

Dauphin and Region
Local Immigration Partnership
Feasibility Study

A discussion paper prepared for Dauphin and Region Immigrant Services
with funding from Immigration, Refugees and Citizenship Canada

Contents

Introduction 2

Local Immigration Partnerships? 3

Building Welcoming & Inclusive Communities 5

Methods Used for the Study 8

Immigration in Dauphin and surrounding Region 9

Available Supports and Services for Immigrants and Refugees 11

 Settlement Service Providers 11

 Mainstream and Other Services 12

 Service Gaps 15

Findings from Stakeholder Survey 17

Newcomer Perspectives 24

Dauphin and Region LIP 24

 Identified Need for a LIP 25

 Challenges to form a LIP 27

 Organizational Structure 29

 Next Steps 33

 Conclusion – Observations and Suggestions 36

References 38

Introduction

The purpose of this study is to determine the need for, and the viability of, a Local Immigration Partnership (LIP) initiative for the community of Dauphin and surrounding municipalities.

The establishment of a LIP creates an opportunity for diverse community stakeholders to collaborate to develop a community strategic plan that includes the needs of newcomers, to strengthen existing partnerships needed to improve coordination, communication, and services within and between sectors, and to foster welcoming and inclusive communities,

Dauphin is Manitoba's 9th largest city and is the regional service centre for the Parkland region. Many newcomers have made Dauphin home, living and working in Dauphin and in the surrounding municipalities. These municipalities have businesses who struggle to attract people to meet their labour market needs as well as the settlement and integration needs of newcomers. As Dauphin's population and diversity of newcomers grows, a LIP would provide the mechanism necessary to support community-based immigration initiatives, employer-driven initiatives, newcomer serving organizations, and mainstream services and agencies to support better coordination and planning.

A newcomer serving organization, Dauphin and Region Immigrant Services (DRIS) provides direct services to immigrants and refugees with a focus on settlement and integration. However, there are no formal coordinated and multi-sectoral initiatives to develop strategies for welcoming, settling, and integrating newcomers. For the purpose of this study, the term newcomers refers to people born outside of Canada, who came here as immigrants, refugees, temporary foreign workers, and international students.

This report will provide a better understanding of settlement and integration in the city of Dauphin, successes and challenges, and how a LIP will be instrumental for the community as it moves into the future.

As this report outlines, a LIP will benefit Dauphin and region. Furthermore, community stakeholders are interested in a LIP for the City of Dauphin and region and are ready to participate and contribute to the development of a LIP.

The Dauphin and region LIP feasibility study is funded by Immigration, Refugees, and Citizenship Canada (IRCC).

Local Immigration Partnerships

Local Immigration Partnerships (LIPs) were first developed in Ontario in 2008, through a partnership between Citizenship and Immigration Canada, now known as Immigration, Refugees, and Citizenship Canada (IRCC) and the host organization. In 2012, the first LIPs outside of Ontario were established and as of 2017, there were close to 80 LIPs operating across Canada. Currently, in Manitoba there are four active LIPs, Immigration Partnership Winnipeg (IPW), Pembina Valley LIP (PVLIP), Portage la Prairie LIP (PLIP), and Eastman Region LIP (ERIP), and a future LIP in Brandon slated to begin in April 2020.

Small communities across Canada are recognizing the importance of newcomers and are making immigration a main component of their plans for the future. Attraction and retention have been identified as a key concern for rural communities. LIPs have been established to complement existing activities or initiatives by providing a mechanism for community-based partnerships that foster local collaboration and planning among diverse stakeholders with the goal of building welcoming and inclusive communities for newcomers.

In Canada, service provider organizations (SPOs) such as DRIS have been established to provide direct settlement services for newcomers. Unlike SPOs, LIPs do not provide direct services for newcomers. Instead, LIPs provide an opportunity to engage key community stakeholders representing various sectors in the community to support the integration of newcomers, foster community-based knowledge-sharing and local strategic planning, and improve the coordination of effective services for newcomers' integration. LIPs indirectly support the settlement and integration of newcomers while strengthening the capacity of host communities to welcome newcomers, therefore augmenting community engagement to support the reciprocal nature of integration. It is important to remember that meaningful integration is a two-way street. The reality is that "the best settlement programs will fail in the absence of a welcoming community" (Vineberg, 2012, p. 65). One of the overall goals of LIPs is to recognize the important role that host communities play in the integration of newcomers.

While each LIP typically has a slightly different operational structure and pursues different activities, they are each designed to perform four major functions or objectives:

- Support better coordination in the planning and delivery of integration services across multiple sectors.
- Strengthen local integration capacity to foster local labour market access, social inclusion and sustainable welcoming and inclusive communities.
- Provide a framework to facilitate collaboration and develop and implement community-based strategic plans.
- Achieve improved outcomes as indicated by increased economic, social, political, and civic participation by newcomers. (See Figure 1).

