throne, action plans and acts, discussion papers, previous review and evaluation reports, and WCI reports to CAPAR. A review of WCI reports and CAs was also undertaken to identify and group funded projects based on their objectives, scope and outcomes in order to develop a typology of WCI projects.
- **Literature review.** The literature review included online materials and WCI research reports as well as other academic articles on racism and discrimination in Canada. The literature review focused mainly on the need for programs, such as the WCI.
- **Administrative Data.** The Integrated Financial and Material System (also known as SAP) and CAMS (Contribution Agreement Management System) were reviewed and analyzed to prepare a profile of the Initiative and identify budget information. SAP is a financial data system that tracks all funds committed by CIC and CAMS collects information on the activities and objectives of projects receiving contribution funding.

3.3. Evaluation strengths and limitations

There were some limitations associated with the implementation of the methodology. They included:

- Difficulty in tracking outputs and outcomes – There were a wide variety of projects funded under WCI that included a diversity of objectives, activities and target audiences. Common outputs and outcomes could only be identified at a very high level, and the Initiative experienced challenges in implementing a performance measurement strategy. Consistent information on WCI projects is not captured in any system, like the Immigration-Contribution Accountability Measurement System (iCAMS). The Initiative has relied on information, largely narrative and variable in its content, collected through its annual reporting to CAPAR. Also, respondents tended to be familiar with only a small number of projects, rather than the WCI as a whole. With this in mind, the data available for the evaluation was limited, and findings could not be easily generalized, particularly with respect to impacts.
- Level of overlap with ISAP B – Due to the similarity between the WCI projects and other settlement programs, particularly ISAP B projects, it was difficult for SPOs and, in some cases, CIC representatives to distinguish the WCI projects from those funded under other CIC settlement programs.

- Lack of information from project users – The number and characteristics of the total population of project users/participants is unknown. Considering the limited number of project users and participants surveyed, the findings on impacts should be interpreted with caution.
- Difficulty tracking Contribution Agreements (CAs) and funding – There are a number of challenges in tracking WCI-funded activities. Information on WCI projects is not easily recognizable in the Contribution Accountability Monitoring System (CAMS), as it is subsumed under ISAP and Host. Information on WCI funding is not easily obtained, as it is not consistently captured in SAP,²¹ and cannot always be disaggregated from other settlement funding. Therefore, it was difficult to identify WCI projects for the evaluation.

The evaluation used several methods to enrich the data collection, as well as mitigate the limitations and increase confidence in the overall results. The strengths of the evaluation methodology included:

- Use of multiple lines of evidence through three different modes of communication (i.e. interview, survey, and case study) helped us to triangulate findings and increase their reliability. Multiple stakeholders from four distinct groups of stakeholders (i.e. SPO, CIC, provincial representatives, and project users/participants) increased the comprehensiveness of data and their reliability. Triangulation of research results indicates consistency in findings across data sources.
- Broad regional representation was obtained through the surveys, interviews and case studies across Canada.
- In describing the projects and developing a typology, a comprehensive document review was conducted using a large number of secondary sources, such as WCI reports, RMAF, CAPAR documents, administrative data, and CAs. WCI project activities and funding amounts were further verified with program representatives.
- Case studies provided additional information and examples of particular projects and their design, implementation and impact.

²¹ Financial coding for WCI was initiated in 2007, but was not consistently used during the reporting period.

4. Evaluation findings

This section summarizes the major findings of the evaluation regarding program relevance, performance, impact, and design and delivery.

4.1. Relevance

In assessing program relevance, the evaluation considered the need for such programs and the consistency of the WCI with CIC and Government of Canada priorities and federal roles and responsibilities. The following describes the findings and related evidence.

Key Findings: There is a need for programming that addresses barriers to newcomer integration, including racism and discrimination. Through supporting a range of anti-racism and multiculturalism efforts that foster more welcoming and inclusive communities, the WCI plays a role in addressing existing needs. The document review indicated that the WCI is aligned with CAPAR and consistent with Government of Canada and CIC objectives and priorities, as well as unique among anti-racism programs funded under CAPAR in its focus on newcomers

4.1.1. Need

There is a need for programming to address issues of racism and discrimination in Canada, given the increasing diversity of the population; the continued existence of racism and discrimination against newcomers and visible minorities; and the distribution of immigrants to rural areas and small cities, which have traditionally been comprised of fairly homogenous populations. In addition, there are social, economic, and political factors that can contribute to incidences of racism and discrimination and serve to delay the social and economic integration of newcomers.

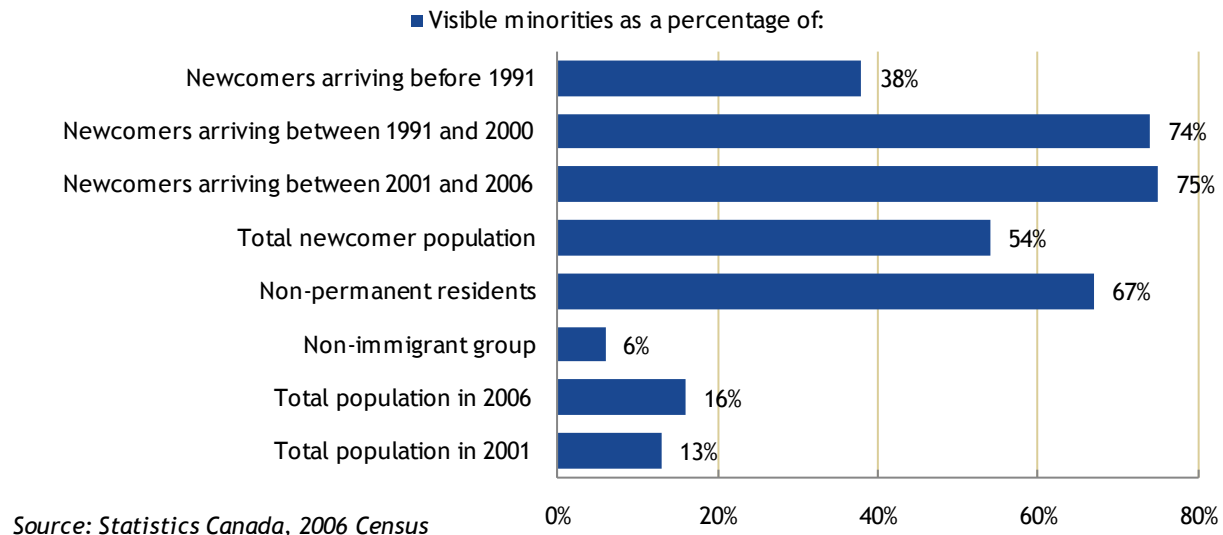
The cultural make-up of Canada is becoming increasingly diverse. According to the 2006 Census, visible minorities accounted for 16.2% of the total population in Canada, up from 13.4% in 2001.²² Immigration is a key factor in increasing the visible minority population. Three-quarters (75%) of the immigrants who arrived between 2001 and 2006 belonged to a visible minority group whereas visible minority groups encompassed only 38% of immigrants who arrived before 1991.²³ Between 2001 and 2006, Canada's visible minority population increased by 27.2% which is five times faster than the 5.4% growth rate of total population²⁴ (Figure 4-1).

²² www12.statcan.ca/census-recensement/2006/rt-td/eth-eng.cfm

²³ Statistics Canada (2008). *Canada's Ethno Cultural Mosaic*, 2006 Census. Catalogue no. 97-662-X.

²⁴ *Canada Ethnocultural Mosaic*, 2006 Census.

Figure 4-1: Increase in Visible Minority Populations



Despite Canada’s longstanding commitment to embrace diversity and combat discrimination and racism, recent surveys indicate that 74% of Canadians believe that racism still exists.²⁵ The Ethnic Diversity Survey (2002) shows that one-fifth (20%) of visible minority respondents reported they had sometimes or often experienced discrimination and unfair treatment in the past five years because of their ethno-cultural characteristics.²⁶ Furthermore, visible minority immigrants are more likely than other immigrants to have lower incomes.²⁷ The wage gap is particularly significant among immigrant visible minority males.²⁸ Findings from the literature review confirmed these challenges. For example:

- **Racism and discrimination against newcomers in general and visible minorities in particular continues to exist.** The proportion of visible minorities who felt they experienced discrimination was twice that of non-visible minorities.²⁹ About 81% of those also believed that it was because of their race or ethnic origin. Furthermore, nearly 50% of Blacks and about 33% of South Asian and Chinese respondents reported discrimination or unfair treatment.³⁰

Other studies have also identified a variety of concerns, including:

- Visible minority immigrants are more likely than other immigrants to experience low income.³¹
- The wage gap for visible minorities increased over the last decade from 11% to 14.5% and this trend is expected to persist. This must be addressed given Canada’s continuing reliance on immigrants for net labour force growth.³²

²⁵ *Canada’s Action Plan Against Racism: A Canada for all*. 2005, p.4; reporting results from 2003 Ipsos-Reid Survey.

²⁶ *Welcoming Communities Initiative Evaluation Framework*, Final, December 15, 2008. Provided as Appendix C of RFP.

²⁷ Palameta, B.. *Low Income Among Immigrants and Visible Minorities*. Statistics Canada- Catalogue no. 75-001-XIE. April 2004.

²⁸ *Earnings and Employment of Visible Minority Immigrants*, Prairie Centre of Excellence for Research on Immigration and Integration, University of Manitoba (2000).

²⁹ 2004 General Social Survey (GSS).

³⁰ Ibid.

³¹ Palameta, B. *Low Income Among Immigrants and Visible Minorities*. Statistics Canada- Catalogue no. 75-001-XIE. April 2004.

- **Strategies are needed to address possible racism and discrimination associated with the increased settlement of newcomers in non-traditional regions of Canada.** As stated earlier, the majority of the immigrant population belongs to visible minority groups and various ethnic origins.³³ These groups are immigrating across the country, including to rural areas and small cities which could be experiencing a shift from a long-standing homogenous nature to multicultural diversity.³⁴ Thus, there is a particular need in these areas to create welcoming and inclusive communities in order to facilitate the healthy integration of immigrants. For example, research conducted in St. John's shows that young newcomers can be at a higher risk of dropping out of school than other students due to experiencing racism and isolation.³⁵
- **Counteractive social, economic, and political factors may increase racism and discrimination.** SPOs mentioned that two major societal factors which have heightened the need for anti-discrimination activities are the economic downturn and the September 11th terrorist attacks. SPO senior representatives explained that the recent economic downturn magnified the existing barriers preventing newcomers from social and economic integration. Hate crime may also be an issue. According to the report, "Anti-Racism & Anti-Discrimination Toolkit", projected hate crimes were estimated at 60,000 per year and are expected to rise. Almost two-thirds of hate-crime victims are radicalized group members. Also, after September 11th 2001, discrimination has become more overt and blatant. A review of literature shows that since September 11th, Muslims and Arabs have endured increased incidences of discrimination against members of their communities, both by individuals and the state.³⁶

Programming that addresses barriers to participation, such as racism and discrimination, is needed to help support newcomer integration. The WCI aims to create connections between newcomers and communities; educate communities on racism, discrimination and multiculturalism; and increase awareness of the benefits of immigration.

The need for the WCI was attributed to the role that the Initiative plays in integration by helping newcomers connect with the community, as well as by reaching out to the communities and educating them about diversity and the benefits of immigration. According to stakeholders, the WCI is also needed to:

- Address existing discrimination practices and prejudice against visible minorities and immigrants;
- Increase the capacity of immigrant and non-immigrant service agencies to deliver culturally sensitive services and effectively respond to racism and discrimination;
- Increase public awareness about racism and discrimination, particularly in neighborhoods where the risk of isolation, racism and discrimination is higher;
- Create inclusive work environments and combat the barriers to newcomer employment and issues of racism;

³² Reported in Annex C: A Canada for All: *Canada's Action Plan Against Racism*, p.5.

³³ Longitudinal Survey of Immigrants to Canada (2005) shows that six in ten immigrants reported their ethnic origin as East/Southeast Asian (35%) or South Asian (25%), followed by Arab (8%), Eastern European (7%) and West Asian (5%). Also, four-fifths of immigrants identified themselves as a visible minority.

³⁴ Rural Community Awareness Initiative, Central Alberta Refugee Effort (C.A.R.E Committee).

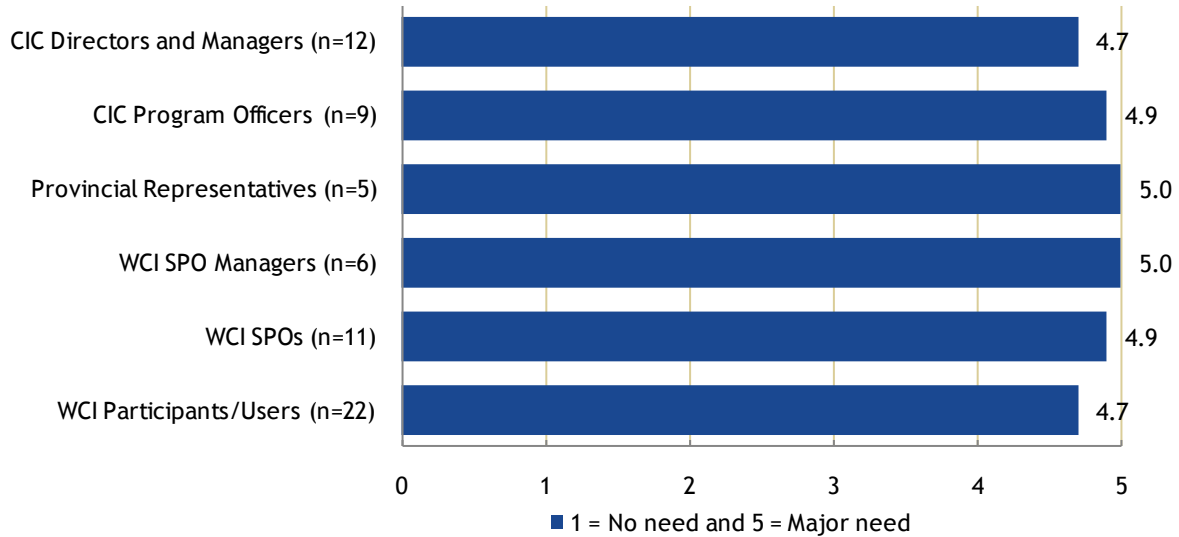
³⁵ Watt & Roessingh, 1994, p. 286 cited in "Studying Teacher Attitudes Final Report" by Association for New Canadians.

³⁶ action.web.ca/home/narcc/attach/CERD%20Report%20Feb%202007.pdf National Anti-racism Council of Canada (NARIC), Feb. 2007.

- Help retain newcomers and increase their participation in rural areas; and
- Reach out to the community members and work with them in creating more accepting communities.

Findings from the interviews showed that all participant groups believed that there is a major need for the WCI (see Figure 4-2). Eleven of 12 CIC Directors and Managers and all five provincial representatives rated the need for the WCI (on a scale of 1 to 5 where 1 is no need at all and 5 is a major need) to be major.

