

**Western University**

---

**From the Selected Works of Neil Bradford**

---

January, 2010

# London & Middlesex Local Immigration Partnership Community Capacity and Needs Report

Neil Bradford  
Victoria Esses  
Paula Brochu  
Caroline Camman  
Muhammad Raza

**London & Middlesex Local Immigration Partnership  
Community Capacity and Needs Report**

**Prepared by:**

**Victoria Esses, Paula Brochu, Carolyn Camman,  
Muhammad Raza, and Neil Bradford**

*The University of Western Ontario and the Welcoming Communities Initiative*

**Nina Hamou and Huda Hussein**

*London & Middlesex Local Immigration Partnership Project*

**April 2010**

## Contents

<b>Background and Methodology</b>	3
<b>Community Capacity</b>	4
All Organizations in London & Middlesex	5
Scope of Services	5
Type of Services	6
Organizations Participating in the Inventory	13
Type of Services	13
Anticipated Outcomes	21
Target Groups	23
Number of Staff	25
Frequency of Service Delivery	26
<b>Needs and Best Practices</b>	28
Barriers Restricting Access to Services	29
Service Delivery Gaps	32
Issue-Specific Service Gaps	32
Overarching Service Gaps	37
Best Practices	43
Issue-Specific Best Practices	43
Overarching Best Practices	46
<b>Summary</b>	49

## **Background and Methodology**

The London and Middlesex Local Immigration Partnership (LMLIP) is a collaborative community initiative which is designed to strengthen the role of local and regional communities in serving and integrating immigrants. The concept for Local Immigration Partnerships, which are being developed in many communities in Ontario, was developed as a joint initiative of Citizenship and Immigration Canada (CIC) and the Ministry of Citizenship and Immigration Canada, and was further refined in consultation with the Association of Municipalities of Ontario (AMO) and the City of Toronto. *The LMLIP* is solely funded by Citizenship and Immigration Canada (CIC). The *LMLIP* is co-led by the Corporation of the City of London and the United Way of London & Middlesex.

The primary goals of the *LMLIP* are to strengthen the capacity of the community in serving and integrating immigrants, and to enhance delivery of integration services to *all* immigrants. The London and Middlesex Local Immigration Partnership Council will be the strategic planning body that will ensure that multiple stakeholders participate in this planning and coordination. The Council will develop and implement strategies to facilitate increased access to all services, especially current services supported by Citizenship and Immigration Canada and the Ministry of Citizenship and Immigration, Ontario, and will assist non-settlement service providers and the community to develop a greater understanding of immigrants' needs and services.

The Community Capacity and Needs Inventory was developed with two main objectives: (1) to assess the current community capacity of London and Middlesex in providing services to immigrants, and (2) to identify perceived needs and determine how they can best be met.

In order to produce this Community Capacity and Needs Inventory, two main procedures were followed. First, a database of services available to immigrants in London and Middlesex that was initially developed by the Welcoming Communities Initiative was updated by the Local Immigration Partnership Advisory Committee. Additional feedback on this database was then solicited at the London and Middlesex Community Action Planning Day in February 2010. This resulted in a final database of 147 organizations in London and Middlesex, which was used to map the location of organizations and their services, and to identify the scope and type of services available in the region.

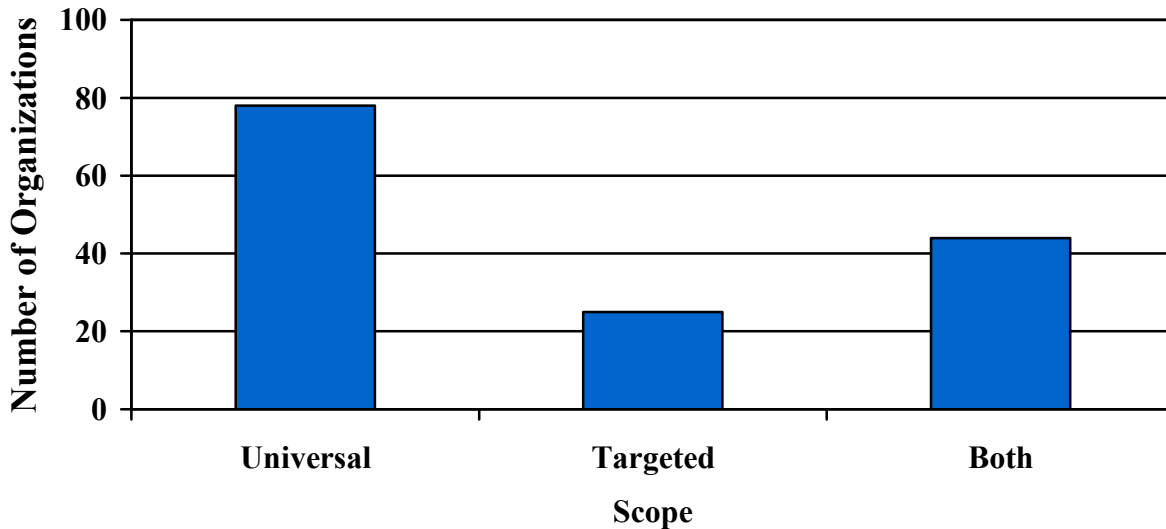
In addition, a questionnaire was developed by the Local Immigration Partnership Advisory Committee and researchers from the Welcoming Communities Initiative at the University of Western Ontario in order to develop more detailed profiles of these organizations, the services they provide, perceptions of priority needs in the community, and examples of best practices. Based on information circulated by the Advisory Committee, 59 organizations expressed interest in completing the questionnaire, and 47 questionnaires were eventually completed. Twenty-two of the questionnaires were completed via interview, and 25 were completed independently and returned to the Committee, as per the choice of the organizations' representatives. Results of this inventory are summarized below.

## **Community Capacity**

## All Organizations in London & Middlesex

### Scope of Services

*Number of Universal vs. Targeted Organizations Providing Services to Immigrants in London & Middlesex*

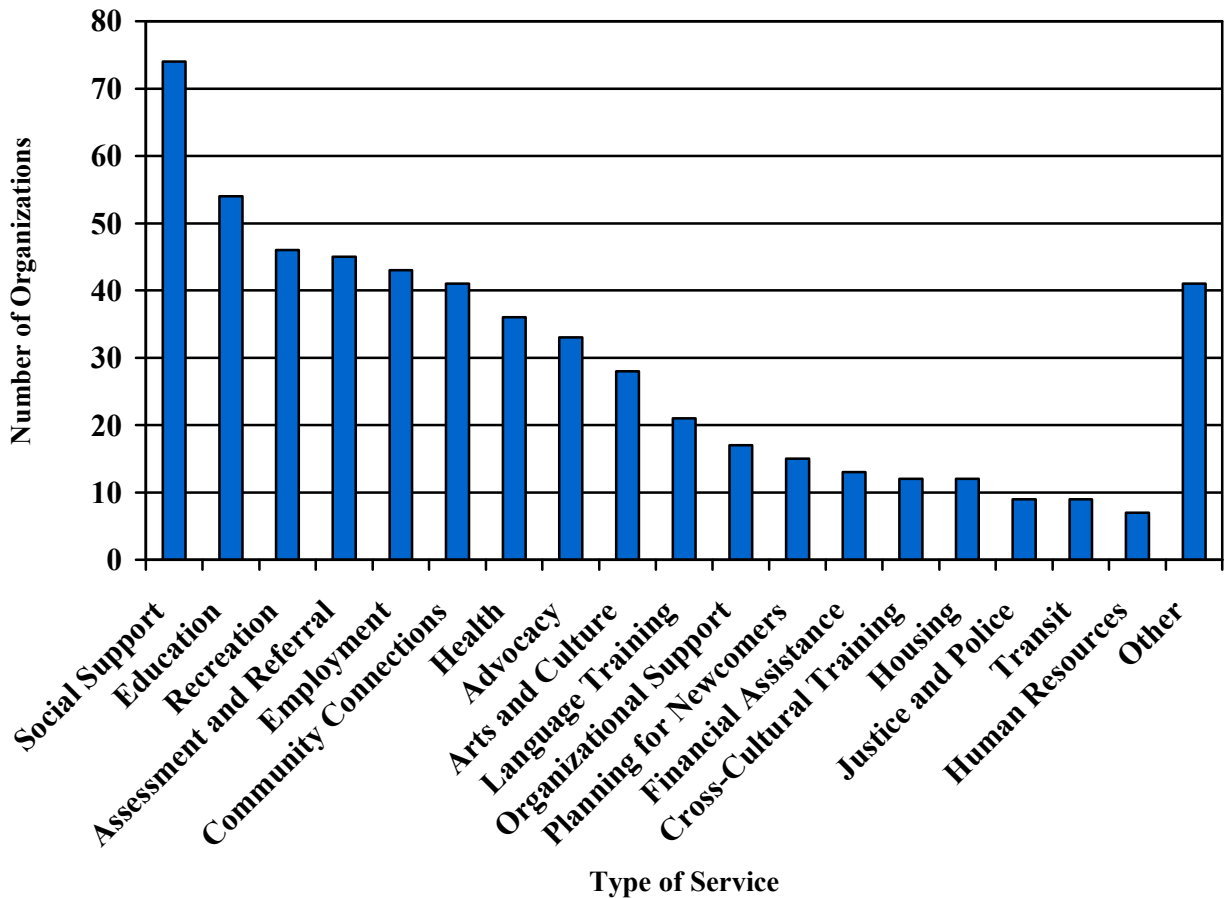


*Note.* This is based on the database of 147 organizations

- **Universal organizations** provide services to all people, regardless of group membership
- **Targeted organizations** provide services to a specific group of people
- 78 (53%) of the organizations providing services to immigrants in London & Middlesex provide services that are **universal** in scope
- 25 (17%) of the organizations providing services to immigrants in London & Middlesex provide services that are **targeted** in scope
- 44 (30%) of the organizations providing services to immigrants in London & Middlesex provide services that are **both universal and targeted** in scope