Figure 1: Overall objectives of LIPs



Source: Burr (2011). pp. 5.

The following examples of LIPs in Manitoba communities provide a snapshot of activities that were generated by LIPs to address the goals of their community strategic plan. The activities are based on one or more of the four objectives in figure 1 above.

Immigration Partnership Winnipeg (IPW), established in 2014, has developed a strategic plan that includes developing bridges between newcomers and Indigenous communities in Winnipeg, improving policies around newcomer employment, enhancing the public's understanding of and value for newcomers to Winnipeg, increasing newcomer participation and voice in government and civic process, and creating more equitable schools where newcomer youth and children can succeed. IPW is developing a tool kit for training and workshops for bridging newcomer and Indigenous communities.

The Pembina Valley Local Immigration Partnership (PVLIP), a regional LIP, was established in 2017. The initial focus has been to develop partnerships across the Pembina Valley in seven communities and their surrounding municipalities. The PVLIP top three priorities are to create a welcoming & inclusive community policy, improve communication, and address mental health for newcomers. Along with establishing partnerships, the PVLIP also contributed to the annual Culturefest celebration promoting diversity through showcasing newcomer talents.

Portage La Prairie Local Immigration Partnership (PLIP) was established in November 2017 with a mandate to help Portage la Prairie and surrounding area to become increasingly welcoming and inclusive, and to support the economic, social, cultural and civic/political integration of newcomers moving into the area. The PLIP is collaborating with community initiatives such as transportation, housing, and child care, as well as developing partnerships to address future labour market needs.

Building Welcoming & Inclusive Communities

The overall goals for LIPs are to build welcoming and inclusive communities for newcomers whereby the host community plays an active role in adapting to ensure successful settlement and integration. Recognition that host communities have a role to play in the integration of newcomers is not only common in settlement literature, but it is also written into the *Immigration and Refugee Protection Act, 2001*; the *Act* states that successful integration of newcomers involves both obligations of the newcomers and Canadian society (as cited in Burr, 2011, pp. 2). At its core, a welcoming community can be defined, according to the National Working Group on Small Centre Strategies (2007) as a community that “has a strong desire to receive newcomers and to create an environment in which they will feel at home[;] ensures newcomers are able to participate fully in all aspects of community life[; and] ensures newcomers have access to a full range of services and programs and can find meaningful employment opportunities” (pp. 65).

In their report, “Characteristics of a Welcoming Community,” Victoria Esses and colleagues (2010) provide a detailed description of 17 characteristics of a welcoming community that have been adopted as outcomes that LIPs should strive for in their initiatives.

The following is an overview of each of these characteristics, which are used in this study to examine Dauphin and region's existing capacities and potential areas for improvement to become more welcoming and inclusive for immigrants and refugees.

1. **Employment opportunities:** Suitable employment opportunities is one of the most important characteristics of a welcoming community, and one of the key factors that determine newcomers' destination choices. Employment is important because it provides a primary source of income through which most individuals meet basic needs. Many skilled workers come to Canada with the expectation that they will be able to obtain employment commensurate with the education and work experience that helped them to immigrate, and affects their retention in a community. A demand for skilled workers in the Canadian labour market means that employing newcomers is important to support the economy. (pp. 14).
2. **Fostering of social capital:** Social capital plays an important role in settlement of newcomers, and the existence of networks, along with the prospects for building them, is instrumental in newcomers' decisions on where to settle in Canada. Newcomers need to be able to build both primary networks, which includes friends and family, and secondary networks, which includes co-workers, neighbours, and acquaintances, to have a sense of belonging (pp. 24).
3. **Affordable and suitable housing:** Finding affordable and suitable housing is a major concern for newcomers and is an essential need, to access employment, schools, and key services such as health care. Additionally, access to housing is a key element when newcomers are deciding where to settle. The presence of affordable and suitable housing can be used as a tool for attracting and retaining newcomers, including skilled professionals who may have employment opportunities in several communities. (pp. 29).
4. **Positive attitude toward immigrants, cultural diversity and the presence of newcomers in the community:** Ensuring there is a positive attitude towards newcomers is important to developing a welcoming community and contributing to a newcomer's

overall satisfaction with their life in the community. Positive attitudes are important to consider because they are closely related to other characteristics and indicators such as lack of discrimination in the workplace, social engagement, and relationships with the police and justice system (pp. 34).