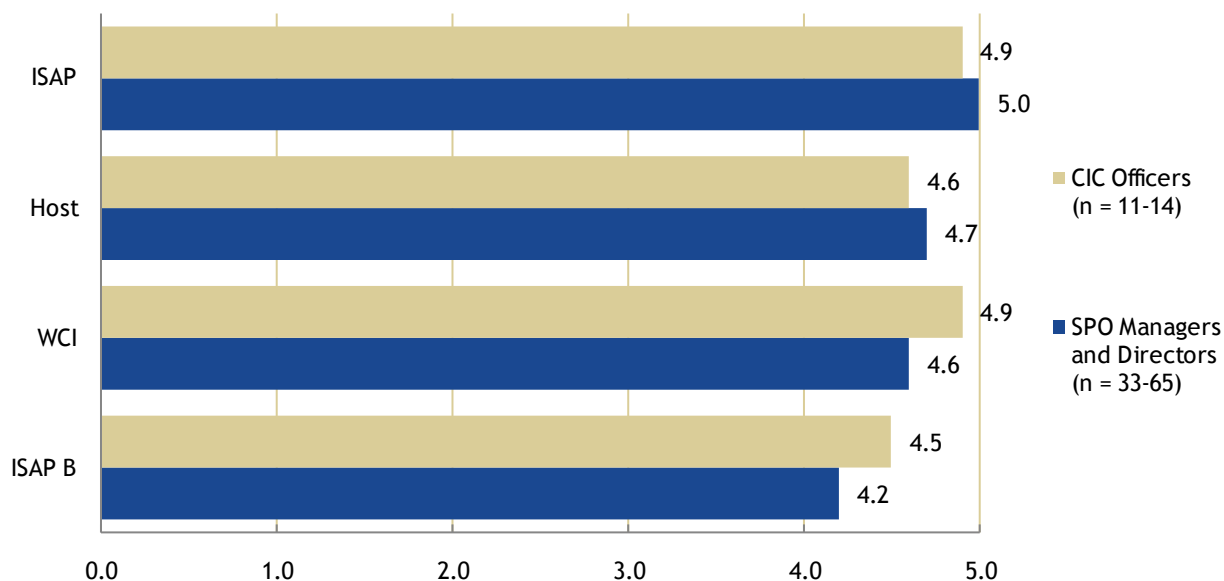
Figure 4-2: Need for the WCI



CIC officers attributed a greater need, on average, for the WCI and ISAP B projects³⁷ (which contribute to capacity building of SPOs) than SPO Managers/Directors (see Figure 4-3). However, this trend was the reverse for the ISAP and Host programs (which focus more on service delivery to newcomers).

³⁷ For a number of WCI projects, the funding flows through the ISAP B mechanism.

Figure 4-3: Need for the various settlement programs



4.1.2. Consistency with GoC and CIC Priorities and Federal Roles and Responsibilities

A review of various documents on government policies and priorities indicated that the WCI is consistent with Government of Canada priorities and federal commitments and aligned with CAPAR and CIC objectives.

The objectives and intended outcomes of the WCI to build the capacity of the settlement sector, receiving communities and newcomers to take action to reduce racism and discrimination and foster strengthened participation of newcomers and more inclusive and welcoming communities in Canada are aligned with federal commitments both in Canada and internationally.

Equality and protection from discrimination are fundamental principles of Canadian society; they are embedded in Canada’s laws and articulated in its foundational documents, such as the Constitution, the *Canadian Charter of Rights and Freedoms* and the *Canadian Human Rights Act*. Canada is also a party to the International Convention on the Elimination of all Forms of Racial Discrimination, which requires “States Parties [to] condemn racial discrimination and undertake to pursue by all appropriate means and without delay a policy of eliminating racial discrimination in all its forms and promoting understanding among all races”...“and to ensure that all public authorities and public institutions, national and local, shall act in conformity with this obligation.”³⁸

The *Canadian Multiculturalism Act* sets out the Multiculturalism Policy for Canada, and CIC is responsible for the administration of this Act (since October 2008). According to the *Act*, it is the policy of the Government of Canada to “promote the full and equitable participation of individuals and communities of all origins in the continuing evolution and shaping of all aspects of Canadian society and assist them in the elimination of any barrier to that participation” and “that all federal

³⁸ International Convention on the Elimination of All Forms of Racial Discrimination, Part I, Article 2, adopted in December 1965 (www2.ohchr.org/english/law/cerd.htm).

institutions shall promote policies, programs and practices that enhance the understanding of and respect for the diversity of the members of Canadian society.”³⁹

The WCI is funded under CAPAR. The Initiative is aligned with its objectives and priorities to eliminate racism, discrimination and barriers to participation, while promoting the inclusion of all Canadians.

CAPAR outlines the plan and priorities for the Government of Canada, inviting all sectors of society including governments, organizations, individuals, and ethno-racial and ethno-cultural communities to combat racism and racially-based discrimination. Anti-racism activities across the country focus on various aspects of racism and discrimination, such as racism in the workplace, discrimination against Aboriginal peoples, and organizational and structural racism. PCH, Justice Canada and Human Resources and Skills Development Canada (HRSDC) also received funding under CAPAR to develop and deliver anti-racism initiatives.

These initiatives have a different focus from the WCI. The WCI is uniquely positioned within CAPAR because it is the only initiative that focuses on newcomers and reducing the barriers that they face related to racism and discrimination. Table 4-1 demonstrates how WCI projects support CAPAR in a number of priority areas.⁴⁰

Table 4-1: WCI Alignment with CAPAR Priorities

CAPAR	WCI
Assist victims and groups who are vulnerable to racism and any forms of discrimination	Research shows that many newcomers belong to visible minority groups. Newcomers, particularly those who are visible minorities, are vulnerable to racism and discrimination. Youth can be particularly vulnerable, as well as refugees who have experienced trauma and violence and have no experience with urban western societies. Some WCI projects aim to empower newcomers to address issues of racism and discrimination.
Develop forward-looking approaches to promote diversity and combat racism	WCI projects are often community-based. Communities develop their own approaches and innovations to address their unique needs. The “two-way street” approach to integration, with its focus on receiving communities (and not just newcomers), in a way, is an innovation of the settlement program to facilitate the full and active participation of newcomers in Canadian society.
Strengthen the role of civil society	WCI provides funding to community organizations and agencies to develop and deliver strategies to address racism and discrimination which build the capacity of communities, newcomers and the settlement sector to take action on these issues.
Strengthen regional and international cooperation	Research and development of program tools and resources, and national projects have helped to encourage the collaboration of experts in the field and stakeholders across the regions and the country.
Educate children and youth on diversity and anti-racism	Through enhancing Host and SWIS program, WCI focuses on helping school children and youth to ease their transition into the Canadian school system. Events, forums, and other initiatives are also aimed at engaging students in discussions and increasing their understanding of multiculturalism and diversity.
Combat hate and bias	WCI projects have developed and delivered numerous workshops and presentations aimed at counteracting social and political factors that can lead to hate crime and stereotypes against newcomers.

³⁹ The Multiculturalism Act of Canada, articles 3(1c) and 3 (2c), (laws.justice.gc.ca/eng/C-18.7/page-2.html#anchorbo-ga:s_3).

⁴⁰ Evaluation Assessment of Canada’s Action Plan Against Racism (CAPAR). Final Report, 2006, p.7.

The review of CIC strategic outcomes and their contribution to the Government of Canada goals shows that WCI objectives and activities are relevant and well aligned with CIC strategic outcomes focused on the development of integration and citizenship programs that promote a diverse society and social inclusion (see Table 4-2).

Table 4-2: WCI Alignment with Government of Canada and CIC Priorities

Government of Canada	CIC Objectives and Priorities	WCI
Social: Diverse society that promotes linguistic duality and social inclusion.	Integration Program – Expected results: Newcomers contribute to the economic, social and cultural development needs of Canada.	Promotes welcoming communities and diversity, builds capacity to address issues of racism and discrimination and aims to reduce barriers to newcomer integration and facilitate their full participation and inclusion in Canadian society.
Social: Diverse society that promotes linguistic duality and social inclusion.	Citizenship Program – Expected results: Full participation in Canadian society by citizens.	Promotes welcoming communities and diversity, builds capacity to address issues of racism and discrimination and aims to reduce barriers to newcomer integration and facilitate their full participation and inclusion in Canadian society.

The majority (75%) of CIC Directors and Managers indicated that WCI is consistent with the strategic outcomes and priorities of CIC and those of the Government of Canada. They noted that WCI has an important role to play in newcomer integration by addressing the barriers they face, promoting more supportive and inclusive communities and ensuring social cohesion and the diversity of Canada.

SPO representatives who participated in the evaluation also agreed that the development and funding of WCI is an appropriate role for the Government of Canada in support of newcomer integration, participation, and adaptation to new communities.

Therefore, WCI projects are consistent with the objectives of the settlement programs, which aim to link newcomers to their communities, help them establish social and professional networks, and reduce barriers to their economic, social and cultural participation, so that they feel welcome in their communities. WCI has also become more salient to the mandate of CIC with the move of the Multiculturalism portfolio from PCH to CIC. “Canada’s ability to leverage the benefits of diversity depends on its success in ensuring that Canadians are engaged and have the opportunity to participate in the economic, social, political and cultural aspects of Canadian society.

Multiculturalism fosters increased intercultural understanding, and supports the goal of Canadians living in a society where they are treated fairly and equitably, regardless of their background.”⁴¹

⁴¹ Report on Plans and Priorities - Other Items of Interest: Multiculturalism – Engagement and Inclusion, CIC, 2009/10.

4.2. Performance

In reviewing the performance of WCI, the evaluation considered the reach and success of the projects in delivering relevant activities and outputs. The findings also provide a description of factors that can contribute to the success of WCI projects as well as those that can constrain their success.

Key Findings: While it is evident that the individual WCI projects reached a broad range of groups and organizations and delivered a broad range of activities, there is insufficient evidence to properly assess the overall performance of the WCI as a program, due to a lack of comparable data on program performance. Individual projects are, however, perceived as successful in developing and delivering their intended products and outputs. Some of the factors that contribute to this success are effective partnerships and community involvement, media coverage, flexibility of the design, and involvement of experts in the field.

4.2.1. WCI Project Reach

The projects were able to reach a variety of stakeholder groups including newcomers, SPOs, other organizations and Canadians. In particular, many WCI projects were designed to reach youth and school children through enhancements to Host and SWIS or through other activities that focused on engaging youth in discussions on anti-racism and diversity.

WCI projects expanded the outreach of traditional settlement programs beyond just the immigrant or settlement sector organizations. Development and delivery of WCI projects involved a broad range of populations including newcomers to Canada, local communities, mainstream service providers (social services, health, housing, police department etc.), settlement organizations, volunteers, youth, school boards, police services and businesses.

At least 17 WCI projects in 2007/08 and 18 in 2008/09 delivered activities directly to target groups (e.g., through youth forums, events, training, workshops and public education on anti-racism and diversity). In addition, settlement services provided to youth in schools and host activities were enhanced to include anti-racism component and engage youth in issues of integration and diversity. Table 4-3 provides a summary of the available information on the target groups reached for individual WCI projects in 2007/08 and 2008/09.⁴²

Table 4-3: Reach of WCI Projects⁴³

Projects (Organizations Delivering)	Individuals/Organizations Reached
<i>2007/08</i>	
The Global Youth Forum (YMCA Windsor-Essex)	500-600 students attended
Diversity Cup Basketball Tournament (Peel Regional Police)	300 people and 15 social service providers attended
Pathways to Transformation (Catholic Immigration Centre)	87 Host staff representing 23 Ontario Host programs participated

⁴² Data presented in the table is only for selected projects that reported information on number of individuals/organizations served/reached.

⁴³ Information related to reach for WCI projects funded in 2006/07 was limited, and thus, this analysis is based on information available for 2007/08 and 08/09.

Projects (Organizations Delivering)	Individuals/Organizations Reached
Settlement and Integration Service Organization	700 staff members trained through the Cross-Cultural Training in Support of Police Services
Immigrant Family Recreation Program (Calgary Catholic Immigration Society) (4 Seasons)	800 newcomers involved in the 4 Seasons
Public Awareness Outreach project (Central Alberta Refugee Effort)	750 clients in schools, colleges, agencies and businesses involved
Settlement Support Workers in Schools (Saskatoon Open Door Society)	730 immigrant children and their families served
Rural Community Awareness - Alberta	2,000 community groups, schools and individuals reached through diversity awareness workshops in rural Alberta
Studying Teacher's Attitudes: Racism, Immigration and Multiculturalism (Association for New Canadians)	125-150 teachers surveyed
Sharing our Cultures	3,000 Canadians and 100 immigrant students
Newcomers' Resource Center (Compare Cultures / City of Saint John)	100 stakeholders engaged in consultations
International Day of Racial Elimination (Multicultural Association of Fredericton)	1,940 individuals involved in festival, art challenge and school tour activities
Diversity Kiosks (Carrefour d'Immigration Rural)	800 people participated
Multicultural Education presentations and workshops (PEI Association of Newcomers to Canada)	590 people participated
Halifax Immigrant Learning Centre	200 immigrant serving organization staff trained
Metropolitan Immigrant Settlement Association	65 settlement workers involved in workshops on dealing with racism
Changing the Canvas project (Canadian Labour Congress)	1,000 individuals involved in labour education course
2008/09	
Anti-racism and Diversity Workshops (Host Program Network)	150 people involved
Diversity workshops (JVS Toronto)	24 newcomers involved
Youth Training and Action project	Over 775 community members reached
Anti-Racism and Human Rights workshops	Over 200 individuals participating
A Rural Community Awareness project	800 clients received
Settlement support services in schools in Saskatoon	7,200 individuals reached
Settlement support services in schools in Calgary	Over 2,000 clients received settlement support
Peace Ambassadors Initiative in Alberta	Over 700 youth participated
Diversity and Organizational Change presentations in Newfoundland	Over 1,000 individuals participated
Sharing our Cultures	Over 1,200 students involved
Youth conference for March 21st in Halifax	70 youth involved
Anti-Racism Multicultural Festival in Fredericton	1,000 residents involved

Projects (Organizations Delivering)	Individuals/Organizations Reached
The Multicultural Festival in Saint-Leonard, New Brunswick	450 participants
Presentations by a community and cultural sensitivity agent in PEI	240 students
Through the Lens training workshops (Halifax Immigrant Learning Center)	Over 160 tutors, instructors, service providers, volunteers and staff trained
In Anti-racism workshops in Nova Scotia	Approximately 35 community leaders, 1000 students and 85 youth involved
Equity Initiative - Training (NARCC)	Approximately 50 participants
DiverCity on Boards (Maytree Foundation)	350 visible minority or immigrant community members recruited as civic leaders

The data presented in Table 4-3 demonstrates that reaching out to youth, particularly in schools, is the major focus of many WCI projects and activities. Youth was the main group identified in the CAPAR as a target group for the initiatives supported by the Action Plan. In addition to projects that provided settlement support to students in schools, two workshop projects ('Sharing our Culture' in NL and 'Anti-Racism Workshops in Nova Scotia') each reached over 1,000 students in 2008/09. Other WCI projects, such as festivals in Fredericton and Saint-Leonard, involved significant community participation. Also, numerous workshops and presentations were delivered to mainstream organizations, as well as to the general public.

According to the available data on projects providing services directly to target groups, over 32,000 individuals used products or participated in activities provided by the WCI projects in 2007/08 and 2008/09. Students and youth (including both newcomers and Canadian born), and workshop participants including settlement and social service providers, employers, employees, stakeholders, and tutors represent the major groups receiving services.

4.2.2. WCI Project Activities and Outputs

WCI projects have been successful at delivering activities that align with the planned activities and services for this Initiative. WCI projects also produced outputs outlined in the Logic Model.