## Type of Services

*Number of Organizations in London & Middlesex that Provide Different Types of Services*



*Note.* This is based on the database of 147 organizations

- 114 (78%) of the organizations providing services to immigrants in London & Middlesex provide more than one type of service
- Half of the organizations providing services to immigrants in London & Middlesex provide social support services
- More than one-quarter of the organizations providing services to immigrants in London & Middlesex provide services related to education, recreation, needs assessment and referral, employment attainment, and health
- Less than 10% of the organizations providing services to immigrants in London & Middlesex provide services related to financial assistance, cross-cultural sensitivity training or anti-racism training, housing, justice and police, transit, and human resources

**Social Support Services** – 74 (50%) of the organizations providing services to immigrants in London & Middlesex provide social support services, including:

- Consultation, information, and safety planning
- Individual, couple, family and group counselling services
- 24-hour crisis and support phone line
- Access to community care
- Mentors provide emotional support
- Outreach to youth in housing projects
- Community centres

**Education Services** – 54 (37%) of the organizations providing services to immigrants in London & Middlesex provide education services, including:

- Adult, alternative, and continuing education programs
- Computer courses
- Academic upgrading
- Skills training
- Training of professional community interpreters
- Beginner and advanced American Sign Language Classes taught by qualified Deaf instructors
- Parenting information and classes
- Placement for social work students

**Recreation Services** – 46 (31%) of the organizations providing services to immigrants in London & Middlesex provide recreation services, including:

- Drop-in centres for youth
- Community gardens
- Health, fitness, and recreation programming for children, youth, families, and seniors



- General club activities, computer courses, sports, swimming lessons, card games (bridge, euchre), crafts, fitness classes, dancing, yoga, tai chi, and entertainment
- Summer camps

**Needs Assessment and Referral Services** – 45 (31%) of the organizations providing services to immigrants in London & Middlesex provide needs assessment and referral services, including:

- Referring clients to community programs and services
- Volunteer opportunities
- Having case managers work with clients to determine what help they need and arranging for care
- Referral to services in the community
- Offering information, referral and counselling to offenders, individuals at risk of offending and family members

**Employment Attainment Services** – 43 (29%) of the organizations providing services to immigrants in London & Middlesex provide employment attainment services, including:

- Career preparation
- Workplace training
- Job search information
- Resume writing and interview preparation
- Help employers with the recruitment and retention of internationally-trained individuals
- Facilitate the exchange of employment sector information to identify local labour needs, challenges and trends
- Give support to program participants to overcome barriers preventing employment

**Community Connection Services** – 41 (28%) of the organizations providing services to immigrants in London & Middlesex provide community connection services, including:

- Networking
- Mentoring

- Building capacity, partnerships, and collaborative programs for people of all ages with a focus on community inclusiveness
- Publish a newspaper on monthly community news

**Health Services** – 36 (24%) of the organizations providing services to immigrants in London & Middlesex provide health services, including:

- Medical care
- Health education promotion campaigns
- Independent living services to support seniors and adults with disabilities
- Health outreach provides condoms, new needles, information on safer sex and needle use and disposal
- Healthy parents/healthy children, well baby clinics, and prenatal classes

**Advocacy Services** – 33 (22%) of the organizations providing services to immigrants in London & Middlesex provide advocacy services, including:

- Supporting and developing self advocacy through education, mentoring and active participation in organizational and community life
- Onsite personnel who assist in advocating for services for individuals and families
- Making presentations to community groups
- Facilitate meetings with senior levels of government for policy changes and funding opportunities
- Forum to address, plan and coordinate around the current needs of clients
- Advocate on behalf of London's diverse communities
- Promote community growth and development

**Arts and Culture Services** – 28 (19%) of the organizations providing services to immigrants in London & Middlesex provide arts and culture services, including:

- Community days
- Craft shows

- International cooking expos
- Music recreation programming

**Language Training Services** – 21 (14%) of the organizations providing services to immigrants in London & Middlesex provide language training services, including:

- ESL and FSL instruction and support
- Conversation circles
- Specialized language classes

**Organizational Support Services** – 17 (12%) of the organizations providing services to immigrants in London & Middlesex provide organizational support services, including:

- Office space
- Support workers who do action plans and assessment before layoffs
- Assist communities, clients, and not-for-profit groups with a wide range of programs, resources, information, planning support and workshops
- On-site programming in partnership with the region's services

**Special Planning for Newcomers** – 15 (10%) of the organizations providing services to immigrants in London & Middlesex provide special planning for newcomers, including:

- Offer parenting classes in first language only, or provide interpretation for parents who would like to meet one on one or participate in parenting classes
- Immigration portal
- Sponsor refugees with one year of financial support to the family once they arrive

**Financial Assistance Services** – 13 (9%) of the organizations providing services to immigrants in London & Middlesex provide financial assistance services, including:

- Free tax clinics
- Subsidized child care
- Short-term income assistance for the cost of shelter and basic needs

**Cross-Cultural Sensitivity Training or Anti-Racism Training Services** – 12 (8%) of the organizations providing services to immigrants in London & Middlesex provide cross-cultural sensitivity training or anti-racism training services, including:

- Assist mainstream service providers to work effectively in cross-cultural situations
- Integrate and transform knowledge of diverse groups and individuals into specific policies and practices in order to increase and enhance the quality of services provided

**Housing Services** – 12 (8%) of the organizations providing services to immigrants in London & Middlesex provide housing services, including:

- Manage properties and provide rent-geared-to-income housing accommodation for rental units in the city
- Assist people on low or limited income to find and maintain affordable private sector housing using a database of landlords/property management companies and home owners
- On-going recruitment of landlords, home owners and new property management companies to increase listings on database and provide alternative housing options through websites
- Information dealing with landlord and tenant rights, renting tips and lease information
- High security shelter and transitional housing for abused women and children

**Justice and Police Services** – 9 (6%) of the organizations providing services to immigrants in London & Middlesex provide justice and police services, including:

- Developing community service programming
- Legal advice and representation in court or at tribunals
- Assistance with pardon applications and discharge planning

**Transit Services** – 9 (6%) of the organizations providing services to immigrants in London & Middlesex provide transit services, including:

- Transit information
- Bus tickets
- Transportation to medical appointments
- Assistance getting to and from programs and organizations

**Human Resource Services** – 7 (5%) of the organizations providing services to immigrants in London & Middlesex provide human resource services, including:

- Volunteer services and staff training
- Relief staff
- Training in how to work with different age groups, abilities, and characteristics

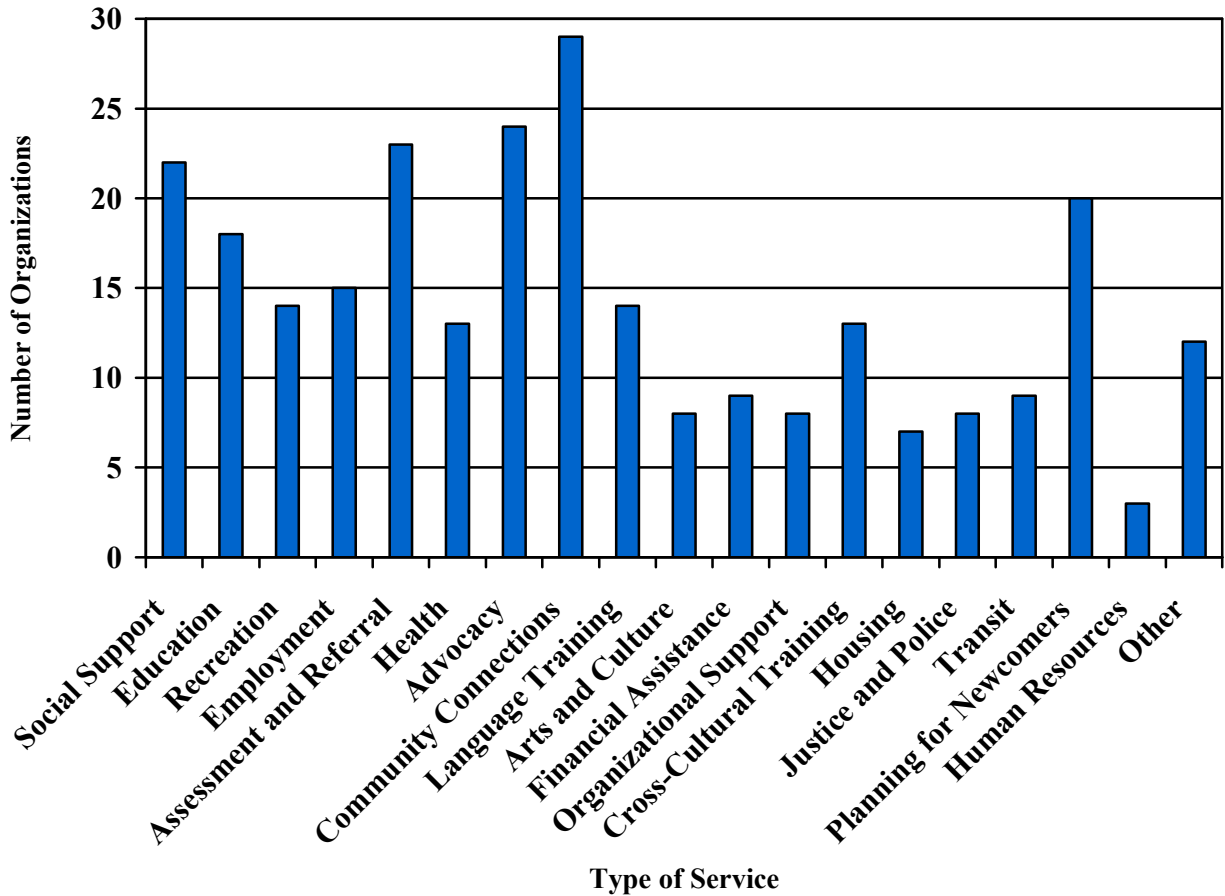
**Other Services** – 41 (28%) of the organizations providing services to immigrants in London & Middlesex provide other services, including:

- Research capacity
- Provide trained interpreters and translators to community agencies, government, professionals, and businesses
- Assist organizations with grant applications
- Provide funding and/or consultative assistance
- Emergency food supply and clothing exchange

## Organizations Participating in the Inventory

### Type of Services

*Which of the following service(s) do you provide, and please briefly describe each (check off and describe all that apply)*



*Note.* This is based on the responses of 47 organizations

- 43 (91%) of the organizations participating in the inventory provide more than one type of service
- More than half of the organizations participating in the inventory provide community connection, needs assessment and referral, and advocacy services
- More than one-quarter of the organizations participating in the inventory provide education, special planning for newcomers, employment, recreation, health, language training, and cross-cultural sensitivity training or anti-racism training services

- Less than 10% of the organizations participating in the inventory provide human resource services

**Social Support Services** – 22 (47%) of the organizations participating in the inventory provide social support services, including:

- Venues for people to meet and develop as a community
- Mediate conflicts between parents and children
- Help individuals navigate through the system and broader society
- Crisis intervention and ongoing individual, couple, family counseling to offenders, persons at risk, and families
- Mentors provide emotional support
- Meet with families to identify needs and identify formal and informal support

**Education Services** – 18 (38%) of the organizations participating in the inventory provide education services, including:

- Learning through badge activities for children and youth
- Basic computer skills
- Educational resource lending
- Guest speakers are invited to educate clients on many issues, such as health, justice, protections services, parental supports, employment connections, social supports and many other issues as per need
- Educational programming for adults, children and youth
- Parent education and interactive opportunities with their children
- Education at all levels, such as early years, elementary, secondary, adult, continuing education, alternative education

**Recreation Services** – 14 (30%) of the organizations participating in the inventory provide recreation services, including:

- Indoor and outdoor soccer for youth, women-only swimming group, aerobics, and yoga classes

- Parent and child interactive sessions
- Programming for youth, children, families, and seniors
- Family picnics

**Employment Attainment Services** – 15 (32%) of the organizations participating in the inventory provide employment attainment services, including:

- Job search workshops covering topics such as credential assessment information, resume development, labor market information, cover letter writing, interview preparation, workplace success, job search strategies, and employment standards
- Career planning and employment counselling
- Work experience and job placement
- Use of computer labs for job searching and resume preparation and printing
- References, interview preparation, and mock interviews
- Workshops and networking for professionals

**Needs Assessment and Referral Services** – 23 (49%) of the organizations participating in the inventory provide needs assessment and referral services, including:

- Referrals made to both in-house and community services
- Settlement counsellors assess needs in a case management form and provide information and referrals to newcomers
- Initial assessments with intake worker to determine needs and then make referrals
- All clients receive a needs assessment at intake and are referred to ongoing counselling at the society or to an appropriate community agency
- Needs assessment at intake to identify needs and develop intervention plan
- Conduct strength needs assessments and coordinate referrals
- Free ESL language assessment
- Connect clients with other services



**Health Services** – 13 (28%) of the organizations participating in the inventory provide health services, including:

- Support government-assisted refugees with their medical, emotional, and psychological needs during their first year in Canada
- Short-term therapeutic counselling
- Primary care, physician, and nursing services
- Well baby clinics
- Keep seniors independent and out of long-term care homes
- Mental health promotion and support for people experiencing mental illness
- Prenatal classes, home visiting program for infants and children, breast feeding clinics, immunization clinics, dental services, birth control and sexually-transmitted infections clinics, chronic disease prevention and injury prevention, and communicable disease prevention programs

**Advocacy Services** – 24 (51%) of the organizations participating in the inventory provide advocacy services, including:

- Advocate on behalf of families when they arrive regarding issues in schools, housing, legal matters, and whatever needs that may arise
- Front-line workers advocate on behalf of clients to obtain necessary services in the community
- Presentations to employers about language training/enhancement needs
- Accompany clients to organizations and appointments to support and empower them
- Represent diverse social groups in the community on relevant issues
- Explain cultural differences
- Advocate on behalf of newcomers and immigrants to access services by making calls on their behalf when they ask us to do so
- Mentorship program and day-to-day contact with employers to arrange placements

**Community Connection Services** – 29 (62%) of the organizations participating in the inventory provide community connection services, including:

- Connect to different agencies and social groups
- Service work with other organizations
- Rely on community for support
- Partnerships with several community services and individuals to provide the best possible services to the client
- Immigration portal
- Connect clients to service providers, community organizations, and events
- Service coordination
- Partnering with organizations which provide employment training and settlement services to newcomers
- Forum for professionals to connect with each other so that they can refer their clients appropriately

**Language Training Services** – 14 (30%) of the organizations participating in the inventory provide language training services, including:

- ESL and LINC classes
- Conversation circles
- Language for workplace training and volunteer workplace opportunities
- Language learning materials available in a variety of formats for free public use, such as easy to read adult books, dual language books for children and families, family literacy kits, and ESL book clubs
- Referrals to ESL
- Prepare curricula for literacy program to communities and organizations who deliver the programs
- Instruction and support for learning English as an additional language

**Arts and Culture Services** – 8 (17%) of the organizations participating in the inventory provide arts and culture services, including:

- Youth art show, international cooking, community day, craft show, sharing celebrations, and festivals
- Promote diverse cultures through religious and cultural celebrations
- Host cultural events and holiday celebrations in partnership with community ethnic organizations and associations
- Introduction to other cultures through group discussions

**Financial Assistance Services** – 9 (19%) of the organizations participating in the inventory provide financial assistance services, including:

- Sponsorship of refugees with one year of financial support to the family once they arrive
- Free tax clinics
- Assistance with loan applications online
- Vouchers for food, clothing, and household items
- Memberships to Children's museum
- Emergency assistance to families in need

**Organizational Support Services** – 8 (17%) of the organizations participating in the inventory provide organizational support services, including:

- Community workers supporting newcomer families and youth at risk
- Collaborating with different organizations to deliver services
- Working with non-profit and charity training
- Provide space and staff to facilitate other events put on by community partners
- Participate in community committees addressing newcomer needs
- Support workers do action plans and assessment before layoffs
- Research support to the community in determining how to best attract and retain immigrants in our community, and how to best promote successful integration

- Hold workshops, develop clear writings programs, and present for organizations

**Cross-Cultural Sensitivity Training or Anti-Racism Training Services** – 8 (7%) of the organizations participating in the inventory provide cross-cultural sensitivity training or anti-racism training services, including:

- Broad diversity and anti-racism training
- Facilitators are arranged to present workshops on diversity to staff and the public
- Cultural awareness topics and diversity activities for youth
- All internal staff receive training on diversity and cross-cultural sensitivity
- Assist clients in understanding Western cultural norms
- Assist mainstream service providers to work effectively in cross-cultural situations

**Housing Services** – 13 (28%) of the organizations participating in the inventory provide housing services, including:

- Temporary on-site accommodations to government-assisted refugees until they can move into their permanent home in the community
- Housing coordinator locates, arranges viewing, and aids in leasing arrangements for the refugees
- Assistance finding and keeping housing

**Justice and Police Services** – 8 (17%) of the organizations participating in the inventory provide justice and police services, including:

- Access to frequently needed legislation such as Landlord and Tenant Act and Highway Traffic Act
- Support to individuals who are dealing with police, courts, and probation
- Bail verification and supervision program

**Transit Services** – 9 (19%) of the organizations participating in the inventory provide transit services, including:

- Emergency bus tickets and cab vouchers
- Assistance getting to and from programs

- Information for bus schedules, routes, and distribution of maps

**Special Planning for Newcomers** – 13 (28%) of the organizations participating in the inventory provide special planning for newcomers, including:

- Settlement services
- Events for newcomers
- Host families or individuals spend time helping a newcomer family or individual adjust to life in Canada
- Immigration portal
- Orientations and information sessions for newcomers by bringing guest speakers on important topics such as police, health, settlement, and housing
- Prepare booklet for newcomers not eligible for ESL or LINC to help with basic English
- Parenting classes in additional languages, or provide interpretation for parents who would like to meet one on one or participate in parenting classes

**Human Resource Services** – 3 (6%) of the organizations participating in the inventory provide human resource services, including:

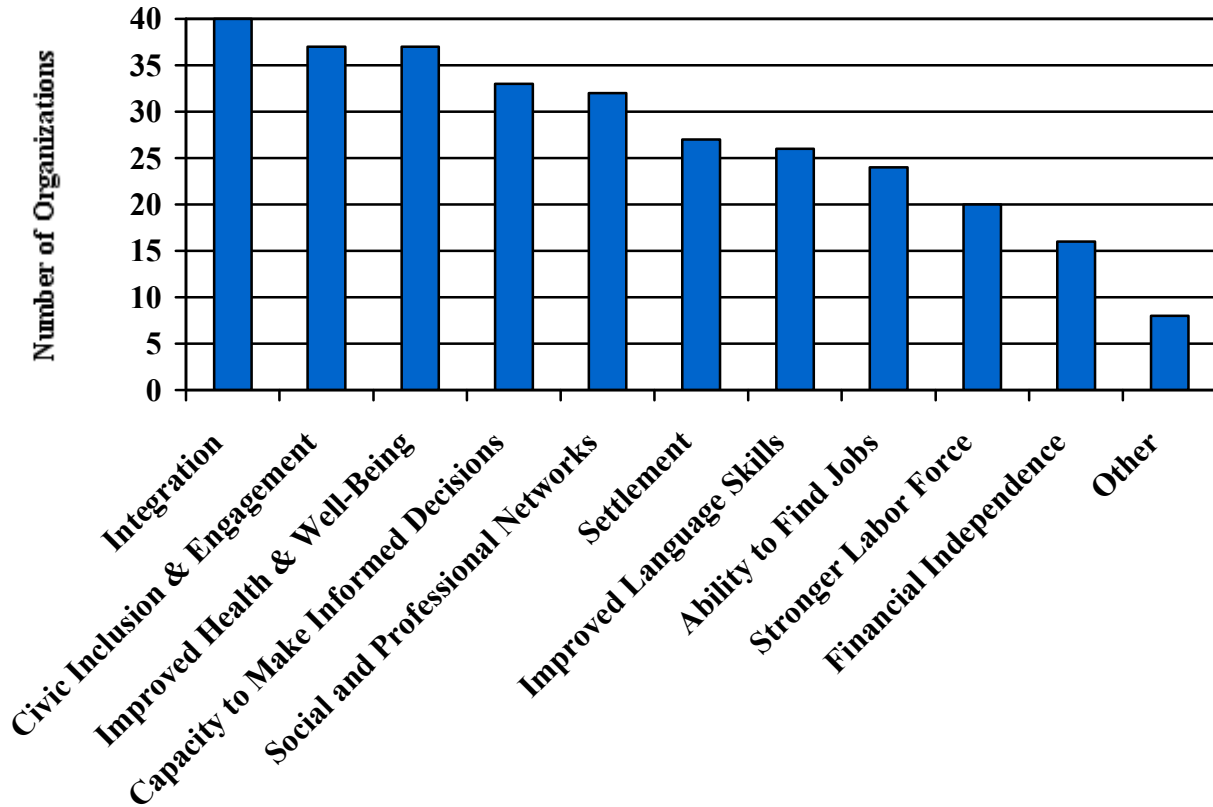
- Volunteer services and staff training
- Creation of specific volunteer positions that utilize the language and education backgrounds of immigrants
- Relief staff and contract employment