5. **Presence of newcomer-serving agencies that can successfully meet the needs of newcomers:** Newcomer serving agencies are often the primary point of contact for many newcomers upon arrival and provide ongoing support as newcomers move through their settlement process, as well as strengthening communities, and promoting links between institutions. (pp. 38).
6. **Links between main actors working toward welcoming communities:** A key element of welcoming communities is that there is an opportunity to connect community members, service providing organizations, and all levels of government, to cooperate and share information and resources to facilitate successful settlement and integration of newcomers in their community (pp. 44).
7. **Municipal features and services sensitive to the presence and needs of newcomers:** Municipal governments have a role to play in creating welcoming communities through city planning and the delivery of services and information that recognize the specific needs of newcomers (pp. 48).
8. **Education opportunities:** Ensuring that newcomers have access to necessary educational opportunities for children, youth, and adults is an element of creating a welcoming community (pp.51).
9. **Accessible and suitable health care:** Although Canada ranks above most other countries in the world when measuring population level indicators of health, there are widely acknowledged inequities in health status and access to services. Therefore, a welcoming community can ensure newcomers know about health care services and can work to create adequate access to necessary services, such as interpretation services (pp. 58).
10. **Available and accessible public transit:** The availability and accessibility of public transit are vital characteristics of a welcoming community. Being able to access public transportation impacts newcomers' ability to get to work, use services, and meet their basic needs. (pp. 62).
11. **Presence of diverse religious organizations:** Having the ability to attend one's religious organization is important for newcomers who practice religion and thus having diverse religious organizations present is a characteristic of a welcoming community (pp. 66).
12. **Social engagement opportunities:** Social engagement opportunities are closely linked to social networking because they represent connections with community members. In the absence of family or friends, social engagement and networking help address the isolation that newcomers may feel in the absence of social ties and connections within the community (pp. 69).

13. **Political participation opportunities:** Political participation is a form of civic participation and engagement. An important part of participation is knowledge about one's rights and responsibilities. This is particularly important for newcomers who may be arriving from countries with different civic participation expectations, and who may therefore lack an understanding of how to become engaged in Canada's political landscape and why such engagement is important (pp. 73)
14. **Positive relationships with the police and justice system:** It is important for both the police/justice system and newcomers to build relationships. Such engagement can enhance the police and justice system's ability to properly protect and not discriminate against newcomers while newcomer can develop positive perceptions of law enforcement for newcomers (pp. 76).
15. **Safety:** Safety in our homes and on our streets is a vital part of the quality of Canadian life. In fact, many people decide to make Canada their home because of its international reputation as a safe, peaceful country. The National Working Group on Small Centre Strategies lists safety as a factor needed to create welcoming communities. (pp. 82).
16. **Opportunities for the use of public space and recreational facilities:** For newcomers, especially newcomer youth, having access to public spaces and recreational facilities supports their settlement and integration into their new communities and is therefore important to welcoming communities' initiatives. (pp.86)
17. **Favourable media coverage and representation:** Since media influences public perceptions, it can act as a means to inform newcomers about their community and can demonstrate a community's perceptions of newcomers and immigration. Ensuring favourable media exists in a community can lead to a more welcoming community (pp. 90).

When considered together, these characteristics create a holistic understanding of what a welcoming community is, however, the characteristics will be given varying importance depending on the unique factors of a community (Esses et al., 2010, pp. 7).

Esses et. al (2010) also suggest a five-stage approach to building welcoming communities, which LIPs can adopt into their strategic planning and use throughout their initiatives. These stages are complimentary to the development and sustainability of LIPs and will ensure that work continuously strives to build and strengthen welcoming and inclusive communities. The five stages include (p. 7):

1. Local and global assessments of the current state of the community;
2. Development of short-term and long-term goals;
3. Implementation of policies and programs to meet the established goals;
4. Evaluation of the effectiveness of the implemented policies and programs;
5. Ongoing assessment of the outcomes and feedback and readjustments made to stage 2.

Methods Used for the Study

This report was produced in consultation with stakeholders in Dauphin and a steering committee established specifically for this project. This study was conducted by a consultant in partnership with DRIS, a newcomer settlement program administered by Community Futures Parkland, (the IRCC contribution agreement holder). The consultant has experience and expertise in settlement and immigration, including the establishment and development of a rural Local Immigration Partnership in Manitoba. After initial discussions with DRIS and a Community Futures Parkland representative, it was determined that the DRIS Program Manager would act as liaison between the consultant and the community to provide initial linkages to stakeholders and potential steering committee members.

The project began in May 2019 with several teleconferences between the consultant and the DRIS Program Manager to identify community and sector stakeholders. A cross-section of stakeholders from municipal government, provincial government, education, settlement service providers, health care, community service organizations such as the regional library, regional recreation services, a refugee sponsorship group, employers, indigenous groups, and law enforcement were invited to meet with the consultant.

The community consultation was held in June 2019, with 31 of the 40 key stakeholders in attendance. Led by the consultant, attendees were introduced to the LIPs model that complements existing activities, and facilitates the development of community-based partnerships and planning around the needs of newcomers. Participants provided their perspective on immigration-related topics facing the region for both newcomers and the community at large, identifying challenges, successes and gaps in settlement and integration.