Our research findings indicate that WCI developed and delivered a wide range of activities and generated products that support program delivery. The review of the CAPAR RMAF/RBAF highlighted the overall direction and areas of contribution of WCI to CAPAR Horizontal Initiative. As stated in the CAPAR RMAF, WCI projects were to contribute to the areas of:

- **Training, Information and Awareness Development** – development and delivery of training for settlement staff, volunteers, youth and wider audiences on the benefits of immigration, as well as to deliver workshops, presentation and seminars to raise awareness about issues related to racism and discrimination.
- **Policy, Programs and Services Development.** Citizenship and Immigration Canada through WCI activities will develop programs and services to increase the ability of newcomers to successfully integrate, and provide better tools and outreach strategies to target populations in the workplace, educational institutions and ethno-cultural, ethno-racial and Aboriginal communities.

- **Financial Support and Partnership Development.** By developing partnerships with existing settlement programs, WCI is expected to increase their capacity (Host, SWIS) to provide services to more newcomers. Developing partnerships with educational institutions, business, and other community organizations is expected to increase the outreach of the programs and increase cross-cultural understanding and the reduction of racial stereotyping.

Table 4-4 summarizes the link between WCI project themes and the intended area of contribution as outlined in CAPAR.

Table 4-4: Categories of WCI Projects by Themes and Examples of Activities

CAPAR	WCI Project Themes	Example of Activities/Products	Number of Projects
Training, Information and Awareness Development	Raising Awareness and Education	<ul style="list-style-type: none"> ▪ Outreach Activities ▪ Awareness Initiatives (Events, theater, cultural events in schools) ▪ Educational Workshops, Presentations, and Consultations ▪ Conferences and Events 	12
	Newcomer Integration and Participation	<ul style="list-style-type: none"> ▪ Developing Special Support (e.g., Health, Mental Health, Child support, Youth Support) ▪ Mentoring ▪ Multicultural and Anti-Racism Events 	10
	Anti-Racism and Diversity Training	<ul style="list-style-type: none"> ▪ Development and Delivery of Audience Specific Training Materials (Youth, Community Leaders, Interpreters, Settlement SPOs) ▪ Pilot Training Program 	8
Policy and Program Development	Tool and Resource Development / Research and Policy Development	<ul style="list-style-type: none"> ▪ Tools; training materials; best practices (DVDs, Information Material, Curricula, Guides) ▪ Conducting Research ▪ Developing and Disseminating Anti- Racism Message through workshops, presentation 	13
Partnership Development and Support	Community/Settlement Services Expansion/Enhancement	<ul style="list-style-type: none"> ▪ Expanding/Enhancing Host and SWIS program ▪ Service Bridging (e.g., support of non-settlement organizations - Family Services) 	13
<i>Total</i>			56

The three most common project activities reported by WCI SPOs were conducting workshops and training (92%), outreach and awareness (75%), and developing partnerships (75%). The least reported project activities were service bridging (e.g., support of non-settlement organizations) (17%), and the coordination of existing services (17%).

Table 4-5: Activities of WCI Projects

Project Activities	Reported by WCI SPO Respondents (n=12)
Workshops and training	92%
Outreach and awareness of antiracism and discrimination	75%
Developing partnerships, networking events	75%
Disseminating tools; training materials; best practices	67%
Developing tools, templates and training materials	42%
Mentoring	42%
Research	42%
Conference	25%
Developing special support (e.g., Health, Mental health, Child support)	25%
Promotion of services	25%
Service bridging (e.g., support of non-settlement organizations)	17%
Coordination of existing services	17%
Other	8%

In support of program delivery, WCI projects are expected to produce a range of outputs such as promotion and communication materials, information sessions, conferences and presentations, reports, curricula, toolkits and other resources. For the full list of expected outputs in program delivery, refer to the Logic Model in Appendix A. Our research findings indicate that curricula, tools and resources were the products most commonly reported by those involved in delivering the projects and by those using the outputs (reported by 75% of the SPO representatives interviewed and utilized by 42% of the WCI users surveyed). Promotion and communication materials were produced by 50% of the SPO representatives interviewed and used by 42% of those who completed the user/participant survey (see Table 4-6). About 45% of project users said that they were involved, in some way, in the development of the products that they subsequently used.

Table 4-6: Reported Product and Use of WCI Project Outputs

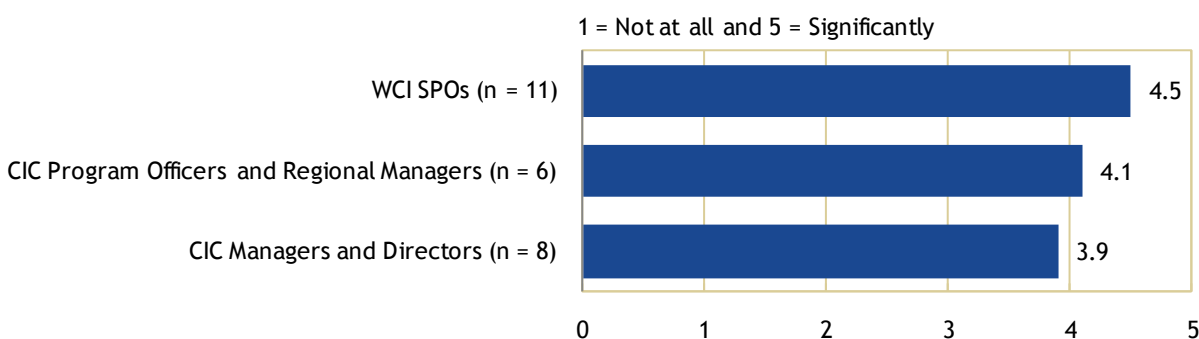
Type of Product	Generated (% of WCI SPO) (n=12)	Used (% of WCI Users) (n=24)
Curricula, tools and resources	75%	42%
Conferences, presentations, and networking events	67%	13%
Training modules and workshops	58%	21%
Promotional and communications material	50%	42%
Guides and resource materials/DVDs/videos, etc.	42%	50%
Website	33%	54%
Research reports and studies	25%	21%
Mentoring	17%	0%

4.2.3. WCI Project Accomplishment and Success

Stakeholders generally perceived individual WCI projects as successful in development and delivery of planned activities and products, and achieving their intended objectives.

When asked to rate the success of the WCI in achieving its objectives on a scale of 1 to 5, where 1 is not successful at all and 5 is very successful, WCI SPOs provided the highest rating of 4.5, CIC Officers provided a rating of 4.1, and CIC Managers and Directors rated the program success at 3.9 (see Table 4-2). Stakeholders generally perceived that WCI has made considerable progress to date, recognizing that WCI is still in an early stage of development. A few CIC representatives said that they could only comment on the success of the individual projects with which they are familiar, noting that the overall success of the Initiative is not well understood due to the inability of existing systems to compile and report data from all projects funded by the Initiative.

Figure 4-4: Overall Success of the WCI



Stakeholders noted the success of individual projects in raising community awareness of racism and discrimination, promoting the concept of the “two-way street” for integration, developing tools and resources on regional and national level to support service providers working with newcomers, creating training opportunities, developing partnerships, and building community capacity to increase access to services and respond to issues such as hate crime, racial profiling, discrimination, prejudice and stereotypes.

One indication of success is the formal awards and recognition that some projects have received.

WCI SPOs identified various measures through which the success of their projects can be assessed such as the number of successfully completed/delivered activities, number of individuals using WCI products or participating in the activities, external recognition of WCI projects, and community responsiveness and interest in the WCI projects and activities. Several WCI projects specifically identified awards and recognition that they had received for their projects, including:

- **2007 Canadian Mental Health School Award for reducing impact of racism with youth:** The Peace Ambassadors project, conducted by Northern Alberta Alliance on Race Relations, provided diverse youth with significant opportunities for training about racism, discrimination, stereotyping, conflict resolution, inclusion, and the barriers and challenges that newcomers face in Canada. The project used innovative methods such as drama and art for creating dialogue on difficult topics like racism and discrimination. The project was particularly successful in establishing a small group of peer educators who then assisted in the recruitment and training of other youth. The success of the project has been a result of the “buy-in” from the local youth community and partners in the school system and community.

- **2008 Minister's Award of Community Excellence.** Central Alberta Economic Partnership (CAEP) worked with Innisfail's Welcoming Community Committee to develop a supplement toolbox to the Attracting and Retaining Immigrants Toolbox of Ideas developed by the National Working Group on Small Centres Strategies. The Innisfail Toolbox for Small Centres helped CAEP communities to create more welcoming communities through the implementation of best practices outlined by Innisfail.
- **2009 "Exemplary Resource" chosen by the Federal Family of Community Collaborators.** Developed by the Immigrant Learning Centre (HILC), *Through the Lens* is a tool for instructors and settlement staff to use in and out of the classroom to raise awareness and open up a dialogue on anti-racism and discrimination while teaching language. The tool was very well received throughout Nova Scotia and it was chosen as an exemplary resource by the Federal Family of Community Collaborators in February 2009.⁴⁴ The Executive Director of HILC also presented *Through the Lens* at the Collaborative Community Initiatives Speaker Series (CCISS), a monthly learning opportunity for federal employees to network, exchange ideas, and to explore new ideas on community issue and approaches.

Key factors contributing to the success of the individual WCI projects include effective partnerships and community involvement, media coverage, flexibility of the design, and involvement of experts in the field. The users of the WCI project outputs expressed their satisfaction with the products and information, which they found up-to-date, comprehensive, engaging and accessible.

Stakeholders, particularly WCI SPOs, identified the key factors that contributed to the success of their projects and the Initiative overall. These factors include:

- **Effective partnerships and active involvement of key stakeholders.** Participants indicated that the successful WCI projects are conceptualized and delivered with the input and involvement of all parties. Active participation of community members to identify needs, further promote project activities and raise the project profile is crucial for program success.
- **Attracting media coverage to increase promotion and participation.** Media coverage can contribute to success in various ways such as attracting new participants, encouraging current participants, increasing awareness of the issues and services, getting community attention, and creating opportunities for more partnerships.
- **Flexibility of the WCI to create room for creativity and innovation.** The flexibility of WCI allows for projects to be more responsive to the changing needs. For example, the Safe Harbour Project was able to adapt their training material to rural communities to reflect issues relevant to a rural context.
- **Good project planning and expertise of staff.** Organizing events and community activities requires a high level of planning as well as experienced and dedicated staff who are well connected in their communities. For example, YMCA staff experience and connections to schools and to youth made it easier to plan a youth forum and recruit participants. A few provincial representatives noted that successful development of programs addressing sensitive

⁴⁴ The "Family" has been developed as an informal "community of practice" which brings together federal officials who are interested in collaborative action to improve the understanding of "place-based" policy, its potential to improve well-being at the community level, and related implications for the national government.

issues such as racism and discrimination requires the expertise of individuals who have a deep understanding of the subject matter and have experience working in the field.

According to the survey of project users, WCI projects were particularly successful in: increasing community and settlement organization capacity to use technology and media; providing up-to-date information on events, policies and program changes; organizing activities focused on social networking, outreach, promotion, and human rights issues; and creating opportunities for learning, networking, partnerships, sharing of best practices and exchange of ideas. WCI project users were very satisfied with the products they used, providing an average rating of 4.8, on a scale of 1 to 5, where 5 is very satisfied. They noted that the information they received was very useful and comprehensive, materials were engaging, and project staff were helpful and accessible.

Although different WCI projects face unique challenges, some common factors that may constrain the success of WCI projects include the lack of ongoing and multiple-year funding, limited marketing and promotional activities, and difficulty attracting volunteers and community organizations.

Stakeholders identified specific factors that could constrain the success of particular projects including:

- ***Limited access to on-going funding, particularly for on-going multi-year projects for promotion or future developments.*** In some cases, a large portion of funding was spent on developing the projects (tools and resources) or delivering the services to clients and little was left to conduct effective promotional and marketing activities or provide logistics and planning for future developments.
- ***Marketing and promotional capabilities.*** Limited capacity of service providers to conduct the necessary marketing and promotional activities and to reach out to target audience affects the continuation of the projects and dissemination of products. In the case studies, participants noted that allocating time and resources towards project promotion or dissemination of WCI products was challenging. WCI SPOs most frequently reported that their products were promoted or made available to users online (4 of 12) or through presentations to the community (2 of 12), presentations/booths at non-settlement agency events (2 of 12), presentations/booths at settlement agency events (2 of 12), specific training events related to the products (2 of 12), mailing them out to organizations and their membership (2 of 12), or making hard copies available at their office (1 of 12).
- ***Difficulties in attracting volunteers and community organizations.*** Recruitment and retention of youth volunteers has been an ongoing challenge because of the nature of the target group (1 of 12). Ensuring sustainable funding helps in developing on-going long-term partnerships and innovative strategies to reach youth and secure their participation (1 of 12). Some projects also faced difficulties in developing partnerships with community organizations and involving them in their projects (3 of 12).

4.3. Achievement of outcomes

One of the objectives of this evaluation was to examine the early outcomes of WCI. The following findings represent the early impacts of WCI. Though early, they can open a discussion for better defining the outcomes and target groups for WCI projects. The identified impacts can also shed light on more specific performance indicators that should be tracked and measured periodically in order to facilitate the future evaluation of WCI.

Key Findings: The findings indicate that individual WCI projects can have positive impacts on both the understanding and the capacity of newcomers, communities, and settlement organizations to better deal with issues related to racism and discrimination. However, it is still premature to relate these findings to the targeted outcomes of the Initiative as a whole and draw conclusions, due to the nature of the evidence and limitations of the study (discussed in Section III on Methodology).

In reviewing the findings, the reader should keep in mind that:

- ***The WCI is still relatively new.*** The Initiative had only been in operation for three years during the reporting period for the evaluation (2004/05 to 2008/09). Some intended WCI outcomes involve behavioural changes on the part of newcomers and communities (e.g., newcomers' ability to deal with racism and discrimination; settlement sector and communities take action to reduce racism and discrimination). Such outcomes take a longer time to appear and be measureable.
- ***Attributing attitudinal and behavioural changes to a single program is difficult.*** This is an inherent problem in evaluating anti-racism programs.⁴⁵ Even under controlled circumstances, it is difficult to attribute behavioural and attitudinal changes to a single program. As described in the Evaluation Assessment of CAPAR, to evaluate these programs, there is a need for direct relationships between the initiatives and a set of measureable variables that should be implemented at the early stages of projects and then monitored frequently. The impact evaluation of such programs should be completed through the evaluation of individual projects using a before-and-after design (i.e., measuring changes before, during, and/or after the intervention) or use of control groups (i.e., collection of data on changes in participants and comparing these results to another group who did not participate in the intervention). This type of research is very expensive and time-consuming, and may raise ethical concerns related to limiting access to government programs.
- ***There were challenges during the development of WCI.*** The WCI RMAF noted challenges, including "a major reorganization of the lead branch responsible for the project, the absence of funding during the first year, and the lack of strategic direction and a clearly defined set of objectives and performance indicators."⁴⁶ This slowed the pace at which WCI was implemented.
- ***The diversity of projects and activities results in a wide range of immediate and intermediate outcomes.*** Although flexibility of the WCI was mentioned as strength of the Initiative, the lack of consistent and well-defined outcomes and associated measureable indicators for the WCI impedes any attempt to meaningfully map and aggregate the program impacts.

⁴⁵ Evaluation Assessment of Canada's Action Plan Against Racism (CAPAR), Final Report, June 16, 2006, p. ii.

⁴⁶ RMAF, Nov. 2006, p.3.