**Other Services** – 12 (26%) of the organizations participating in the inventory provide other services, including:

- Looking at how we can break down barriers to volunteering for newcomers and immigrants
- Translation services of documentation, including birth certificates, driver's licenses, diplomas, transcripts, theses, and passports
- Free childcare for participants' children
- Community-building events

### Anticipated Outcomes

*What is the anticipated outcome of your service(s)  
(check off all that apply)*



### Anticipated Outcomes

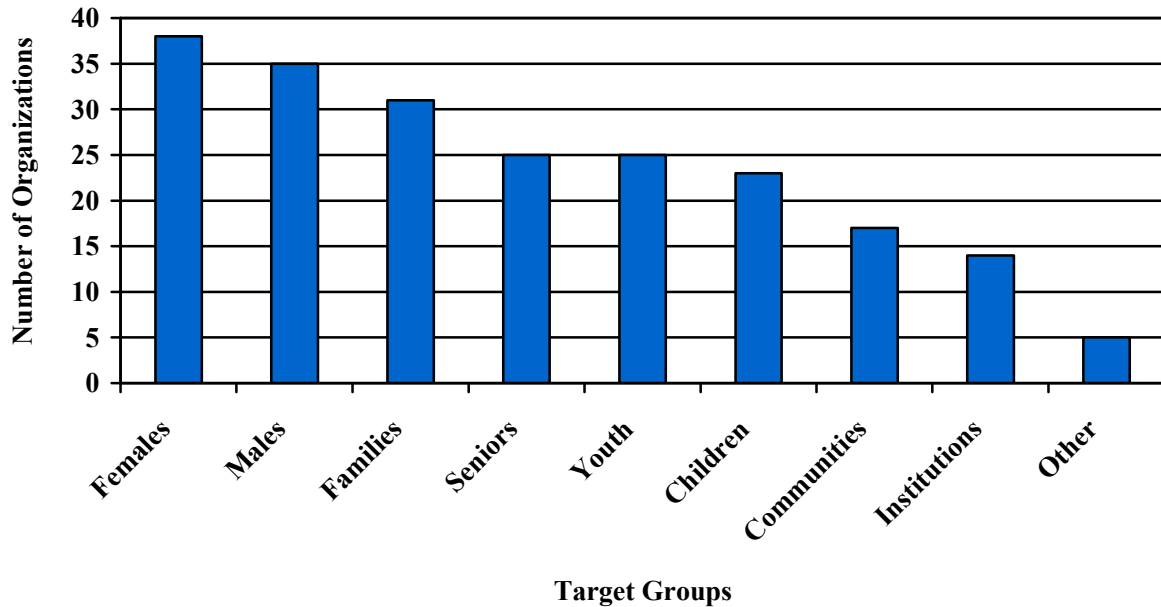
*Note.* This is based on the responses of 47 organizations

- More than half of the organizations participating in the inventory anticipate integration, civic inclusion & engagement, improved health & well-being, capacity to make informed decisions, creation of social and professional networks, settlement, improved language skills, and ability to find jobs commensurate with skills and education to be outcomes of their services
- More than one-third of the organizations participating in the inventory anticipate a stronger labor force and financial independence to be outcomes of their services
- 40 (85%) of the organizations participating in the inventory anticipate **integration** to be an outcome of their service(s)

- 37 (79%) of the organizations participating in the inventory anticipate **civic inclusion & engagement** to be an outcome of their service(s)
- 37 (79%) of the organizations participating in the inventory anticipate **improved health & well-being** to be an outcome of their service(s)
- 33 (70%) of the organizations participating in the inventory anticipate **capacity to make informed decisions** to be an outcome of their service(s)
- 32 (68%) of the organizations participating in the inventory anticipate **creation of social and professional networks** to be an outcome of their service(s)
- 27 (57%) of the organizations participating in the inventory anticipate **settlement** to be an outcome of their service(s)
- 26 (55%) of the organizations participating in the inventory anticipate **improved language skills** to be an outcome of their service(s)
- 24 (51%) of the organizations participating in the inventory anticipate **ability to find jobs commensurate with skills and education** to be an outcome of their service(s)
- 20 (43%) of the organizations participating in the inventory anticipate a **stronger labor force** to be an outcome of their service(s)
- 16 (34%) of the organizations participating in the inventory anticipate **financial independence** to be an outcome of their service(s)
- 8 (17%) of the organizations participating in the inventory anticipate **other outcomes** of their service(s), such as increased family support and connection, increased awareness of services, improved social functioning, leadership development, and reduced risk of criminal activities

## Target Groups

*For each service identified above, please identify its target group(s)  
(check off all that apply)*



*Note.* This is based on the responses of 47 organizations

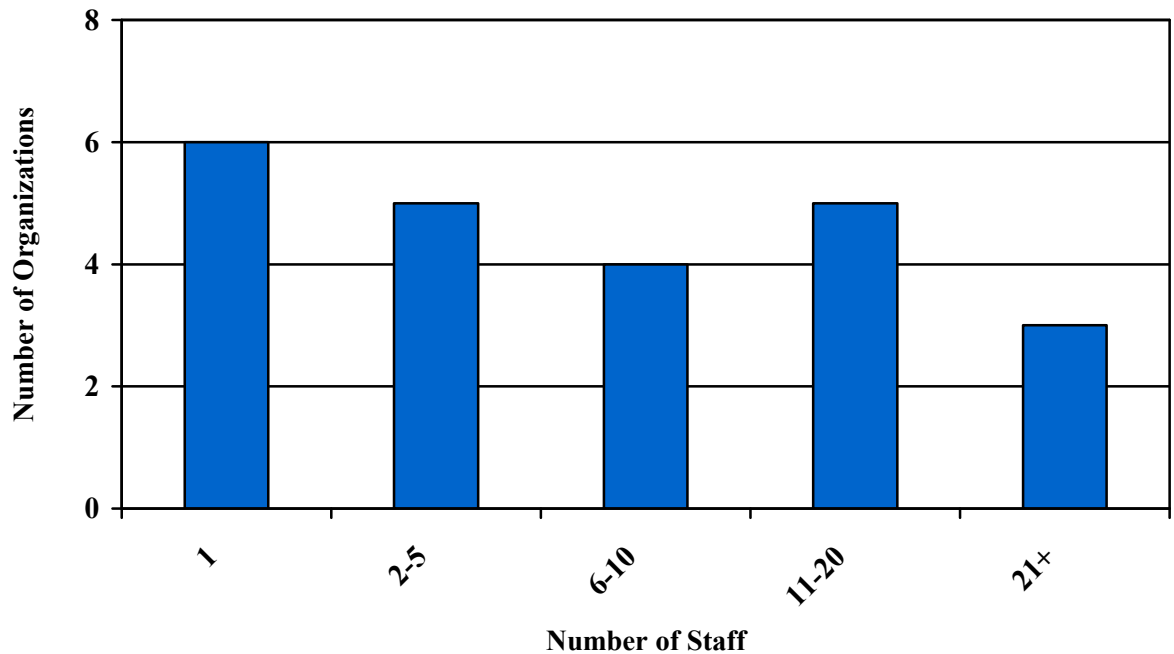
- Most of the organizations that completed the questionnaire reported serving females, males, families, seniors, children, and youth.
- Less than half of the organizations that completed the questionnaire provide services to institutions or communities
- 38 (81%) of the organizations participating in the inventory identified **females** as a target group
- 35 (74%) of the organizations participating in the inventory identified **males** as a target group
- 31 (66%) of the organizations participating in the inventory identified **families** as a target group
- 25 (53%) of the organizations participating in the inventory identified **seniors** as a target group
- 25 (53%) of the organizations participating in the inventory identified **youth** as a target group



- 23 (49%) of the organizations participating in the inventory identified **children** as a target group
- 17 (36%) of the organizations participating in the inventory identified **communities** as a target group
- 14 (30%) of the organizations participating in the inventory identified **institutions** as a target group
- 5 (11%) of the organizations participating in the inventory identified **other target groups**, such as internal staff, government-sponsored refugees, faith groups, primary caregivers, and anyone who is facing a barrier

## Number of Staff

*For overall services for immigrants, please provide information on your total number of staff*