- ***Lack of adequate administrative data and limited response to the user survey.*** Collecting data that accurately conveys the impact of the initiative was reported as a main challenge in CIC's 2006-2007 and 2007-2008 reports to CAPAR. In addition, as earlier stated as a limitation of this study, it is difficult to generalize the results of data collected from WCI users and participants to all WCI project users due to the low number of respondents and the great diversity in the projects.

The data were analysed to assess program impacts related to newcomers, receiving communities, the settlement sector and the existing settlement programs. However, it was found that many WCI projects simultaneously target more than one group. These findings were identified mainly through an exploratory analysis of the collected qualitative data.

4.3.1. WCI Impacts on Newcomers

WCI projects have had a positive impact on the capacity of newcomers, particularly youth, to deal with issues related to racism and discrimination and better understand multiculturalism. In addition, WCI projects increased the capacity of newcomers to better integrate in their communities.

Workshops, seminars and events were used to reach out to newcomers in order to provide information and engage them in discussion about racism and discrimination. Young newcomers were engaged directly in multicultural and anti-racism activities through festivals, tournaments and forums, or by providing support in schools. They were also engaged more indirectly through activities involving teachers and parents. Of the 56 WCI projects reviewed for the evaluation, 30 had newcomers as at least one of their target audiences. Of these, eight had a focus on community/settlement services expansion/enhancement and eight on integration and participation. Fifteen projects were found to have a youth focus.

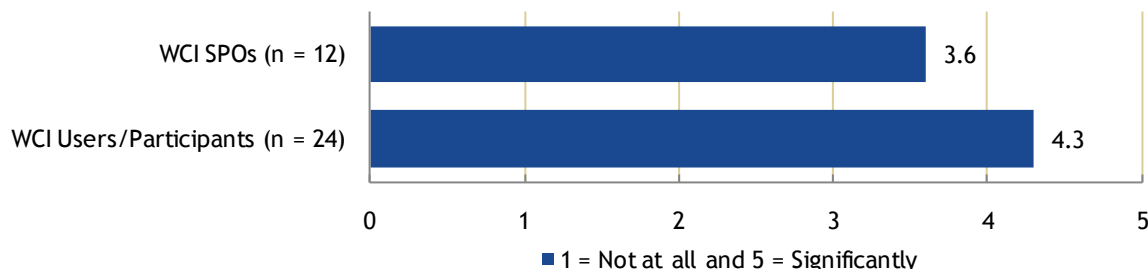
The expected program result for newcomers was to increase their understanding of issues related to racism and discrimination, and to develop resources and tools that would help them do so.⁴⁷

According to the WCI SPOs who were surveyed, their projects helped newcomers, particularly youth, to better understand issues related to racism and discrimination, as well as how to recognize discriminatory actions and implement strategies to address them. For example, sessions in ESL classrooms on prejudice and discrimination helped newcomers learn the language to discuss these issues and their personal experiences, and to explore various ways to respond appropriately to incidents of racism. In other projects, students were trained to recognize and deal with racism, as well as to help others facing racism. In another WCI project, newcomer youth were trained to become ambassadors for anti-racism amongst their peers.

More generally, when asked to rate (on a scale of 1 to 5) the extent to which their projects expanded/contributed to the ability of newcomers to better deal with issues related to racism and discrimination, project users/participants attributed a higher rating, on average, than WCI SPO representatives (Figure 4-5).

⁴⁷ See WCI Logic Model, Appendix A.

Figure 4-5: Rating WCI Impact on Newcomers Ability to Deal with Racism and Discrimination



Project users/participants who completed the survey for the evaluation pointed to activities, such as multicultural fairs, that helped newcomers understand Canada's social fabric and its diversity. They indicated that these events provided participants with opportunities to share their experiences, learn from others, and feel connected while celebrating cultural diversity.

Eight of the 14 projects selected for case study reported that their projects had an impact on newcomers, including youth. The activities and reported impacts of these projects are summarized in Appendix C. Representatives from the Peel Police project were particularly outspoken about the ways that their program impacted newcomers. They indicated that the overall communication between Peel Police and newcomer communities has significantly improved since the beginning of the WCI project. As a result, the media sergeant received calls on a daily basis from newcomers who were more willing to approach the police and report issues ranging from traffic, domestic violence, family advice, sexual abuse, drugs and alcohol.

The following case studies are examples of WCI projects that impacted newcomers:

- ***One-day Event: Anti-racism day for Youth:*** This project was an anti-racism day for youth aimed at giving youth participants shared opportunities to discuss and reflect on barriers that youth face in regards to racism. In particular, this project had an impact on newcomer youth (80%) and mainstream Canadian youth (20%) between the ages of 13 and 18. In total, sixty-two youth attended. As a result of this event, mainstream Canadian youth in attendance became more aware of racism and were motivated by this event to be allies. Youth made plans for creating welcoming communities and became more aware of discriminatory behaviour and practices, while meeting new young people they could interact with in other contexts.
- ***Welcome Here – Phase II:*** Delivered by the Canadian Association of Family Resource Programs (FRP), a national, charitable organization with over 350 member organizations across Canada, the Welcome Here (I & II) project was designed to increase participation of new immigrant parents in community based programs. Some of the other objectives of this project included: sharing knowledge through resources and training; creating new partnerships among settlement agencies and family resource programs in communities across Canada; and, expanding the range of resources available to immigrant parents. As a result of this project, newcomers had greater access to resources in their own language and new immigrant parents had increased their participation in community based programs.
- ***Anti-Racism and Human Rights Outreach Project:*** This project provided educational workshops, consultations, and information about relevant issues to newcomers, businesses, human service providers, property managers and landlords, and the community at large. As a result of this project, participants were forced to think about diversity and racism, leaving the workshops with a greater awareness of the realities of racism. In addition, participants left feeling empowered and more comfortable with their abilities to deal with diversity.

4.3.2. WCI Impacts on Receiving Communities

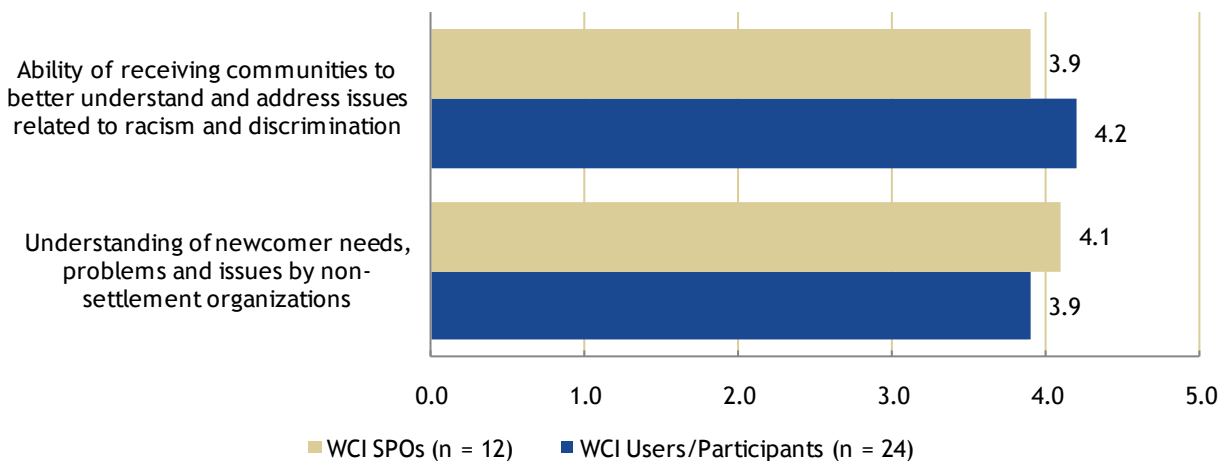
WCI projects have had a positive impact on receiving communities, enabling them to become more aware of issues related to racism and discrimination. The findings also suggest that WCI projects have contributed to the capacity of receiving communities to be welcoming to newcomers.

Many WCI projects work with non-settlement organizations and other community members. Examples of such members include business owners, municipalities, and Canadians employed in mainstream organizations such as banks, family services, social services, and schools. These organizations and people were offered workshops, presentations, and resources to better understand the experience of immigrants and their contribution to Canadian society as well as to build skills to address racism and discrimination in their work and their communities.

An immediate outcome of WCI related to receiving communities was to increase their understanding of issues related to racism and discrimination as well as the availability of resources and tools in these communities to better deal with these issues.⁴⁸ Of the 56 projects reviewed, 39 had receiving communities as at least one of their targets. Of these, 12 focused on raising awareness and education, eight on integration and participation, four on anti-racism and diversity training, and three on resource and tool development.

When asked to rate (on a scale of one to five) the extent to which WCI projects expanded/contributed to the ability of receiving communities to better understand and address issues related to racism and discrimination, project users/participants attributed a higher rating, on average, than WCI SPOs (see Figure 9). Conversely, WCI SPOs attributed a higher rating than project users/participants with respect to the extent to which WCI projects expanded/contributed to the understanding of newcomer needs, problems and issues by non-settlement organizations.

Figure 4-6: Rating WCI Impact on Receiving Communities and Non-Settlement Organizations



When asked about activities that contributed to these impacts, WCI SPOs most frequently reported on the delivery of presentations and workshops, involving different organizations and the general public, which had focused on anti-racism and discrimination. Users of WCI projects also referred to WCI multicultural events that were well attended by the representatives of the community organizations and community members and promoted cross-cultural understanding in their

⁴⁸ See WCI Logic Model, Appendix A. Appendix A:

community. Some projects provided training and educational sessions to community members who work with newcomers, such as teachers, volunteers, ESL tutors and library staff, businesses owners and other workers in community organizations. Other projects brought together immigrant and Canadian youth, encouraging them to work together and learn from each other. Representatives of art and theatre organizations in one community learned about racism and discrimination and how to incorporate some elements of multiculturalism in their work in order to raise awareness of these issues in their community and make their communities more welcome to diversity.

Nine of 14 case study projects reported generating an impact on receiving communities (see Appendix C:). One example of such a project is the Safe Harbor Program, which encouraged changes in behaviours within a group of business owners that publicly identified their businesses as a supporter of diversity and a safe place for victims of discrimination. Various businesses in that community were inspired to pursue further education and training in the area of cultural competency and to develop inclusive and supportive workplaces for newcomers.

The following case studies are examples of WCI projects that impacted receiving communities:

- ***Rural Community Awareness Program:*** This project brought volunteers from around the world (El Salvador, Mexico, African Countries etc...) to share stories, experiences, and culture to give a perspective on their journey to becoming a settled newcomer in the community. Specifically, this project targeted students in schools ranging from pre – kindergarten to college. The workshops had a humbling effect on the participants, helping to dispel many pre-conceived notions that participants may have had about how newcomers are treated and settle in Canada. Participants became more aware and more empathetic towards the plight of newcomers.
- ***Safe Harbour: Respect for All:*** This project identifies businesses and organizations as “Safe Harbours” for newcomers, signalling to the community that they understand and welcome diversity and are willing to serve as temporary sanctuaries for people who experience discrimination or harassment and briefly need a safe place to go. These locations not only model a proactive stand against racism and hate but help create a welcoming community where diversity is respected and celebrated. As a result of this project, various businesses and NGOs increased their awareness of newcomers’ settlement needs and gained a better understanding of the importance of diversity. Furthermore, this project acted as a catalyst for other ‘diversity positive’ activities in businesses or organizations (e.g. some businesses have advanced their diversity policies/procedures, sought further diversity training, produced signage in different languages, or displayed multi-faith calendars).

4.3.3. WCI Impacts on the Settlement Sector

WCI projects have had a positive impact on the capacity of the settlement sector to address issues related to racism and discrimination through the development of resources and tools, training and research to support program and policy development.

A variety of tools and resources were produced as part of WCI projects and disseminated to settlement organizations to support them in their service development and delivery. Some projects were involved in researching organizational attitudes towards newcomers, issues that immigrants face with respect to housing and health, and gaps in knowledge among service delivery staff. The representatives of these projects indicated that their findings were useful in the development of settlement policies and programs. WCI SPOs also frequently reported that the resulting tools and resources were used to help settlement providers learn about:

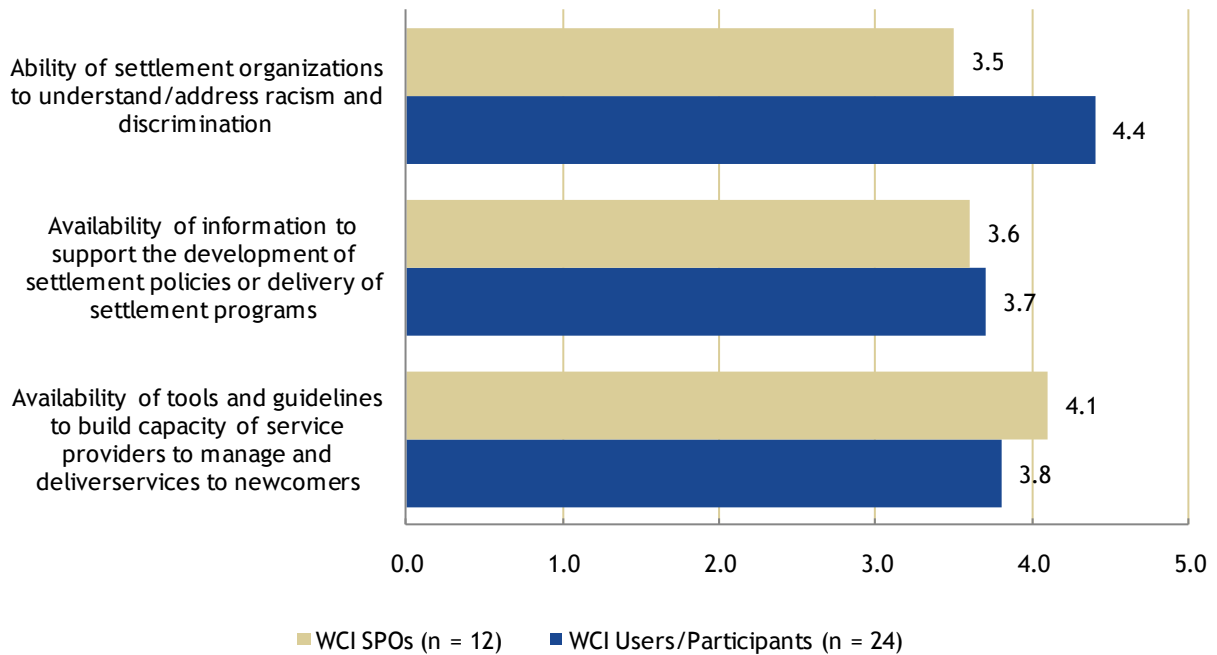
- Issues and experiences of newcomers and visible minorities related to racism and discrimination;
- Recognizing prejudice and discrimination in service delivery (e.g., ESL); and
- Talking comfortably about these sensitive topics with their clients.

An immediate outcome of WCI related to the settlement sector was to increase the sector understanding of issues related to racism and discrimination as well as the availability of resources and tools to better deal with these issues.⁴⁹ Of the 56 projects reviewed, 14 had the settlement sector as at least one of their targets. Of these, five focused on developing tools and resources, four on anti-racism and diversity training and three on research and policy development.

WCI SPOs and users/participants were asked to rate the extent to which WCI projects expanded/contributed to the availability of tools and guidelines to build the capacity of service providers to manage and deliver services to newcomers, as well as the availability of information and support in the development of settlement policies or the delivery of settlement programs. These findings are presented in Figure 10. Of note, WCI SPOs attributed a higher rating, on average, to the contribution of these projects to the management and delivery of services to newcomers than to policy development or program delivery (see Figure 4-7).