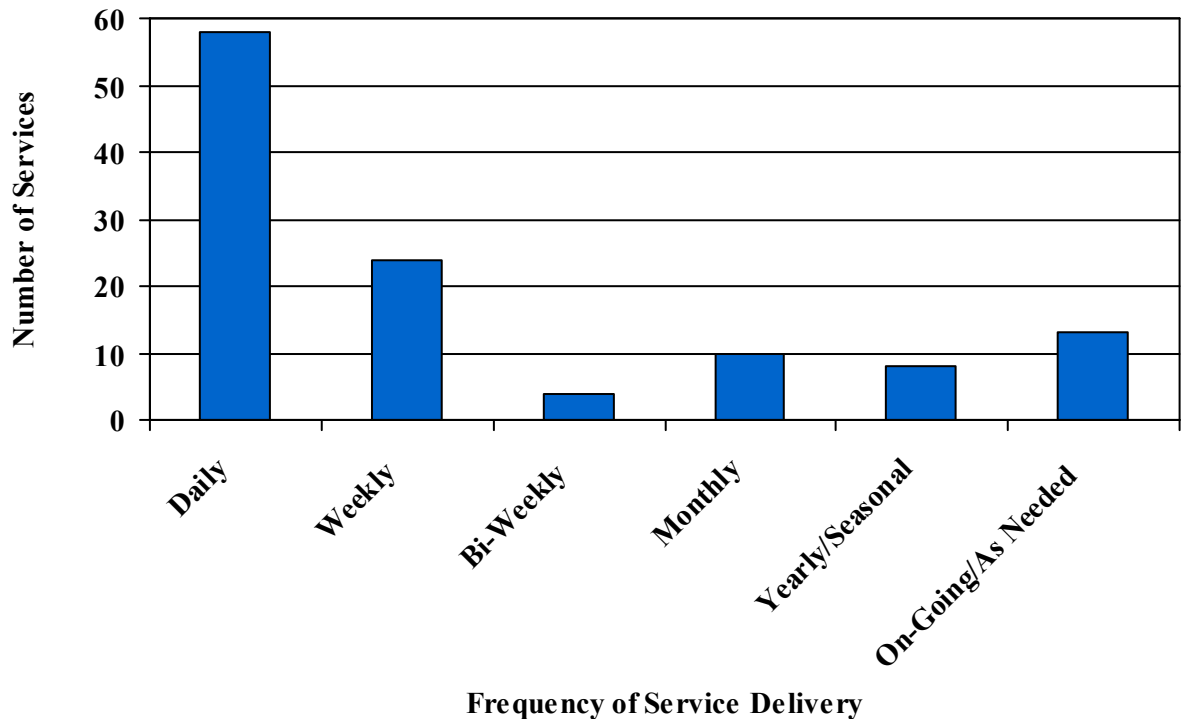


*Note.* This is based on the responses of 23 organizations

- There is considerable variability among the organizations participating in the inventory in the number of staff providing overall services for immigrants
- 6 (26%) of the organizations participating in the inventory have **one** staff member providing overall services for immigrants
- 5 (22%) of the organizations participating in the inventory have **two to five** staff members providing overall services for immigrants
- 4 (17%) of the organizations participating in the inventory have **six to ten** staff members providing overall services for immigrants
- 5 (22%) of the organizations participating in the inventory have **eleven to twenty** staff members providing overall services for immigrants
- 3 (13%) of the organizations participating in the inventory have **twenty-one or more** staff members providing overall services for immigrants

## Frequency of Service Delivery

*Please indicate the frequency of your organization's service delivery*



*Note.* This is based on the responses of 45 organizations

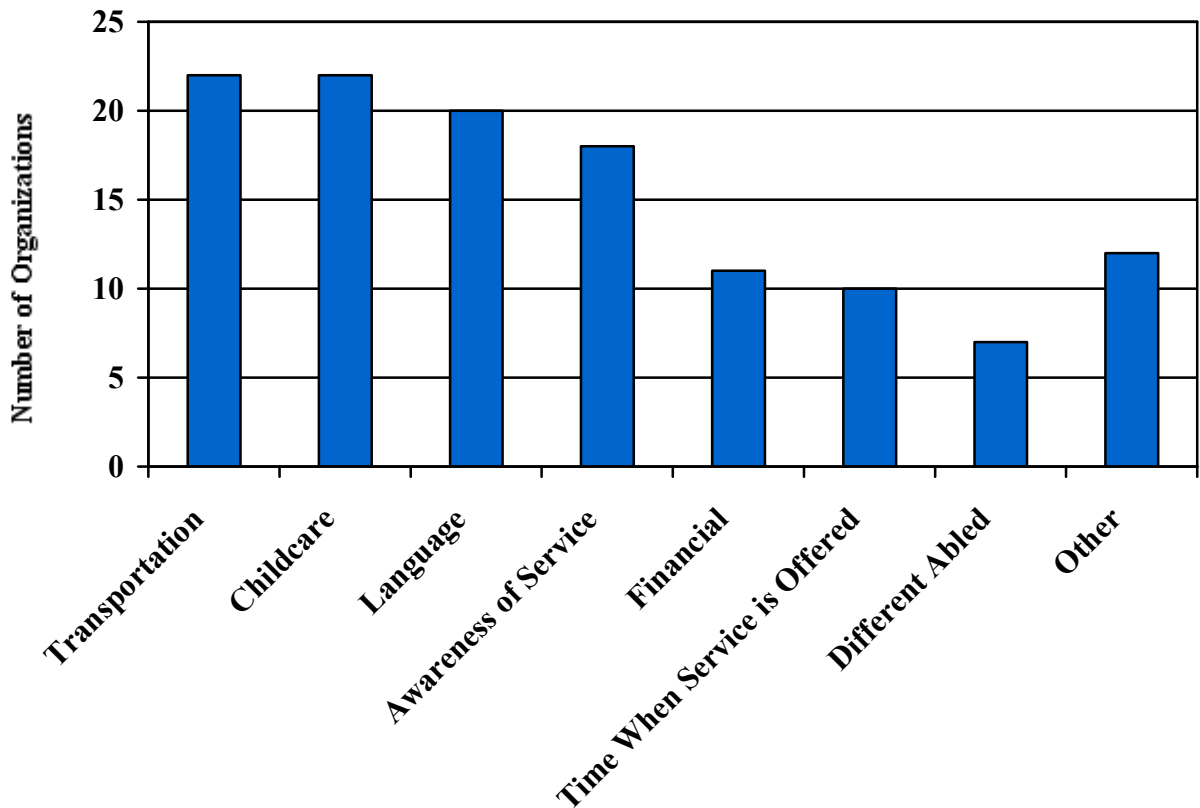
- Services delivered on multiple timeframes (e.g., daily for individuals, but monthly for groups) were recorded separately. Services delivered in a range of times, but not as a separate aspect (e.g., every 1-2 weeks) were coded using the more frequent time
- Half of the services provided by organizations participating in the inventory are delivered on a daily basis
- More than one-quarter of the services provided by organizations participating in the inventory are delivered on an on-going/as needed basis
- Less than 10% of the services provided by organizations participating in the inventory are delivered on a bi-weekly, monthly, or yearly/seasonal basis
- 58 (50%) services provided by organizations participating in the inventory are delivered on a **daily** basis
- 24 (21%) services provided by organizations participating in the inventory are delivered on a **weekly** basis

- 4 (3%) services provided by organizations participating in the inventory are delivered on a **bi-weekly** basis
- 10 (9%) services provided by organizations participating in the inventory are delivered on a **monthly** basis
- 8 (7%) services provided by organizations participating in the inventory are delivered on a **yearly/seasonal** basis
- 13 (28%) services provided by organizations participating in the inventory are delivered on an **on-going/as needed** basis

## **Needs and Best Practices**

## Barriers Restricting Access to Services

*Do any of the following barriers restrict access to your services:  
(please describe)*



### Barriers to Services

*Note.* This is based on the responses of 41 organizations

- More than half of the organizations participating in the inventory identified transportation and childcare as barriers restricting access to services
- More than one-quarter of the organizations participating in the inventory identified language, awareness of the services, and finances as barriers restricting access to services

**Transportation** – 22 (54%) of the organizations participating in the inventory identified transportation as a barrier restricting access to services, including:

- Lack of programming and facilities near clients, including schools for students
- Affordability of transit for individuals with restricted budgets

- Lack of funding for organizations to provide transportation
- Issues specific to bus transit, including service availability in outlying areas, bus strikes, the cost of bus fare for large families, and unfamiliarity with the transit system, especially for newcomers and seniors

**Childcare** – 22 (54%) of the organizations participating in the inventory identified childcare as a barrier restricting access to services, including:

- Affordability of childcare for individuals with restricted budgets
- Limited capacity and lack of funding for organizations to provide childcare services
- Interference with ability of families to attend workshops, events, and other programming, contributing to isolation and lack of integration

**Language** – 20 (49%) of the organizations participating in the inventory identified language as a barrier restricting access to services, including:

- Lack of materials and instruction in languages other than English
- Not enough multilingual staff and volunteers
- Lack of funding for interpretation services and difficulties in coordinating and accessing these services
- Barrier to participation in events and programming, including for parents' involvement in children's school activities

**Awareness of the Services** – 18 (44%) of the organizations participating in the inventory identified awareness of the services as a barrier restricting access to services, including:

- Unfamiliarity with new programs and organizations
- Difficulties in communicating available services to clients or overcoming client perceptions of the nature of available services (e.g., the difference between "public health" and medical services)
- Language can be a barrier when the majority of information and outreach materials are in English or not provided in the language of target populations
- Lack of funding for marketing

**Financial** – 11 (27%) of the organizations participating in the inventory identified finances as a barrier restricting access to services, including:

- Lack of funding for clients who do not meet specific criteria for programs

- Lack of funding to provide services, such as language training and support for high-needs clientele, including those with mental illness and addiction problems
- Restricted finances can be barriers to participation in activities, leading to isolation
- Affordability of medication, medical equipment and supplies, and a nutritious diet

**Time When the Service is Offered** – 10 (24%) of the organizations participating in the inventory identified time when the service is offered as a barrier restricting access to services, including:

- Wait lists for programming
- Lack of interest in programming during the evening
- Accommodating the availability of clients
- Funding limitations on how much time can be spent with clients

**Different-Abled** – 7 (17%) of the organizations participating in the inventory identified barriers to the differently-abled as restricting access to services, including:

- Lack of nearby groups to accommodate these individuals
- Inaccessible facilities for wheelchair users
- No alternative print, TTY for visually-impaired and deaf individuals

**Other** – 12 (29%) of the organizations participating in the inventory identified other barriers restricting access to services, including:

- Lack of appropriate and affordable venues for meetings and events
- Stigma, public perception, and other systemic barriers to advocacy
- Difficulties in providing services to individuals who do not meet certain criteria, such as having citizenship
- Difficulties in encouraging parents to connect with schools when they do not feel a need to do so
- Access to websites

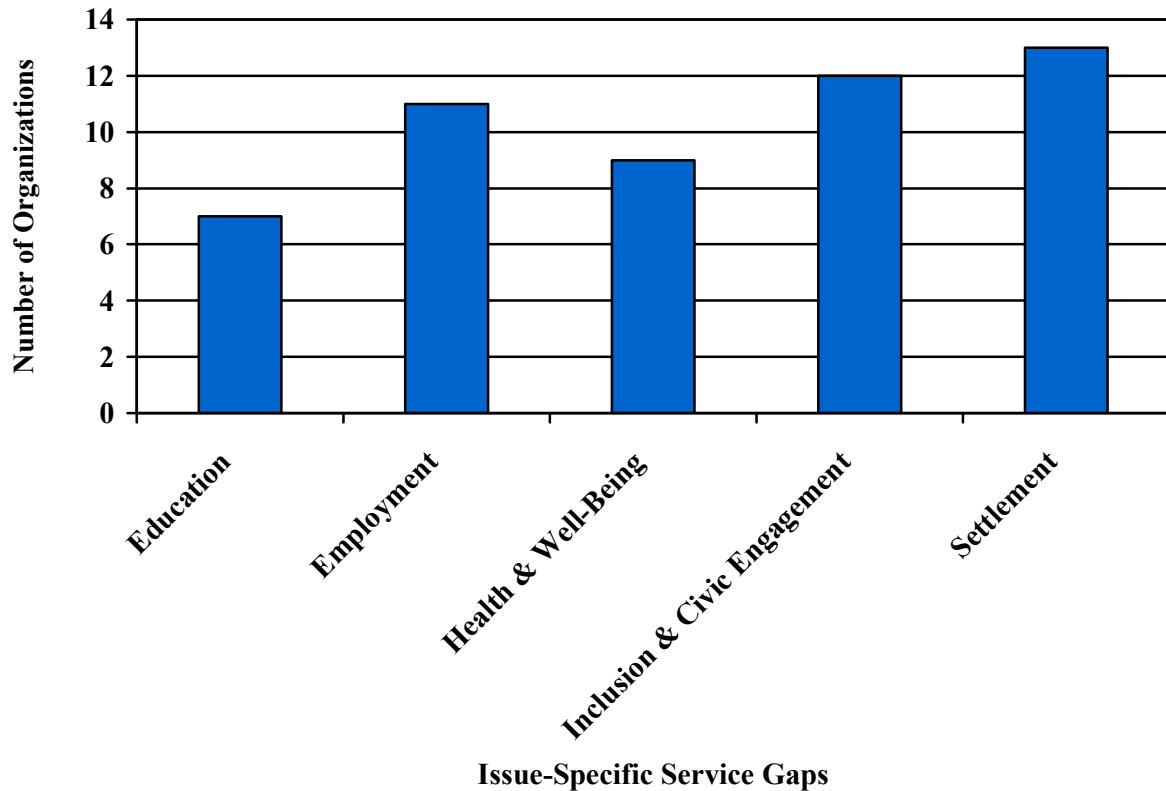


## Service Delivery Gaps

### Issue-Specific Service Gaps

The issue-specific service gaps reflect gaps particularly relevant to the areas of focus identified by the LMLIP in its terms of reference for the Council. Note that no specific gaps were identified in the area of Justice and Protection Services.

*Could you please list the top three gaps you see in service delivery in the community, explain why it is important to address each gap, and suggest how to address each gap:*



*Note.* This is based on the responses of 41 organizations

**Education** – 7 (17%) of the organizations participating in the inventory identified major service delivery gaps in issues relating to language training and instruction (ESL, LINC), and to elementary, secondary, and post-secondary education in general

Key concerns were:

- Lack of English language instruction for non-fluent immigrants, including for elementary and secondary school students, and lack of funding to provide such services

- For currently-running programs, issues with long waiting lists, large class sizes, and insufficient curricula
- Lack of specialized training for elementary and secondary school teachers in meeting the needs of newcomers
- Barriers to parental involvement in their children's education, particularly for at-risk youth

Suggestions for addressing these concerns were:

- Developing more comprehensive curricula
- Offering "various level classes, restricted in size to small groups, and structured for reading, writing, speaking, listening, and enhanced language training, perhaps based on occupation"
- Increased funding for education support and language development services

**Employment** – 11 (27%) of the organizations participating in the inventory identified major service delivery gaps in issues relating to employment and volunteer opportunities, employment support services, hiring practices, and credentials

Key concerns were:

- Availability of employment and volunteer opportunities and employment support services
- Lack of information and guidance about gaining employment
- Barriers to recognition of international credentials, including access to accreditation and retraining programs
- Systemic biases against hiring immigrants

Suggestions for addressing these concerns were:

- Funding to provide necessary and comprehensive employment services, including one-on-one counseling, job search workshops, assistance with resumes, and guidance about what is required in the job market
- Greater recognition of credentials and skills within immigrant communities, particularly at the government level
- Working with employers on systemic hiring biases and providing them with tools to avoid discrimination

- Increased representation of immigrants on boards to encourage volunteerism

**Health and Well-Being** – 9 (22%) of the organizations participating in the inventory identified major service delivery gaps in issues relating to the provision of health services, including mental health services

Key concerns were:

- Affordability of health services, particularly for dental and eye care
- Barriers to healthy living for individuals with restricted budgets
- Insufficient mental health services, especially relating to trauma, grief, depression, and anxiety, and, where services are available, not always in clients' first language
- Lack of funding for services to high-need clients, including those with mental illness and addiction issues, and for refugees
- Difficulties with bureaucratic structures, including paperwork, delays in receiving OHIP cards, and providing integrated healthcare services
- Consequences for failure to provide preventative healthcare (i.e., for employment, job training, long-term health and well-being, and adjustment issues)

Suggestions for addressing these concerns were:

- Targeted and sustained funding for comprehensive service delivery, including basic health care and counseling services
- Enhanced and multilingual services, particularly in the area of mental health
- Understanding of broader issues, including issues of adjustment problems and culture shock, and development of preventative strategies

**Inclusion and Civic Engagement** – 12 (29%) of the organizations participating in the inventory identified major service delivery gaps in issues of community engagement, integration, and social and cultural supports

Key concerns were:

- Insufficient support and funding for ethno-cultural groups
- The lack of affordable and accessible spaces or venues for cultural groups to hold events and meetings

- Lack of connections between schools and communities
- Difficulties for immigrants in balancing between integrating and maintaining their own culture, and subsequent effects on families
- Isolation due to language barriers, cultural insensitivity, stereotypes, and lack of understanding of newcomers' cultures

Suggestions for addressing these concerns were:

- Development of a shared community space or "Multicultural Centre" to host events and provide other services, including office space, recreation space, meeting rooms, kitchen, etc.
- Providing services and programming in culturally and linguistically-accessible ways, such as a drop-in centre for newcomers offering assistance and support in their own languages
- Engaging immigrants as volunteers to promote a sense of belonging, and reflecting diversity of the population in hiring and recruiting practices
- Diversity and cross-cultural training for staff, teachers, government workers, and other professionals, and public education regarding racism and its effects

**Settlement** – 13 (32%) of the organizations participating in the inventory identified major service delivery gaps in issues relating to information and referrals, transitional services, and interpretation services

Key concerns were:

- Ability to provide information and referrals when requested and meet newcomer needs as they arise, especially for newer organizations
- Cost of interpretation services for individuals and families, and difficulties for organizations in coordinating and providing these services
- On-going difficulties for immigrants in navigating bureaucratic structures, filling out forms, responding to letters, etc.
- Need for community partners to help provide settlement services
- Need for long-term support to deal with issues that arise after basic needs are met and address settlement issues that are on-going