They were also asked the extent to which WCI projects expanded/contributed to the ability of settlement organizations to better understand and address issues related to racism and discrimination. Of note, WCI users/participants attributed a higher rating, on average, than WCI SPOs.

Figure 4-7: Rating WCI Impact on the Settlement Sector



⁴⁹ See WCI Logic Model, Appendix A.

Five of the 14 case studies projects reported an impact on the capacity of settlement sector to better address issues related to racism and discrimination. Two examples of WCI projects that impacted settlement sector capacity are:

- ***Toolbox Development Project*** – The Toolbox is a practical tool for smaller centres to use as they build a strategy to address the issues surrounding the attraction and retention of immigrants. The Toolbox covers the breadth of issues and information necessary for diverse smaller centres to successfully implement their strategy. This project targets community representatives within immigrant service providers, non-settlement service providers, schools, health systems, and employers. As a result project, the settlement sector and other service providing partners had a tangible tool that contributed to their efforts to build capacity and engage the community. Some users have used the tool to build upon existing initiatives, further improving the end product.
- ***Karibuni*** – The Karibuni project offers workshops and delivers education to the settlement sector, schools and workplaces to help participants explore the experiences, challenges and barriers facing newcomers to Canada. They help identify ways to build equitable and inclusive spaces for immigrants in their new communities. Organizations attended the workshops for professional development purposes; getting a better understanding of the immigrant population. After a workshop, the participants feel more prepared and educated on how to address some of the barriers related to racism and discrimination and implement the strategies they have learned.

4.3.4. WCI Impacts on Settlement Programs

WCI projects have supported the expansion or enhancement of settlement and other community services.

WCI is designed to have some positive impact on settlement programs, particularly Host and SWIS.⁵⁰ Twelve of the 56 WCI projects reviewed contributed to the expansion or enhancement of settlement or community services. Of these, 10 were an expansion or enhancement of Host or school-based settlement (SWIS) services, while 2 were related to other community services, contributing to the capacity of non-settlement organizations to provide appropriate services to newcomers.

According to the review of WCI projects, WCI funding supported school-based settlement (SWIS) service delivery in Alberta, Saskatchewan and Ontario, and supported Host service delivery in the PEI and Ontario. WCI SPOs identified the following areas in which WCI projects particularly supported Host and school-based settlement (SWIS) services:

- Added specific components to the settlement services to cover issues of racism directly and educate students about cultural diversity and laws in Canada;
- Partnership with the schools, libraries, community centers;
- Used the facilities of other organizations to expand service delivery of Host and SWIS; and
- Promoted the services of these programs.

⁵⁰ See WCI Logic Model, Appendix A.

4.4. Design and delivery

In reviewing the program design and delivery, the evaluation considered stakeholder perceptions, opinions and suggestions about the flexibility of the WCI design, the overall focus and strategic approach of the initiative, monitoring and reporting, communication and information sharing, and funding. The results of the document review were also employed to complete the findings. The following section presents the key findings for each topic, followed by relevant details and evidence.

Key Findings: Flexibility in design has allowed the WCI to respond to the needs of a wide variety of communities across the country. This flexibility, however, has resulted in a diversity of projects, with a broad array of activities, target groups and outcomes, making it difficult to measure and report on outcomes for the Initiative as a whole. A more focused and strategic approach to the Initiative would help to address these issues, and is timely given the move to the modernized approach to settlement programming.

4.4.1. Flexibility

The flexibility of the WCI design provides for greater responsiveness to community needs, allowing communities across the country to tailor projects to meet their specific objectives. However, the great diversity in projects has led to a wide range of outcomes and indicators that cannot be easily mapped and measured to assess program performance.

Both WCI SPOs and CIC (staff and Directors/Managers) pointed to the flexibility and adaptability of the WCI as a success factor of the program. Research indicates that issues related to racism and discrimination, promoting multiculturalism, or developing welcoming communities vary widely across rural communities as well as between rural and urban communities.⁵¹ This flexibility has allowed service providers to tailor the WCI projects and products to meet the objectives and specific needs of the communities targeted. The broad eligibility criteria have enabled the development of projects that vary widely in terms of target groups, activities, outputs, and intended outcomes.

The review found 56 different WCI projects, and showed that the scope of activities and target groups supported by the Initiative is extensive. Six broad themes were used to categorize the main objective and focus of activities for each project identified. However, it was also noted that many WCI projects included activities that cut across multiple themes and target audiences, and that this diversity has led to a wide range of outcomes and indicators that cannot be easily mapped and measured to assess program impacts.

The diversity of WCI projects funded made it difficult to develop the logic model during the planning for the evaluation. The lack of focus in the funded activities is thus reflected in the broadly defined outcomes and indicators in the evaluation framework that was used to guide the study. Similarly, the review and analysis that was conducted to develop the typology of WCI projects was also challenged by this lack of focus.

⁵¹ See, for example, Terre F. (2001) Long-term Anti-Racism Strategies: A Guide to Developing Effective Community Projects, Affiliation of Multicultural Societies and Service Agencies of BC, and Reimer, B. (2007) Immigration in the New Rural Economy, Our Diverse Cities, No. 3.

When asked if they agree that the current delivery structure for the settlement programs⁵² is flexible enough to be able to respond to local needs, CIC program officers all agreed (3 somewhat agreed and 4 strongly agreed). However, results were more mixed for senior representatives of SPOs associated with WCI. Two agreed (1 somewhat agreed and 1 strongly agreed), two neither agreed nor disagreed, and one somewhat disagreed. CIC and provincial representatives highlighted the importance of flexibility in developing local partnerships to focus on local issues and needs as well as facilitate ongoing communication with communities.

4.4.2. Focus and Strategic Direction

The focus of WCI has evolved over the reporting period. A total of 56 projects were reviewed as part of the evaluation, with multiple target groups and activities spanning six broad themes. In light of this expansive scope, the overall focus and expected outcomes of WCI need to be revisited to be more strategic and aligned with the modernized settlement approach.

As discussed earlier, the focus of WCI has evolved over the reporting period. WCI funding has been used to support both the expansion of existing settlement programs (Host and SWIS), as well as develop anti-racism activities. Consistent with the WCI's accountability as a CAPAR-funded initiative, the scope, objectives, and logic model for WCI were aligned with the objectives and the larger goals of CAPAR during the reporting period. As such, the focus on the development of anti-racism activities has grown over the reporting period.

When asked about WCI design and delivery, representatives of SPOs supported the overall design of the Initiative, but added that the future development of projects should be more focused and clear in terms of their strategic outcomes and how they support integration and settlement of newcomers. Most senior representatives of SPOs associated with WCI agreed (4 somewhat agreed and 1 strongly agreed) that the settlement programs⁵³ are well-designed to meet the needs of newcomers.

They also agreed that the objectives of the settlement programs,⁵⁴ the roles and responsibilities of the service providers, and accountabilities for the Initiative are well-defined (3 somewhat agreed and 3 strongly agreed). However, most SPO representatives were unsure in what ways WCI contributes to SWIS, Host and ISAP, and (apart from their project) what specific activities are funded through the Initiative. Regional CIC representatives noted that the lines between WCI projects and other settlement programs have blurred over time, overlapping particularly with ISAP B activities.

However, some CIC representatives expressed concern that the great diversity in projects makes it difficult to measure the progress made against the objectives and intended outcomes. In addition, there was concern that the diverse approach and the small size of the Initiative diminish the overall impact. To address this, it was suggested that clear strategic priorities need to be developed to better guide the selection of projects.

These findings are consistent with information reported in the program profile of the 2006 WCI RMAF which underlined that “the Initiative lacked strategic direction and a clearly defined set of objectives and performance indicators”, as well as in the 2007/08 annual report to CAPAR, which

⁵² This question was asked in relation to the settlement programs (ISAP, Host and WCI) However, senior representatives of SPOs associated with WCI were asked at the beginning of the interview to focus their answers on WCI where possible.

⁵³ Ibid.

⁵⁴ Ibid.

highlighted “a demonstrated need among partners and stakeholders for further guidance on the intended outcomes of the WCI.”

The need to revisit the strategic approach of WCI and its outcomes was amplified with the 2008 announcement regarding the modernization of settlement services. The modernized approach, which is intended to improve settlement and longer-term integration outcomes, establishes one comprehensive settlement program that works towards common goals and outcomes for newcomers. In this approach, WCI is central to the Community Connections stream. The intermediate outcomes related to the Community Connections stream include: 17. Clients are connected to the broader community and social networks and 18. Program participants are aware of newcomers’ needs and contributions and are engaged in newcomer settlement. The long-term outcomes associated with this stream include: 21. Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society and 22. Newcomers contribute to the economic, social and cultural development needs of Canada.⁵⁵

Subsequent policy work related to WCI has focused on defining and developing this stream of settlement programming. In 2008, CIC held a series of workshops in regional centres across the country on the role of social engagement in integration. One of the objectives of these discussions was “to clarify and clearly articulate foundational principles that should guide policy and programming approaches to social engagement.”⁵⁶ During these consultations, some of the discussions focused on defining the concept of a community. More recently, research was commissioned to understand key characteristics of a welcoming community. Thus, WCI has been in a transition phase during the latter part of the reporting period.

CIC Managers and Directors predicted that, under the modernized approach, WCI should be able to retain its flexibility but improve its focus, expectations, outcomes and evaluability. WCI SPOs suggested that CIC should hold community consultations in order to gain input and feedback from different agencies regarding future strategies for WCI.

4.4.3. Performance Measurement and Reporting

Performance measurement and reporting has been a consistent challenge for WCI. The diverse nature of the projects, particularly in terms of expected outcomes, and the absence of standardized performance indicators and accompanying data make it difficult to assemble an accurate, aggregate picture of WCI performance and impacts.

WCI has a requirement and structure in place for monitoring and reporting on WCI performance. All WCI-funded projects report their results to CIC for departmental and CAPAR accountability and reporting purposes. Then, CIC NHQ prepares an annual report based on the CAPAR reporting template. Table 4-7 presents the three layers of WCI reporting.

⁵⁵ Modernizing the CIC Settlement Program (presentation), July 2008.

⁵⁶ Social Engagement and Integration: Learning from others to inform approaches to integration - Summary of Discussions, p.3.

Table 4-7: Summary of WCI Reporting Mechanism

Layer	Description
WCI SPOs to CIC Regional Office	<ul style="list-style-type: none"> ▪ Detail of the objectives and intended activities and outcomes, based on the WCI contribution agreements; ▪ Information on the progress and actual achievements of projects; ▪ Interim and final reports which provide detailed descriptions of the projects, activities and materials developed.
CIC Regional Office to NHQ	<ul style="list-style-type: none"> ▪ Inventory questionnaire completed with information on the WCI activities funded in each region based on information received from SPOs; ▪ Manitoba and British Columbia provide annual service plan for the coming fiscal year and an annual report for the previous year.
CIC NHQ to CAPAR	<ul style="list-style-type: none"> ▪ Complete annual reporting template with information on funded initiatives and description of partners/stakeholders, any changes, consultations /major meetings, challenges and steps to address them, as well as progress and achievements

As stated in 2006/07 and 2007/08 CIC reports to CAPAR, performance measurement and reporting has been a major challenge for WCI. CIC NHQ attempted to institute a robust performance measurement strategy for WCI, including a questionnaire to be completed by CIC regions and a template participant questionnaire to collect participant feedback. However, this strategy was revised in response to regional concerns that it was onerous. As a result, a shorter questionnaire was administered to CIC regions to report on 2006/07 WCI projects, outputs and outcomes, but yielded inconsistent information.

A different approach was taken to report on the 2007/08 and 2008/09 funding years. CIC-NHQ requested copies of Contribution Agreements and SPO reports in order to generate information on WCI projects. However, according to the 2008/09 annual report to CAPAR, “the performance information and level of detail received through these documents varie[d] between projects”, not allowing for an adequate national reporting strategy.

Monitoring, performance measurement and reporting for WCI have been difficult due to the number of factors, including:

- The flexibility of the WCI funding approach and diversity of the projects subsequently funded. The broad array of activities, target groups and outcomes has hindered the development of standard performance indicators for WCI. Reporting on WCI activities and progress has been largely narrative and inconsistent in content.
- Difficulties in aligning CIC departmental and CAPAR reporting requirements. When first implemented, most WCI-funded activities were recorded via the regular reporting structures for other CIC-funded settlement programs.
- Challenges with tracking WCI funds and activities. Separate financial coding for WCI was not established until 2007; however, it was not used consistently during the reporting period. Moreover, WCI is not explicitly captured in CAMS. This makes it difficult to distinguish WCI projects from other activities supported by the settlement programs (coded as either ISAP or Host).

As a result, there is not sufficient data to adequately assess the impacts of WCI as a whole.

Views were mixed among CIC program officers with respect to the approach to monitoring, reporting and performance measurement of the WCI. One strongly disagreed, while three neither agreed nor disagreed and one somewhat agreed that this approach is appropriate. They noted that,

although the reports are collected continuously, the current reporting strategy is largely based on outputs rather than outcomes with little information reported on the impacts and outcomes of the projects.

In addition, half of the CIC program officers somewhat agreed that the WCI is supported by adequate tools, resources and the mechanisms needed to deliver the Initiative effectively, while one strongly disagreed and one neither agreed nor disagreed. CIC representatives explained that while the resources, such as the RMAF, were helpful in specifying objectives, outcomes and outputs for WCI, adequate tools and resources for data collection and performance monitoring have not been provided. They suggested that the reporting requirements should incorporate more quantitative data and project-specific outputs. For example, all projects that deliver services directly to clients should track and report quantitative data on clients served and services provided.

Views were more mixed among senior representatives of SPOs associated with WCI. Two agreed that the tools and resources to support the delivery of settlement services⁵⁷ are effective (one somewhat agreed and one strongly agreed), while two neither agreed nor disagreed and one somewhat disagreed. WCI SPO representatives noted that reporting requirements are time-consuming and the guidelines are not clear. Data collected as part of WCI reporting is not used effectively to measure the performance of these projects, or to provide SPOs with feedback on project success. The absence of long-term tracking strategy for projects, once they are completed, contributes to further difficulties in performance measurement.

During the interviews, surveys and case studies, participants highlighted some factors that may limit the actual or perceived progress made by the Initiative, including:

- The overlap between WCI and other settlement programs makes it difficult to isolate its impacts. The evaluation findings of ISAP show that almost one-third of SPOs delivering traditional ISAP services reported activities similar to those delivered under WCI such as group sessions, conversation circles, workshops and individual counseling on anti-racism and discrimination. One-third of representatives involved with ISAP B projects also reported activities similar to WCI and about one-half of Host SPOs reported that volunteers received training related to cultural sensitivity and anti-racism. SPOs expressed uncertainty whether these activities were delivered as part of their traditional settlement services or supplemented by WCI projects.
- The lack of common data collection and comparable data across the projects and regions makes it difficult to conduct a comparative analysis and measure program success.
- The lack of clear direction on expectations and outcomes makes reporting onerous and time-consuming for individual projects. Senior SPO representatives noted that a lack of a clear perspective on the overall effectiveness of the Initiative and best practices makes it difficult to plan and improve existing tools and activities.
- Over the course of this evaluation, it was evident that the lack of data at the Initiative level limited key informants in providing a clear opinion on various aspects of WCI. It was also difficult for participants to refer to any analysis and data set in order to draw a comprehensive picture of the program or speak about best practices and benchmarking of projects.

⁵⁷ This question was asked in relation to the settlement programs (ISAP, Host and WCI) However, senior representatives of SPOs associated with WCI were asked at the beginning of the interview to focus their answers on WCI where possible.

4.4.4. Communication and Information-Sharing

The level of communication and information-sharing within CIC and between CIC and SPOs is limited.

CIC program officers and senior representatives of SPOs associated with WCI were asked whether they agreed or disagreed with the statement that there is an appropriate level of communication and information-sharing between CIC and service providers.⁵⁸ Half of CIC representatives disagreed with this statement (one somewhat disagreed and two strongly disagreed), while two somewhat agreed. They noted that there are not strong mechanisms, or avenues in place to share information, best practices and program success. The communication and information sharing about WCI projects is mostly done through contribution agreements and one-time final reports that provide little follow up on best practices and lessons learned and no opportunity for discussions with service providers about the planning for future actions.

Senior representatives of SPOs associated with WCI provided a more positive view. Two-thirds agreed with the statement (two somewhat agreed and two strongly agreed). They explained that CIC had successfully communicated the availability of the funding as well as the roles, responsibilities and mandate for the WCI. However, they also noted that no further communication, feedback or advice was provided regarding the progress, performance and future plans for the Initiative. Several examples were provided where similar workshops were delivered by different organizations in the same community within a short period of time.

WCI SPOs also provided a few suggestions to improve communication and information-sharing, including:

- Conduct community consultations in order to gain input and feedback from different agencies.
- Organize information sessions with organizations to apprise them of CIC's programs.
- Encourage more CIC staff to participate in the project activities such as workshops and conferences.
- Develop materials such as a booklet or on-line resource to showcase all of the projects funded under WCI, inspire communities and experts to participate, and give the WCI SPOs a sense of accomplishment.

4.4.5. Level of Funding

The level of funding is generally perceived to be appropriate for current activities. However, some SPOs suggested that more funding should have been available to support the management of projects, promotional activities, and the dissemination of the project outputs.

CIC Managers and Directors said the level of funding was appropriate for the current activities, but expressed concern whether long-term funding would be available to support ongoing activities. However, two representatives strongly disagreed that existing funding is adequate, adding that not enough resources and expertise are available to support the management of the WCI projects at the regional level.

⁵⁸ Ibid.

When asked about the adequacy of the funding available to support the delivery of the settlement programs,⁵⁹ two-thirds of senior representatives of SPOs associated with WCI agreed (two somewhat agreed and two strongly agreed), while one-third somewhat disagreed. WCI SPO representatives argued that although funding has been available, the funding schedule (when the CAs are signed) and lack of clear long-term commitments for funding makes it difficult for them to start their project activities on time and to plan for the future.

For example, it is challenging to plan for school programs to be delivered when the school year is different than the fiscal year schedule. Several representatives emphasized the importance of allocating additional funding to increase awareness and disseminate project outputs, particularly for projects focused on developing tools and resources. They also suggested that money should be provided to SPOs earlier in the fiscal year so that they can commence on time with the WCI activities and avoid shuffling budgets from one program to another.

⁵⁹ Ibid.

5. Conclusions

The main conclusions arising from this evaluation are presented below.

- 1. There is a need for programming that addresses barriers to newcomer integration, including racism and discrimination. The WCI plays a role in facilitating newcomer integration; it aims to address barriers to participation and foster more welcoming and inclusive communities.**

Between 2001 and 2006, the visible minority population in Canada increased five times faster than the overall population. Almost three-quarters of Canadians believe there is racism in Canada and the proportion of visible minorities who felt they experienced discrimination was twice of that among non-visible minorities.

The WCI can play a key role in newcomer integration by helping them connect with the community as well as by reaching out to the communities and educating them about diversity, multiculturalism, and the benefits of immigration. More specifically, projects supported under the WCI can help to address existing discrimination practices and racism against visible minorities and immigrants, increase the capacity of immigrant and non-immigrant service agencies to deliver culturally sensitive services and effectively respond to racism and discrimination, increase public awareness about racism and discrimination, and foster inclusive work environments.

- 2. The WCI is generally aligned with the priorities and objectives of the Government of Canada, CIC and CAPAR. The initiative is uniquely positioned among anti-racism programs in its focus on newcomers.**

WCI is consistent with the Federal Government's commitment towards ensuring successful integration of newcomers outlined in the *Canadian Multiculturalism Act*, which requires government to “promote the full and equitable participation of individuals and communities of all origins in the continuing evolution and shaping of all aspects of Canadian society and assist them in the elimination of any barrier to that participation”.⁶⁰

A review of CIC strategic outcomes also shows that WCI objectives and activities are relevant and well aligned with CIC strategic outcomes that focus on the development of integration and citizenship programs which promote a diverse society and social inclusion.

CAPAR also provides funding to other federal departments and agencies for the delivery of anti-racism programs, each of which have a strategic focus which differs from that of WCI. WCI is unique in that it is the only initiative that focuses specifically on newcomers and reducing barriers they face related to racism and discrimination.

- 3. While early evidence indicates that individual WCI projects can positively impact newcomers, receiving communities and settlement organizations, the overall success of the Initiative is not yet clear. The length of time that the WCI was in operation during the reporting period, as well as performance measurement issues, have constrained the ability of the evaluation to assess impacts at the Initiative level.**

This evaluation was able to collect data on the success of individual projects. The products and activities of WCI projects aligned with the planned outputs for this initiative and most projects were highly successful in achieving their respective objectives. Overall, the users of the WCI project outputs expressed their satisfaction with the products and information, which they found up-to-

⁶⁰ The Multiculturalism Act of Canada. laws.justice.gc.ca/eng/C-18.7/page-2.html#anchorbo-ga:s_3.

date, comprehensive, engaging and accessible. Key factors that have contributed to the success of the WCI projects included effective partnerships and community involvement, media coverage, flexibility of the design, and the involvement of experts in the field.

Findings also showed that some WCI projects have helped newcomers, particularly youth, to deal with issues related to racism and discrimination and to better understand multiculturalism and integrate in their communities. Other projects have enabled receiving communities to become more aware of issues related to racism and discrimination and promoted multiculturalism in these communities. Some WCI projects have also increased the capacity of the settlement sector to address issues related to racism and discrimination by providing tools, resources and information as well as expanding existing settlement programs to include anti-racism and/or multiculturalism efforts.

In spite of evidence showing these individual successes, the evaluation was unable to assess the overall impact of the WCI. During the reporting period for the evaluation, the Initiative had only been in operation for three years – a very relatively short timeframe for measuring program outcomes involving attitudinal and behavioural changes, which generally take a longer time to appear and be measurable. In addition, the Initiative experienced a number of challenges with monitoring and performance measurement during the reporting period. Together, these issues resulted in insufficient data for the evaluation.

4. Although the flexibility of the WCI design has allowed the Initiative to be responsive to the specific needs of communities, the great diversity in projects funded has led to a wide range of outcomes and indicators that cannot be easily mapped and measured to assess program performance.

The flexibility of the WCI provides for greater responsiveness to community needs, allowing communities across the country to tailor projects to meet their specific objectives. However, the broad scope of activities and target groups supported by the Initiative has led to a diversity of projects with a wide range of outcomes and indicators that cannot be easily mapped and measured to assess the overall impact across projects.

The typology analysis found 56 different WCI projects, and showed that the scope of activities and target groups supported by the Initiative is extensive. Six broad themes were used to categorize the main objective and focus of activities for each project identified. However, many of the WCI projects categorized included activities that cut across multiple themes and target audiences.

Findings from the document review revealed that CIC has acknowledged that the WCI lacks strategic direction and a clearly defined set of objectives and performance indicators, and that there is a need among partners and stakeholders for further guidance on the intended outcomes of the WCI.

Findings from the interviews reflected a more balanced view between the benefits of flexibility and the need for more focus. Representatives of SPOs supported the overall design of the Initiative, but added that the future development of projects should be more focused and clear in terms of their strategic outcomes and how they support integration and settlement of newcomers. CIC Managers and Directors predicted that, under the modernized approach, WCI should be able to retain its flexibility, but improve its focus, expectations, outcomes and evaluability.

5. Monitoring and performance measurement have been a persistent challenge for the WCI. WCI funding and projects are not easily distinguishable from other settlement funding and projects, and the lack of comparable outcomes across projects has made it

difficult to establish standard performance indicators. As a result, there is not sufficient data to assess and report on the overall success and achievements of the WCI.

Monitoring and performance measurement for WCI have been difficult due to the number of factors. Among these, the flexibility of the WCI funding approach and diversity of the projects subsequently funded has been a particular challenge (discussed above). As a result, performance measurement for WCI has been limited to the collection of information on project activities and progress for the annual reporting to CAPAR. This information has been highly narrative and inconsistent in content.

Also, the tracking of WCI funds and activities has been problematic. Financial coding for WCI, instituted in 2007, has not been consistently applied, and WCI project activities are not explicitly captured in CAMS. This has made it difficult to distinguish WCI projects from other activities supported by the settlement programs. Some WCI projects were an expansion of existing settlement programming. However, it was not always possible to isolate the WCI funding from the settlement funding, thus inhibiting the measurement of incremental impacts resulting from the additional WCI funding.

Consequently, WCI projects are difficult to identify and their performance difficult to measure. Data on the performance of WCI projects is insufficient to assess the impacts of the Initiative as a whole. Improved monitoring and a more robust performance measurement strategy would enable CIC to report on the overall success and achievements of WCI, obtain consistent data across projects to guide policy directions, distinguish best practices, and identify criteria for benchmarking of WCI projects. It would also facilitate future evaluation work to assess the overall contribution of WCI.

Appendix A: Program profile

Background

Canada is facing increasing diversity. According to the 2006 Census, visible minorities accounted for 16.2% of the total population in Canada, with more than 200 different ethnic groups reported. The visible minority population increased by 27.2% between 2001 and 2006 – five times faster than the rate of growth for the overall population (5.4%). Immigration was a key factor in this growth. Three-quarters (75.0%) of the immigrants who arrived during this period belonged to a visible minority group.⁶¹ Immigrants also contribute significantly to overall population levels, representing more than two-thirds (69.3%) of population growth.⁶²

Recent surveys indicate that racism and discrimination exist in Canada. In the 2002 Ethnic Diversity Survey, about one-fifth (20%) of visible minority respondents reported that they had sometimes or often experienced discrimination or unfair treatment in the past five years because of their ethno-cultural characteristics. (Another 15% indicated that they had rarely experienced this treatment.)⁶³ In the 2004 General Social Survey, more visible minority respondents than non-visible minority respondents felt that they had experienced discrimination (28% versus 13%). Eighty-one percent of the visible minority respondents who felt this way attributed it to their race or ethnic origin.⁶⁴

The Welcoming Communities Initiative (WCI) is Citizenship and Immigration Canada's (CIC) contribution to the Government of Canada's larger effort to leverage the benefits of Canada's diversity by reducing discriminatory barriers. The larger effort, referred to as Canada's Action Plan Against Racism (CAPAR), was launched in 2005 and includes a series of initiatives and strategies within a number of federal departments and agencies. At that time, the Department of Canadian Heritage (PCH) was the lead department for CAPAR. Lead responsibility for CAPAR was transferred to CIC in November 2008 with the move of the Multiculturalism Program from PCH to CIC.

The long-term and ultimate goals of CAPAR are to strengthen social cohesion and economic inclusion, enhance Canada's legal frameworks and demonstrate federal leadership in the areas of diversity, human rights and the elimination of racism.

Program overview

Settlement policies and programs, developed through CIC's Integration Program, play a key role in setting the stage for newcomers' contribution to Canada. One of CIC's overall strategic objectives is the successful integration of newcomers to Canada in order to maximize the economic, social and cultural benefits of immigration. In reaching this strategic objective, the Department has expressed a commitment to develop programs and initiatives that encourage Canadians' support for and participation in integration, including contributions to anti-racism strategies.

⁶¹ Statistics Canada (2008). Canada's Ethnocultural Mosaic, 2006 Census. Catalogue no. 97-562-X

⁶² Statistics Canada (2007). Immigration in Canada: A Portrait of the Foreign-Born Population, 2006 Census. Catalogue no. 97-557-XIE.

⁶³ Statistics Canada (2003). Ethnic Diversity Survey: Portrait of a Multicultural Society. Catalogue no. 89-593-XIE

⁶⁴ Statistics Canada: Canadian Centre for Justice Statistics (2008). Visible Minorities and Victimization: 2004. Catalogue no. 85F0033MIE, no. 15

WCI is a three-pronged approach that focuses on creating connections between newcomers and Canadians, eliminating barriers to integration by creating welcoming communities, and educating against racism.

The long-term outcomes for WCI are:

- Strengthened participation of newcomers in Canadian communities
- More inclusive and welcoming communities for newcomers in Canada

The Initiative supports on-going anti-racism activities including awareness-raising, outreach, tools and resource development and direct services aimed at newcomers, youth and communities in CIC regions, as well as anti-racism strategies and projects in provinces with Alternative Funding Agreements (BC and Manitoba) and at the national level.

The Logic Model in Section 2.0 depicts the WCI program theory and delineates the activities, outputs and expected outcomes of the Initiative in a graphical representation.

Roles and Responsibilities

The ultimate beneficiaries of WCI are newcomers to Canada. However, in aiming to meet the project's long-term objective of fostering more inclusive and welcoming communities, non-newcomers are also targeted clients of the Initiative. Delivery partners include CIC local offices, regional offices, the provinces and SPOs.

Management responsibility for WCI lies with CIC's Integration Branch, in the Information, Language and Community Policy Division. The Division is responsible for planning, guidance and support to the regions and provinces, as well as the completion of periodic and annual reports on the Initiative. The Division also participates in an interdepartmental working group for CAPAR.

The delivery of WCI activities follows established CIC models of settlement program delivery. Service Provider Organisations (SPOs) are funded through contribution agreements administered by local CIC offices in the regions to undertake activities related to the Initiative. Projects funded under WCI must meet the terms and conditions for CIC settlement contribution programs, as well as aim to meet one of the Initiative's long-term outcomes.

SPOs receive functional guidance regarding the delivery of project activities by CIC local offices. Local offices, in turn, receive input regarding expected outcomes and performance measures from regional offices in consultation with CIC national headquarters (NHQ).

British Columbia and Manitoba receive WCI funding from CIC through existing immigration agreements between these provinces and the federal government. Like the regions, these provinces receive input regarding expected outcomes and performance measures for the Initiative from CIC NHQ. However, they are responsible for the design, administration and delivery of settlement services to newcomers within their respective jurisdictions. Settlement services in the province of Quebec are governed by the Canada-Quebec Accord, under which Quebec receives an annual federal grant and has the sole responsibility for selecting immigrants and providing settlement services to newcomers.⁶⁵

Though the vast majority of WCI funding is allocated to the regions/provinces directly, a small portion is retained at CIC NHQ to undertake national projects. For national projects, contribution

⁶⁵ Quebec, British Columbia and Manitoba will not be included in the evaluation

agreements are administered by CIC NHQ in the Operations Management and Coordination Branch.

Program Accountability

A Horizontal Results-based Management and Accountability Framework (RMAF) was developed for CAPAR in 2005, and a RMAF specific to WCI was developed in 2006. Like the other settlement programs, WCI is managed in accordance with the Contribution Accountability Framework (CAF), and is monitored indirectly by the Contribution Accountability Monitoring System (CAMs) through the tracking of contributions for the Immigrant Settlement and Adaptation Program and the Host Program. However, unlike the other programs, information on the Initiative is not captured by the Immigration-Contribution Accountability Measurement System (iCAMS).