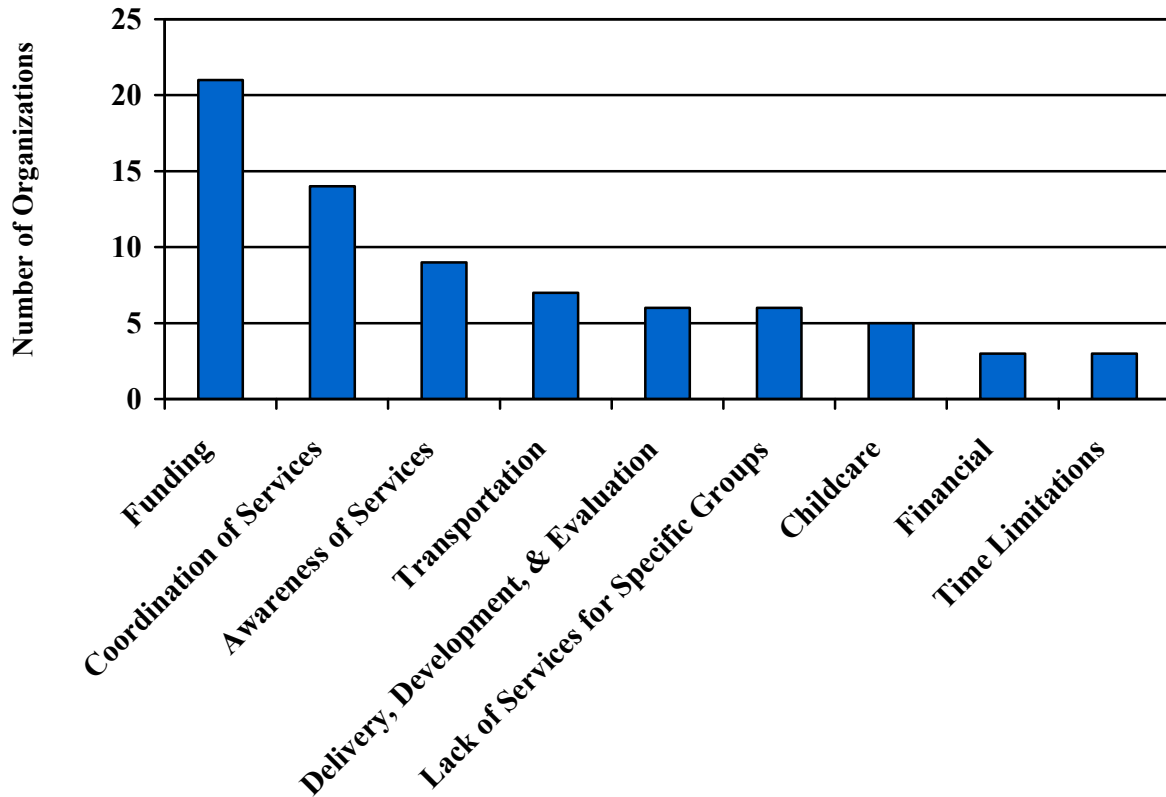
Suggestions for addressing these concerns were:

- Making sure staff are available to connect with new clients as they are referred
- More funding for interpretation services, and developing a list of volunteers and community partners who can assist with these services
- Newcomer mentoring, so individuals can see the progression from their situation to success
- Advocates in accessible locations who can provide help with navigating the service systems
- Providing services and information pre-immigration and post-immigration to facilitate the acculturation process

## Overarching Service Gaps

The overarching service gaps reflect gaps relevant to all services.

*Could you please list the top three gaps you see in service delivery in the community, explain why it is important to address each gap, and suggest how to address each gap:*



### Overarching Service Gaps

*Note.* This is based on the responses of 41 organizations

**Funding** – 21 (51%) of the organizations participating in the inventory identified major service delivery gaps in funding

Key concerns were:

- Current funding does not allow organizations to meet the all of the complex needs of immigrants
- Need for sustainable and consistent funding to allow programs to develop "without worrying where the next funding is going to come from"
- Funding requires that organizations know in advance how much will be spent and where

- Lack of funding negatively impacts the ability of organizations to provide transportation, childcare, healthcare services, interpretation services, cultural events, outreach and marketing, social support services, and education and employment support

Suggestions for addressing these concerns were:

- Lobbying for increased funding
- Focus on sustainability and "reinvent projects in order to get funded in a new way"
- Developing creative solutions within and between agencies to cope with under-funding and lack of resources

**Coordination and Integration of Services** – 14 (34%) of the organizations participating in the inventory identified major service delivery gaps in coordination and integration of services

Key concerns were:

- Lack of collaboration and communication between existing organizations
- Lack of integrated service delivery and marketing
- Inefficiencies in distribution of available resources
- Confusion for clients about duplication of services and difficulties in providing referrals among multiple organizations
- Lack of use and undermining of local resources by federal and provincial planners

Suggestions for addressing these concerns were:

- Planning at an organizational level for more efficient and effective service delivery
- Developing an overall strategy for immigration, including attraction and retention
- Providing a comprehensive picture of locations of available resources that could be distributed to clients and organizations
- Developing an electronic portfolio of client information to be shared among counselors
- Standardizing of services and developing a standardized assessment tool
- More cooperation and sharing of information at the local and non-local levels to provide an integrated continuum of services

**Awareness of the Services** – 9 (22%) of the organizations participating in the inventory identified major service delivery gaps in awareness of services

Key concerns were:

- Not reaching enough of the target populations with services
- Lack of funding to advertise events and promote organizations
- Difficulties in reaching isolated newcomers who are not living near others of their culture
- Language barriers can impede awareness if people do not understand what services are available

Suggestions for addressing these concerns were:

- Taking services and outreach efforts into target communities and connecting with existing community groups
- More funding and resources for outreach efforts
- Using current or former clients for word-of-mouth strategies
- Providing information and outreach materials in multiple languages

**Transportation** – 7 (17%) of the organizations participating in the inventory identified major service delivery gaps in transportation

Key concerns were:

- Cost of transportation
- Transportation system
- Existing facilities not sufficient to reach all newcomers

Suggestions for addressing these concerns were:

- Providing services closer to target populations, including going into communities as part of outreach programs
- Advocacy within the existing transit system and with the city for better transit services



**Delivery, Development, and Evaluation** – 6 (15%) of the organizations participating in the inventory identified major service delivery gaps in how service providers develop, deliver, and evaluate their programs and service mandates

Key concerns were:

- Not enough awareness and understanding of immigrants' needs
- Conflict between how service providers and clients perceive and identify problems
- Individualistic approach to service not always best for those coming from collectivist or family/group-oriented societies
- Clients who do not fit within funders' mandate cannot be provided with services
- Too much focus on numbers and participation levels, not outcomes for clients
- Not enough general support resources
- Services are provided on a reactive basis, rather than planned in advance

Suggestions for addressing these concerns were:

- Need more opportunity and resources for proactive planning
- Developing more holistic approaches to understanding the needs of immigrants
- Including families and social supports in service delivery and address barriers to service access
- Focusing on whether services solve clients' problems and meet their expectations

**Lack of Services for Specific Groups** – 6 (15%) of the organizations participating in the inventory identified major service delivery gaps in lack of services for specific groups

Key concerns were:

- Lack of meaningful programming for children, youths, and seniors
- Lack of support for poorer immigrants, particularly women
- Need for ethno-specific services in communities
- Refugees with special needs are a growing population and require more long-term support

Suggestions for addressing these concerns were:

- Developing special programming for youths and families to assist in negotiating cultural differences
- Educating public about refugees with special needs and about the immigrant population in general

**Childcare** – 5 (12%) of the organizations participating in the inventory identified major service delivery gaps in childcare

Key concerns were:

- Lack of affordable childcare creates barriers to participation and integration

Suggestions for addressing these concerns were:

- Providing free childcare for children 1 to 11 years of age
- Alternative programming for children during adult programming services
- Bringing services directly to families
- Additional funding to programs and families to cover the costs of childcare

**Financial** – 3 (7%) of the organizations participating in the inventory identified major service delivery gaps in financial issues other than lack of funding

Key concerns were:

- Government financial assistance does not take into account needs of larger families, including with respect to housing
- Restricted finances overlap with barriers to health and well-being, including contributing to poor diet and unhealthy employment situations

Suggestions for addressing these concerns were:

- Financial assistance must meet the basic needs of larger families

**Time Limitations on Service Delivery** – 3 (7%) of the organizations participating in the inventory identified major service delivery gaps in time limitations on service delivery

Key concerns were:

- Not enough time to spend with clients to help them develop and achieve self-sufficiency

Suggestions for addressing these concerns were:

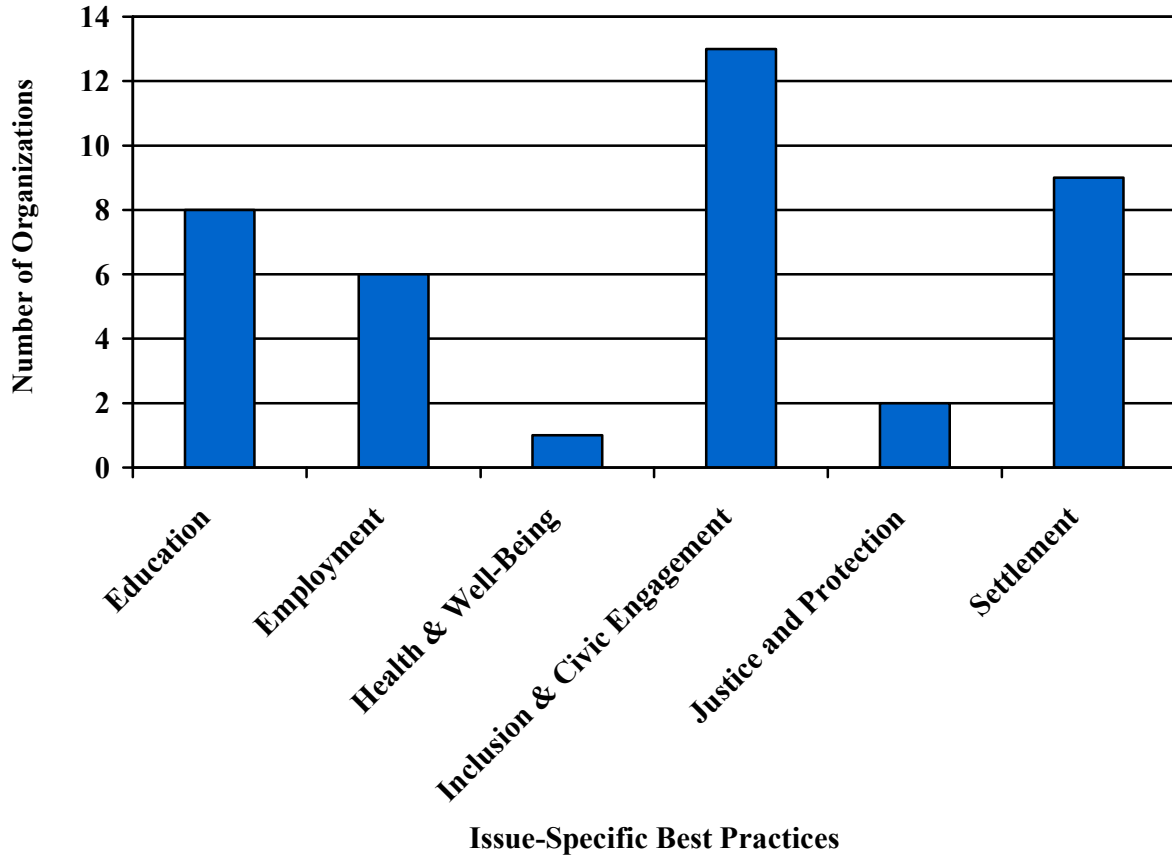
- Overcoming funding restrictions on time

## Best Practices

### Issue-Specific Best Practices

The issue-specific best practices reflect best practices particularly relevant to the areas of focus identified by the LMLIP in its terms of reference for the Council.