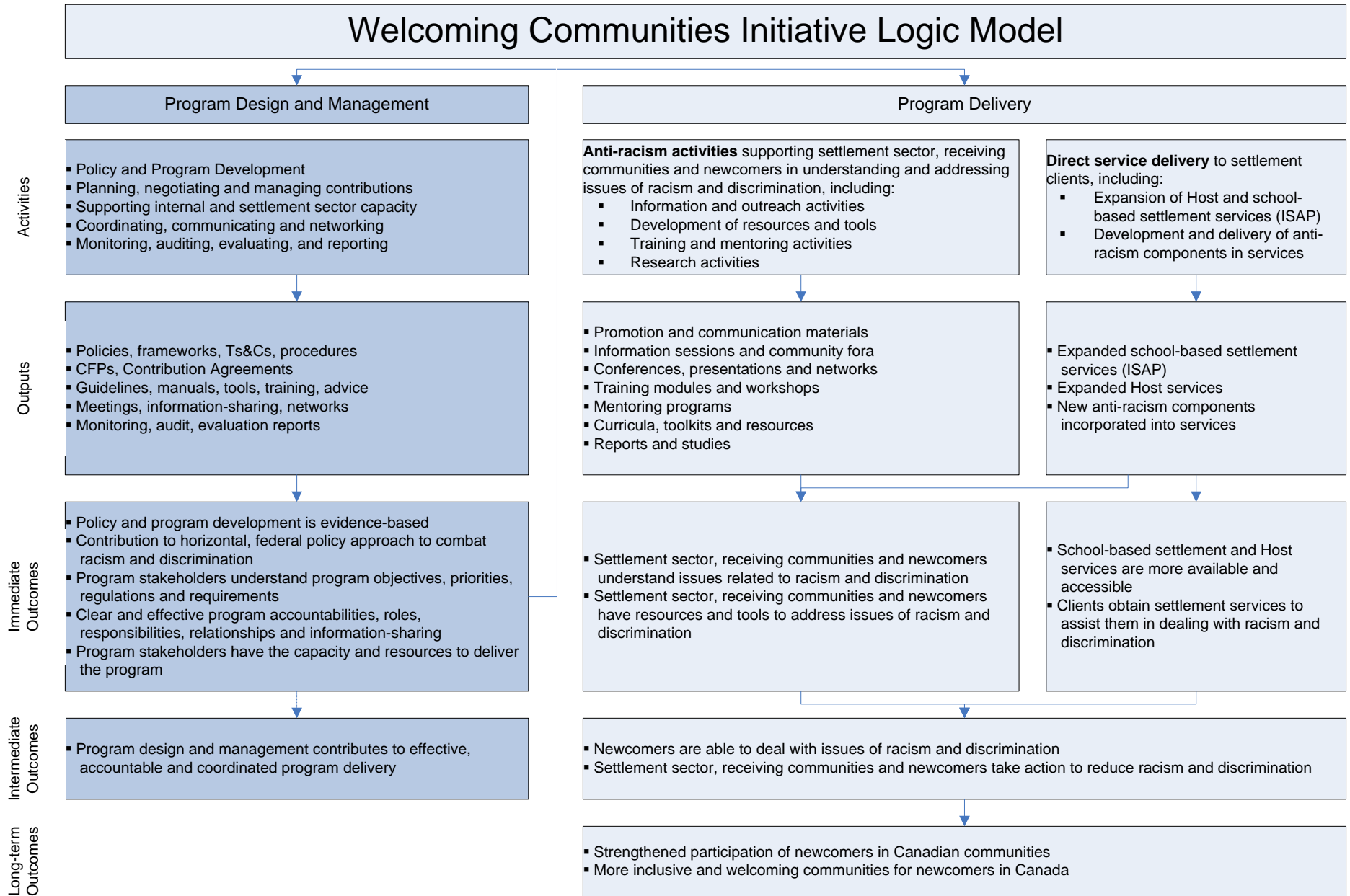
Resources

The total funding allocation for CAPAR is \$56.8 million over five years (2005-2006 to 2009-2010), and \$12.7 million in ongoing funding. Of this amount, \$17.6 million (including \$12.7 million in contribution funding) with ongoing funding of \$4.4 million is allocated to CIC for WCI.

In 2004-2005, there was one-year funding of \$717,980 for the design and development of WCI. Funds were not received for WCI in 2005-2006; however, WCI projects were funded under existing budgets in an effort to move the Initiative forward and lay the groundwork for activities in 2006-2007. Approximately \$3.05 million and \$2.75 million in contribution funding were allocated to WCI projects in 2006-2007 and 2007-2008 respectively.

Ontario did not begin receiving funding until 2007/08. The province declined funding in 2006-2007 to permit the development of the required infrastructure to start the Initiative.

Logic Model



Evaluation Issues

The evaluation of WCI will focus on issues related to relevance, design and delivery and early program performance. To the extent possible and where appropriate, data collection and analysis will allow for the comparison of client outcomes by immigration categories, age, gender, language, country of origin and region of destination. With this in mind, the evaluation will address the following questions:

Relevance

1. Is WCI aligned with the objectives and priorities of GoC, CIC and CAPAR?
2. Is there a continuing need for WCI or a similar initiative?
3. Is WCI consistent with federal roles and responsibilities?

Performance

4. Has Host and school-based settlement service delivery been enhanced by WCI?
5. Do the anti-racism activities funded by WCI help the settlement sector and receiving communities to understand and address issues of racism and discrimination?
6. Has CIC contributed to the horizontal, federal policy approach to combat racism and discrimination?
To the extent possible, the evaluation will also address the following two questions pertaining to Program Performance:
7. Do the services funded by WCI help clients to deal with racism and discrimination?
8. Have the settlement sector and receiving communities taken action to reduce racism and discrimination?

Design and Delivery

9. Is the program guided by a clear mandate with specific roles, responsibilities and objectives for WCI?
10. Are communications, relationships and information-sharing among program stakeholders effective?
11. Is the management of WCI coordinated and supported by the tools, resources (human and financial) and mechanisms needed to effectively deliver the program?
12. Are the performance measurement, monitoring and reporting for WCI sufficient to ensure program accountability?
13. Recognizing that the WCI design encompasses a variety of activities in its program delivery, which activities have been the most useful/effective?
Could these activities be organized to develop a more strategic/focused approach to WCI

Evaluation matrix

Evaluation issues	Indicators	Methods	Data sources
Profile			
The Consultant will be asked to provide a profile of the program in order to contextualize the indicators below, including SPO and project descriptions and community profiles			
Relevance			
1. Is there a continuing need for WCI or a similar initiative?	Evidence base for CAPAR and WCI: <ul style="list-style-type: none"> ▪ Number/percentage/trends of people belonging to a visible minority in total population of Canada ▪ Number/percentage/trends of people belonging to a visible minority in newcomer population ▪ Incidence/prevalence of racism and racially-based discrimination ▪ Evidence on benefits of social inclusion/participation/engagement/ capital 	Literature Review/ Review of Census data	2006 Census and other Statistics Canada data/research Research on racism/discrimination and social inclusion/participation/engagement/ capital
	Perceptions of CIC and PCH	Interviews	CIC (Integration, OMC, Strategic Policy and Priorities, Regions/Local), PCH
	Perceptions of SPOs	Survey/Focus Groups	SPOs (ISAP and Host)
	Perceptions and experiences of clients (welcoming communities and racism/discrimination)	Survey/Focus Groups	Clients (ISAP and Host)
2. Is WCI aligned with the priorities and objectives of GoC, CIC and CAPAR?	Degree of alignment to objectives and priorities of: <ul style="list-style-type: none"> ▪ GoC ▪ CIC (incl. role within settlement agenda) ▪ CAPAR 	Document Review	DPR, RPP, WCI and CAPAR documentation, CAs (WCI-funded activities), Budget, Throne Speech, political platform documents
	Perceptions of CIC and PCH	Interviews	CIC (Integration, OMC, Strategic Policy and Priorities), PCH
3. Is WCI consistent with federal roles and responsibilities?	Alignment with legislative obligations Comparison of the funding arrangements for settlement programming in Canada Profile/existence of alternative programs with similar outcomes delivered by other levels of government	Document Review	Constitution, IRPA, Regulations and other legislative documents, documentation on settlement programming in other provinces
	Perceptions of CIC and other stakeholders	Interviews	CIC (Integration, OMC, Strategic Policy and Priorities, Regions/local offices), provincial representatives, PCH, SPOs

Evaluation issues	Indicators	Methods	Data sources
Performance			
4. Has Host and school-based settlement service delivery been enhanced by WCI?	<p>Expansion of Host and ISAP school-based settlement services:</p> <ul style="list-style-type: none"> ▪ Changes in availability and accessibility (incl. changes to waiting lists/times) <p>Incorporation of anti-racism components:</p> <ul style="list-style-type: none"> ▪ Extent of new anti-racism components in services ▪ Evidence of clients obtaining services to assist them in dealing with racism and discrimination ▪ Extent of WCI-funded anti-racism activities with main intention to support settlement sector (SPOs) ▪ Evidence of settlement sector using products of WCI-funded anti-racism activities ▪ Evidence of impacts of WCI-funded anti-racism activities on SPO service delivery (incl. anti-racism spin-off activities) 	Document Review	CAs and project reports (WCI-funded anti-racism activities and direct services)
	Perceptions of CIC	Interviews	CIC (Integration, OMC, Regions/Local)
	<p>Perceptions of SPOs</p> <p>Changes in availability and accessibility (incl. changes to waiting lists/times)</p> <p>Evidence of settlement sector using products of WCI-funded anti-racism activities</p> <p>Evidence of impacts of WCI-funded anti-racism activities on SPO service delivery (incl. anti-racism spin-off activities)</p>	Survey/Focus Groups	SPOs (ISAP and Host)
	Evidence of impacts of WCI-funded anti-racism activities on Host volunteers	Survey/Focus Groups	Host volunteers
	Evidence of clients obtaining services to assist them in dealing with racism and discrimination	Survey/Focus Groups	Clients (WCI-funded SPOs)
5. Do the anti-racism activities funded by WCI help the settlement sector and receiving communities to understand and address issues of racism and discrimination?	<p>Extent/scope/reach of WCI-funded anti-racism activities:</p> <ul style="list-style-type: none"> ▪ Information and outreach activities ▪ Development of resources and tools ▪ Training and mentoring activities ▪ Research activities <p>Evidence of impacts of WCI-funded anti-racism activities on the capacity of target audience</p>	Document Review	CAs and project reports (WCI-funded anti-racism activities)
	Evidence of usefulness/appropriateness/quality of products of WCI-funded anti-racism activities	Expert Review of WCI products	Products from WCI-funded anti-racism activities

Evaluation issues	Indicators	Methods	Data sources
	Perceptions of CIC	Interviews	CIC (Integration, OMC, Regions/Local)
	Perceptions of SPOs Evidence of settlement sector using products of WCI-funded anti-racism activities Evidence of impacts of WCI-funded anti-racism activities on the capacity of target audience	Survey/Focus Groups	SPOs (ISAP and Host)
	Perceptions of Host volunteers	Survey/Focus Groups	Host volunteers
6. Has CIC contributed to the horizontal, federal policy approach to combat racism and discrimination?	Extent/scope/reach of WCI-funded anti-racism activities and direct services Evidence of other CIC activities (program and policy) addressing anti-racism objectives not funded by WCI	Document Review	CAs (ISAP and Host), project reports from (WCI-funded anti-racism activities and direct services), WCI documentation, other Integration Branch program/policy documentation
	Level of engagement of CIC in CAPAR horizontal work	Document Review	WCI and CAPAR documentation (CAPAR WG agendas and minutes, WCI and CAPAR reports, such as Action Plan, H-RMAF, Evaluation Assessment, Baseline Study and Management Review)
	Perceptions of CIC and PCH	Interviews	CIC (Integration), PCH
To the extent possible:			
7. Are clients able to deal with racism and discrimination?	Evidence of WCI contribution to clients' ability to deal with racism and discrimination: ▪ Application of knowledge to deal with racism and discrimination ▪ Changes in level of ability to cope	Document Review	Project reports (WCI-funded direct services)
	Perceptions and examples provided by SPOs	Survey/Focus Groups	SPOs (WCI-funded direct services)
	Perceptions and examples provided by clients	Survey/Focus Groups	Clients (WCI-funded SPOs)
8. Have the settlement sector and receiving communities taken	Evidence of settlement sector and receiving communities using products of WCI-funded anti-racism activities Evidence of WCI contribution to changes in discriminatory practices and behaviours or the elimination of barriers	Document Review	Project reports (WCI-funded anti-racism activities and direct services)

Evaluation issues	Indicators	Methods	Data sources
action to reduce racism and discrimination?	Perceptions and examples provided by SPOs Evidence of settlement sector using products of WCI-funded anti-racism activities	Survey/Focus Groups	SPOs (ISAP and Host)
	Perceptions and examples provided by Host volunteers	Survey/Focus Groups	Host volunteers
Design and Delivery			
9. Is the program guided by a clear mandate with specific roles, responsibilities and objectives for WCI?	Clear mandate with specific WCI objectives, roles and responsibilities: <ul style="list-style-type: none"> ▪ Nature of WCI mandate, objectives, roles and responsibilities ▪ Changes to WCI mandate, objectives, roles and responsibilities over time (level of consistency) 	Document Review	WCI and CAPAR documentation, CAs and project reports (WCI-funded anti-racism activities and direct services)
	Perceptions of CIC and PCH	Interviews	CIC (Integration, OMC, Regions/Local), PCH
	Degree of common understanding of mandate, roles, responsibilities and objectives for WCI: <ul style="list-style-type: none"> ▪ within CIC ▪ between CIC and PCH, and ▪ between CIC and SPOs 	Survey/Focus Groups	SPOs (WCI-funded anti-racism activities and direct services)
10. Are communications, relationships and information-sharing among program stakeholders effective?	Extent/quality/appropriateness of communications: <ul style="list-style-type: none"> ▪ within CIC, ▪ between CIC and PCH, and ▪ between CIC and SPOs 	Interviews	CIC (Integration, OMC, Regions/Local), PCH
	Extent/quality/appropriateness of relationships: <ul style="list-style-type: none"> ▪ within CIC, ▪ between CIC and PCH, and ▪ between CIC and SPOs Extent/quality/appropriateness of information-sharing (including sharing of products of WCI-funded anti-racism activities): <ul style="list-style-type: none"> ▪ within CIC, ▪ between CIC and PCH, ▪ among SPOs (WCI and non-WCI), and ▪ between CIC and SPOs 	Survey/Focus Groups	SPOs (WCI-funded anti-racism activities and direct services) and SPOs (without WCI funding)

Evaluation issues	Indicators	Methods	Data sources
11. Is the management of WCI coordinated and supported by the tools, resources (human and financial) and mechanisms needed to effectively deliver the program?	Extent/appropriateness of WCI management tools, resources (human and financial) and mechanisms	Document Review	WCI and CAPAR documentation (policy documents, guidelines, operational manuals, communications, workplans), CAs (WCI-funded anti-racism activities and direct services)
	Extent/quality of management coordination (direction/processes/instructions/CFPs/ reporting/timelines) ▪ within CIC ▪ with PCH Extent/appropriateness of training and professional development opportunities Perceptions of CIC and PCH	Interviews	CIC (Integration, OMC, Regions/Local), PCH
12. Are the performance measurement, monitoring and reporting for WCI sufficient to ensure program accountability?	Extent/appropriateness of WCI performance measurement, monitoring and reporting practices	Document Review	WCI and CAPAR performance measurement and monitoring documentation, information and tools, reports to PCH, project reports (WCI-funded anti-racism activities and direct services)
	Quality of performance measurement, monitoring and reporting tools (e.g. framework, data collection tools) and data	Interviews	CIC (Integration, OMC, Regions/Local), PCH
	Extent/appropriateness of training and professional development opportunities	Survey/Focus Groups	SPOs (WCI-funded anti-racism activities and direct services)
13. Recognizing that the WCI design encompasses a variety of activities in its program delivery, which activities have been the most useful/effective? Could these activities be organized to develop a more strategic/focused approach to WCI?	Evidence of impacts of WCI-funded anti-racism activities and direct services	Document Review	CAs and reports from WCI-funded projects
	Perceptions of CIC	Interviews	CIC (Integration, OMC, Regions/Local)
	Perceptions of SPOs	Survey/Focus Groups	SPOs (ISAP and Host)
	Evidence of usefulness/appropriateness/quality of products of WCI-funded anti-racism activities	Expert Review of WCI products	Products from Products from WCI-funded anti-racism activities

Appendix B: List of WCI Projects (2006/07 to 2008/09)

Project name	Organization
Peel Police Agreement Diversity Cup	Peel Regional Police
Anti Racism and Human Rights Outreach Project	Calgary Immigrant Aid Society and Immigrant Services Calgary
Public Awareness Outreach/ Rural Community Awareness Program	Central Alberta Refugee Effort
Karibuni	Northern Alberta Alliance on Race Relations
Peace Ambassadors Initiative	Northern Alberta Alliance on Race Relations
Building Bridges to Equality	Association for New Canadians
Building Respectful and inclusive Workplaces	Association for New Canadians
Multicultural Education Program (creation of materials/ workshops)	PEI Association of Newcomers to Canada
An Aspect of Racism Seldom Discussed	Alberta Network of Immigrant Women
Racism Free Edmonton	Northern Alberta Alliance on Race Relations
Prevention Racism (Anti-Racism Initiative)	Fédération Acadienne de la Nouvelle Écosse
Black History Month	Central Alberta Refugee Effort
Stop Racism Youth Conference YMCA	YMCA Greater Halifax
Welcome Here	Canadian Association of Family Resource Programs
Sharing Our Cultures	NFLD & Labrador Teachers Association
Anti Racism Multicultural Festival	Multicultural Association of Fredericton Inc.
Global Youth Forum	YMCA of Windsor Essex
The Interactive Travelling Caravanne Expedition	AJFAS (Alliance Jeunesse Francophone de L'Alberta)
Pathways to Transformation	Catholic Immigrant Centre Host
Safe Harbour Respect For All (National Safe Harbour Program)	Affiliation of Multicultural societies and Services Agencies
Youth Training in Action	Canadian Red Cross
Diversity and Organizational Change Training Program	Association for New Canadians
Integrating Anti Racism into Settlement Work Project (Through the Lens)	Halifax Immigrant Learning Centre
DiverseCity on Boards	Maytree Foundation
Cross Cultural Training in Support of Police Services	Settlement and Integration Service Organization
Interpreter Training	Quality Continuous Improvement Centre
Anti Racism & Cultural integration Training for Frontline Settlement Workers	Jewish Family Services
Dealing with Prejudice and Bias in Work with Newcomers	Jewish Family Services
Salon Multiculturel (anti-racism festival)	Carrefour D'immigration Rural Inc.
Equality Initiative	National Anti Racism Council of Canada

Welcoming Communities Forum	Central Alberta Economic Partnership
Toolbox Development Project (phase IV & V)	Intercultural Association of Greater Victoria
Settling into Schools	Pink Dog Productions
Newcomer's Resource Centre	Compre Cultures/ City of Saint John
Helping Newcomers Speak about Racism in Canada	Halifax Immigrant Learning Centre
Anti Racism Initiative	Halifax Immigrant Learning Centre & Metropolitan Immigrant Settlement Association
Peel Newcomer Strategy	United Way of Peel Region
Teachers' Attitudes on Racism	Association for New Canadians
Building Capacity for Welcoming Communities	Carleton University, Research Resource Division for Refugees
Changing the Canvas	Canadian Labour Congress
Longitudinal Study of Refugee Children's Integration in Calgary	Calgary Catholic Immigration Society
In School Settlement Program	Calgary Bridge Foundation
Agent de sensibilisation culturel, communautaire, et en milieu scolaire	Carrefour d'immigration Rurale Evangeline (Coop d'integration francophone de L'IPE)
Settlement Support Worker in Schools	Saskatoon Open Door Society
Settlement Support Workers in School	Regina Open Door Society
JVS Toronto	JVS Toronto
4 seasons Immigrant Family Recreation Program	Calgary Catholic Immigration Society
Changing the Canvas	Welland Heritage Council
SWIS (SW07086)	North York Community House
Host, Community Engagement and Partnership Coord HT08003	North York Community House
Youth Host	Learning Enrichment Foundation
Youth Host (HT07027)	Kingston Community Health Centres
NS Youth Conference (includes tool and resource development)	YMCA of Greater Halifax
Integrating Anti-Racism in Settlement Work	Metropolitan Immigrant Settlement Association
Engaging immigrants and refugees	Action for Healthy Communities
Bridging the Gap	Refugee Immigrant Advisory Council

Appendix C: Case Studies - Activities and Reported Impacts by Target Group

Activities	Impacts on Newcomers
Welcome Here - Phase II	
<ul style="list-style-type: none"> ▪ Development of multilingual resources ▪ Partnerships between settlement agencies and Family Resource Program 	<ul style="list-style-type: none"> ▪ Newcomers have greater access to resources in their language; ▪ Increased participation of new immigrant parents in community based program; and ▪ Reduced impact of discrimination through the empowerment of new immigrant parents as a result of their active participation in community programs.
Stop Racism - March 21st YMCA Youth Event	
<ul style="list-style-type: none"> ▪ One-day Event: Anti-racism day for youth 	<ul style="list-style-type: none"> ▪ Greater understanding of concepts of oppression and strategies for stopping racism; ▪ Increased awareness of racism and discriminatory practices; and ▪ Developed skills in the area of public speaking and communication on issues related to racism.
Anti-racism and Human Rights Outreach Project	
<p>Workshops:</p> <ul style="list-style-type: none"> ▪ Anti-Racism and Discrimination in the Workplace ▪ Anti-Racism and Human Rights in Tenancy ▪ Anti-Racism and Human Rights for Seniors ▪ Anti-racism and Discrimination in Canada ▪ Anti-Racism and Equity Workshop for Youth ▪ Anti-Racism and Equity Workshop for Parents ▪ Welcoming Newcomers to Canada: Canadian Culture Information for Newcomers 	<ul style="list-style-type: none"> ▪ Newcomer parents and youth are encouraged to have a dialogue about racism, diversity and human rights in a safe environment; ▪ Parents are provided with tools to talk to youth about diversity and racism issues; ▪ Increased understanding of multiculturalism amongst youth and parents; ▪ Increased capacity of immigrants and refugees to recognize, understand and exercise human rights; and ▪ Participants feel more comfortable with their abilities to deal with diversity.
La Caravanne	
<ul style="list-style-type: none"> ▪ Workshops delivered in Classrooms 	<ul style="list-style-type: none"> ▪ Increase youth understanding of the consequences related to prejudices, racism and discrimination in all its forms
Rural Community Awareness Program	
<ul style="list-style-type: none"> ▪ Anti-racism / Anti Bullying / Stereotyping / Discrimination Workshops ▪ Presentations promoting Peace ▪ Overcoming Adversity: Refugee Stories ▪ Citizenship and Identity ▪ Learning about Other Cultures and Children's Rights 	<ul style="list-style-type: none"> ▪ Increased awareness amongst newcomer youth about other cultures and Canadian multiculturalism; and ▪ Knowledge and understanding of children rights and responsibilities.
Peel Police Agreement	
<ul style="list-style-type: none"> ▪ Events ▪ Information Resources 	<ul style="list-style-type: none"> ▪ Newcomers learn about Police Department and law enforcement in Canada and are much less apprehensive to approach them and ask for help.
Equality Initiative -Anti-racism & Anti Discrimination Toolkit	
<ul style="list-style-type: none"> ▪ The Anti-racism Toolkit ▪ Brochure 	<ul style="list-style-type: none"> ▪ Increased knowledge about racism and issues related to discrimination and prejudice.

Sharing Our Cultures

- Pairing children
- Games played around the world
- Events
- Students of different backgrounds learn from each other and developing friendships;
- Acceptance of one's own culture and differences;
- Increased cross-cultural understanding of school children; and
- Multiculturalism awareness and awareness about people who share a similar background (i.e. Latin American).

Activities	Impacts on Receiving Communities
Welcome Here - Phase II	
<ul style="list-style-type: none"> ▪ Develop partnerships among settlement agencies and family resources programs ▪ Develop and implement community action plans in four pilot sites across Canada ▪ Develop and disseminate a Welcome Here web based toolkit and the translation of parenting and program resources into a number of languages 	<ul style="list-style-type: none"> ▪ Increased availability of resources and training to staff in family resource programs; and ▪ Improved effectiveness of family resource programs in serving newcomers.
Safe Harbour: Respect for All	
<ul style="list-style-type: none"> ▪ Training, orientation, mobilization and recruitment of local businesses and agencies for the Safe Harbour initiative ▪ Creating material and resources for community organizations 	<ul style="list-style-type: none"> ▪ Businesses and organizations are more understanding of diversity and welcoming to newcomers from various backgrounds; ▪ Community employees are better equipped to address the issues of prejudice and discrimination in their respective organizations; and ▪ Increased involvement of business and employees in efforts to create more welcoming communities by forming partnership and sharing of best practices.
Welcoming Communities Forum 2008 - March	
<ul style="list-style-type: none"> ▪ Welcoming Communities Forum ▪ Forum Binder - Book of information for forum participants (e.g. contained information on immigration and settlement resources; employment resources, retaining foreign workers) 	<ul style="list-style-type: none"> ▪ Stakeholders are engaged in discussions of what they can do to help newcomers in their communities; ▪ Creation of Welcoming Communities Committee to work on identifying community actions to create more welcoming communities; and ▪ Increased networking and collaboration between various stakeholders.
Stop Racism - March 21st YMCA Youth Event	
<ul style="list-style-type: none"> ▪ One-day Event: Anti-racism day for youth 	<ul style="list-style-type: none"> ▪ Greater understanding of concepts of oppression and strategies for stopping racism; ▪ Increased awareness among Canadian-born youth of issues related to racism and discriminatory practices; ▪ Developed skills in the areas of public speaking and communication on issues related to racism; and ▪ Development of friendships and understanding amongst various cultural groups of youth.

Anti-racism and Human Rights Outreach Project	
<ul style="list-style-type: none"> Provides educational workshops, consultations, and information about relevant issues 	<ul style="list-style-type: none"> Dialogue about racism, diversity and human rights is encouraged in a safe environment; Increased sensitivity to racism and discrimination; Increased intercultural and cultural understanding in a work place; Managers, human resource professionals, and landlords are updated on human rights legislation and law; Increased sensitivity of service providers to racism, discrimination; and Ethno-cultural Community Organizations develop leadership skills to help clients navigate through Alberta's human rights legislation in areas of workplace and tenancy.
La Caravanne	
<ul style="list-style-type: none"> Workshops delivered in classrooms 	<ul style="list-style-type: none"> Increased youth understanding of the consequences related to prejudices, racism and discrimination in all its forms.
Rural Community Awareness Program	
<ul style="list-style-type: none"> Workshops and events that bring together volunteers from different backgrounds to share stories, experiences, and culture to give a perspective on their journey to becoming a settled newcomer to the community 	<ul style="list-style-type: none"> Increased awareness amongst youth about other cultures and Canadian multiculturalism; and Increased understanding of immigrants struggle to adjust and integrate to new communities.
Toolbox Development Project	
<ul style="list-style-type: none"> Development of online information, brochure and toolbox on recruiting and retaining newcomers in smaller centers 	<ul style="list-style-type: none"> Staff of community organizations, businesses, and municipalities better trained to address issues such as racism and discrimination and retain immigrants.
Karibuni - Northern Alberta Alliance on Race Relations	
<ul style="list-style-type: none"> Workshops to help participants explore the experiences, challenges and barriers facing newcomers to Canada Identify ways to build equitable and inclusive spaces for immigrants in their new communities 	<ul style="list-style-type: none"> Increased knowledge and skills of community organization staff to provide culturally sensitive services; and Increased participation of the service providers in building strategies to address racism and discrimination in their communities.
Peel Police Agreement: Peel Regional Police Dept.	
<ul style="list-style-type: none"> The Diversity Cup Youth Event Diversity Media Sergeant Race Against Racism Event 	<ul style="list-style-type: none"> Increased trust and acceptance of other cultures in the community; Increased communication between various ethnic groups; Media promotion of benefits of various ethnic groups to the community; and Bringing community together through sports and common purpose.
Sharing Our Cultures	
<ul style="list-style-type: none"> Pairing children together to share their culture Organizing students to join March 21st International Day against racism 	<ul style="list-style-type: none"> Children are more accepting and familiar with other cultures; Children learn through playing games originating from different cultures; and Developing friendships through celebrating diversity.

Activities	Impacts on Settlement Sector
Welcoming Communities Forum 2008 - March	
<ul style="list-style-type: none"> ▪ Welcoming Communities Forum ▪ Forum Binder - Book of information for forum participants (e.g. contained information on immigration and settlement resources, employment resources, and retaining foreign workers) 	<ul style="list-style-type: none"> ▪ Increased capacity of settlement sector staff to network and collaborate with various stakeholders on developing strategies to create more welcoming communities.
Anti-Racism and Human Rights Outreach Project	
<ul style="list-style-type: none"> ▪ Provide educational workshops and orientation services about racism, discrimination, diversity and equity issues ▪ One-on-one consultations 	<ul style="list-style-type: none"> ▪ Increased understanding of settlement staff of the issues related to racism and its human rights implications; ▪ Greater intercultural and cultural competency among service providers; and ▪ Increased sensitivity of service providers to racism, discrimination.
Toolbox Development Project	
<ul style="list-style-type: none"> ▪ Develop online information, brochure and toolbox on recruiting and retaining newcomers in smaller centres 	<ul style="list-style-type: none"> ▪ Increased ability of staff from various organizations including settlement sector to address issues such as racism and discrimination and retain immigrants; and ▪ Increased confidence of service providers to deal with racism and discrimination.
Karibuni - Northern Alberta Alliance on Race Relations	
<ul style="list-style-type: none"> ▪ Workshops and discussion tables to assist service provider representatives who work with newcomers learn about challenges and barriers facing newcomers to Canada, and identify strategies to build equitable and inclusive spaces for immigrants 	<ul style="list-style-type: none"> ▪ Increased participation of the service providers in building strategies to address racism and discrimination in their communities.
Equality Initiative -Anti-racism & Anti Discrimination Toolkit	
<ul style="list-style-type: none"> ▪ Develop curriculum for settlement staff to be empowered to support clients ▪ The Anti-Racism Toolkit ▪ Brochure ▪ Training seminars and workshops 	<ul style="list-style-type: none"> ▪ Better understanding of different type of racism among settlement workers (the toolkit helps to teach the structure of racism); and ▪ Agency staff is better able to respond, address & support their clients.