*Could you please list the top three best practices of your organization, and describe why each is effective:*



*Note.* This is based on the responses of 36 organizations.

**Education** – 8 (22%) of the organizations participating in the inventory identified best practices in the area of education, including:

- Quality training and encouraging professional development for teaching staff
- Substantial numbers of teaching staff and "small class sizes that give the opportunity for the students to get more attention and to learn faster"

- Encouraging communication between teachers, parents, support workers, and the community
- Providing information about education from real immigrant perspectives
- Programming specific to newcomer needs, including homework clubs, language booklets, 1-on-1 conversation circles with native English speakers, and cultural interpretation services, and supporting youths by giving them teaching roles (e.g., in computer classes for seniors)

**Employment** – 6 (17%) of the organizations participating in the inventory identified best practices in the area of employment, including:

- Job search workshops for immigrant clients
- Providing information about employment from real immigrant perspectives
- Diverse hiring practices and support for prospective immigrant employees, which enhances the ability of organizations to interact with and respond to diverse communities

**Health and Well-Being** – 1 (3%) of the organizations participating in the inventory identified best practices in the area of health and well-being, including:

- Hiring counsellors with a broad range of specialities, including trauma counselling

**Inclusion and Civic Engagement** – 13 (36%) of the organizations participating in the inventory identified best practices in the area of inclusion and civic engagement, including:

- Hosting cultural events and social activities to bring communities together, such as a Ramadan dinner, Canada Day celebration, and Mother's Day celebration
- Encouraging community and volunteer participation in events, programs, and organizations
- Providing support "through ethno-cultural specific groups so that the language and cultural barriers are addressed"
- Developing inclusive policies and capacity-building strategies
- Support for women immigrants in particular, in terms of capacity building, outreach, social supports, and strengthening women's connections with each other

**Justice and Protection Services** – 2 (6%) of the organizations participating in the inventory identified best practices in the area of justice and protection services, including:

- Providing cultural interpretation services in the courtrooms and in conflict resolution

- Assistance to immigrant families and individuals struggling with integration, particularly if at risk for involvement in family violence and the criminal justice system

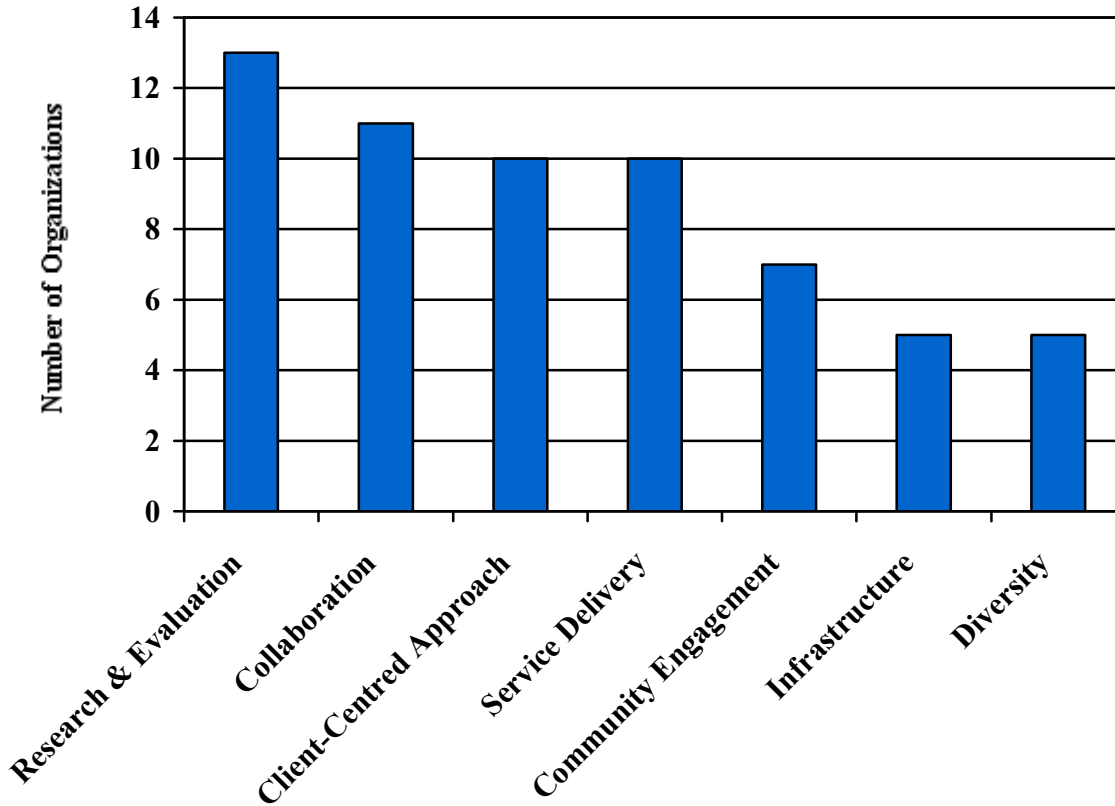
**Settlement** – 9 (25%) of the organizations participating in the inventory identified best practices in the area of settlement, including:

- Providing practical supports, including food bank information, food vouchers in emergencies, bus tickets, and emergency funds, as well as on-going social supports
- Assistance with information and referrals based on best practices and real immigrant experiences
- Interpretation services and multilingual programming, through referrals and staff, as well as outside professional services, which helps maintain client confidentiality and ensures that "information is translated in ethically appropriate way"
- Cultural interpretation services and bridging between immigrant communities and mainstream services

### Overarching Best Practices

The overarching best practices reflect practices relevant to all services.

*Could you please list the top three best practices of your organization, and describe why each is effective:*



**Overarching Best Practices**

*Note.* This is based on the responses of 36 organizations.

**Research, Standardization, and Evaluation** – 13 (36%) of the organizations participating in the inventory identified best practices in their use of research, and standardization and evaluation of services, including:

- Developing services and policies using evidence-based research
- Reviewing the policies and practices of other organizations and adapting where possible
- Conducting research based on the needs of the community and communicating findings
- Maintaining standards for staff training in best practices for relevant fields

- Evaluating programs and services to demonstrate effectiveness of programs and making improvements where necessary

**Collaboration** – 11 (31%) of the organizations participating in the inventory identified best practices in collaboration and communication with other organizations, including:

- Collaborating with other organizations to provide services in recognition that individual agencies working alone cannot meet all identified needs
- Communicating and sharing information, ideas, research, and best practices within and between organizations and communities
- Developing effective partnerships "based on shared commitments, values and trust rooted in history and existing relationships"

**Client-Centered Approach** – 10 (28%) of the organizations participating in the inventory identified best practices in client-centered approaches, including:

- Engaging in outreach efforts for individuals and families, developing rapport with clients, and responding to clients' needs as they identify them
- Developing solutions and strategies based on individual strengths and needs, and including clients in the decision-making process
- Providing accessible feedback mechanism to evaluate services from clients' perspectives, and incorporating suggested changes where possible
- Providing empathetic, caring, and respectful support for clients and their experiences

**Service Delivery** – 10 (28%) of the organizations participating in the inventory identified best practices in specific service delivery practices, including:

- Dynamic and responsive customer service
- Innovation, flexibility, and creativity in meeting client needs, and adaptability to changing situations in communities and employment markets
- Creating welcoming and accessible spaces for clients, including offering services in locations preferred by community members themselves
- Addressing barriers to service access by offering services in different languages (e.g., French, Spanish, and American Sign Language), offering evening appointments, and waiving fees when necessary



- Offering preventative or early intervention services to avoid increased difficulties and costs later on
- Approaching systemic change by working closely with individuals and encouraging them to become advocates within their own organizations

**Community Engagement** – 7 (19%) of the organizations participating in the inventory identified best practices in community engagement, including:

- Consulting and collaborating with communities and stakeholders in development, delivery, and evaluation of services and research
- Maintaining on-going relationships with community partners and responding to changes in community needs

**Infrastructure** – 5 (14%) of the organizations participating in the inventory identified best practices in their organizational infrastructure and staffing, including:

- Developing organizational structures that are well-managed, fair, low in conflict, flexible and adaptive, and respected by clients and funders
- Creative, experienced, and well-trained staff who are capable of meeting a wide range of client needs

**Diversity** – 5 (14%) of the organizations participating in the inventory identified best practices in representing and supporting diversity, including:

- Hiring and recruitment practices supportive of representing diverse cultures, communities, and practices
- Building commitment to diversity into training, planning, policy, and programming initiatives, as well as reflecting in visual and written materials

## Summary

- London and Middlesex is a community with many strengths in providing services to immigrants
- A number of universal and targeted organizations provide services for immigrants and work collaboratively to do so
- Despite these strengths, there are a number of barriers to access to services and unmet needs in the community that have been identified through the questionnaire inventory
- The inventory also provides information about potential strategies for overcoming barriers and filling needs, and examples of best practices
- Based on this information, the London and Middlesex Local Immigration Partnership Council is developing a strategic plan for building on the excellent ongoing work in supporting immigrants in London and Middlesex, and enhancing access to and delivery of integration services to all immigrants in the community
- Expected outcomes include:
  - Improved access to services
  - Coordinated provision of services
  - Improved labor market outcomes
  - Strengthened strategic capacity of the municipality on immigration issues
  - Increased community capacity to respond to emerging needs
  - Increased community awareness of immigrant integration needs