As the project unfolded, and between meetings, a steering committee comprised of key stakeholders was established to provide support and guidance for the project. The steering committee members were encouraged to provide feedback and additional contacts for the study as well as review the first draft of the report in August 2019.

In September 2019, the steering committee convened to review the revised document in preparation for the final draft for submission to IRCC and to discuss potential host organizations for a LIP and anticipated processes of establishing a LIP in the region.

Data for the study was gathered through multiple methods, including:

- An online survey to key stakeholders,
- Interviews with settlement serving organization staff,
- Interviews with community stakeholders,
- Interviews with newcomers,
- internet-based research of existing organizations and employers in the region.

An online survey was distributed through SurveyMonkey to stakeholders within Dauphin and region. Initial contacts were generated through DRIS and the steering committee and internet searches. Survey respondents were encouraged to share the survey link with other community members to reach as diverse a range of stakeholders as possible. Survey results are outlined later in this report.

Feedback from newcomers, gathered by the consultant through telephone interviews with a dozen newcomers in Dauphin, are presented later in this report.

Throughout the study, the consultant engaged in discussions with stakeholders and encouraged feedback and input for the report. This report is the culmination of numerous discussions and data sources and is informed by those community stakeholders who participated in the study. Ultimately, the report represents the interpretations and analyses of the consultant and steering committee feedback.

Immigration to Dauphin and surrounding region

Dauphin is a growing city situated in the southwest portion of Manitoba at the junction of Highways #5, 10 and 20, and is a regional service centre for the Parkland region. The city of Dauphin is surrounded by rich, productive farmland, natural beauty and a myriad of opportunities for outdoor recreation. Based on the 2016 Census, Dauphin's population was 8,457 with 2,388 in the surrounding municipality of Dauphin for a total of 10,845. There are indicators of future economic growth due to development of new and existing businesses, as well as initiatives that promote entrepreneurship in Dauphin and the surrounding region.

Population in many of the small communities in the surrounding municipalities has decreased, a concern for employers and communities. Table 1 below provides more detailed census data that includes the surrounding municipalities:

Table 1: Populations of Dauphin and region

Community/Rural Municipality	2016 Population	2011 Population	% Change
Dauphin	8,457	8,251	+ 2.5%
RM of Dauphin	2,388	2,200	+ 8.5%
RM Ste. Rose du Lac	1,021	1,023	0%
RM Mossey River	1,145	1,186	- 3.5%
RM Gilbert Plains	1,470	1,623	- 9.4%
RM Grandview	1,482	1,508	- 1.7%
RM Lakeshore	1,363	1,401	- 2.7%
RM Ethelbert	607	629	- 3.5%
RM McCreary	892	948	- 5.9%
McCreary	507	492	+ 0.3%

Source: Statistics Canada, 2016 Census Profile.

More recent population data from the June 2018 Manitoba Health, Seniors, and Active Living annual population report indicates Dauphin's population as 9,161, an increase of 8.3% from the 2016 census data. The data is based on records of Dauphin residents registered with Manitoba Health as at June 1, 2018. (Manitoba Health, Seniors and Active Living Population Report – June 1, 2018, p. 67)

Some of the region's growth can be attributed to immigration that has been steady since 2013 and which was the reason for DRIS being established in 2013. The Manitoba Provincial Nominee program indicates 39 newcomers were welcomed to the area in 2014 (Manitoba Immigration Facts 2014.) Subsequent data indicates 50 newcomers per year have chosen Dauphin as their landing destination. In addition to direct landings, many newcomers arrive via secondary migration from urban centres when they secure employment opportunities in the area.

Dauphin is also host to refugee sponsorship groups. In 2015, three local churches collaborated under the banner of "Dauphin Inter-Church Refugee Team" to sponsor 3 Blended Visa Office Referred (BVOR) refugee families and a single senior citizen from Syria, all of whom arrived in Dauphin in February 2016. Since then, the Dauphin United Church has continued with sponsorships and welcomed a family of six in 2019 as PSRs (privately sponsored refugees.) This family is related to an earlier-sponsored family.

In addition to permanent residents and refugees, employers in Dauphin and region access foreign labour to work in agricultural-based sector jobs through the Temporary Foreign Worker Program. Many of these individuals are on their pathway to permanent residency and some have become citizens and have started their own businesses.

Prairie Mountain Health Authority recruited a cohort of Internationally Educated Nurses (IEN) in 2009, to work in health care facilities in the region. Many of the nurses came initially as temporary foreign workers, and now are permanent residents. Several have become Canadian citizens, and have sponsored family members. The health authority continues to rely on newcomers to fill a wide range of occupations.

According to DRIS, the SPO has welcomed, and provided programs and services to over 500 individuals over the last 6 years, including the privately sponsored refugee families. As with most settlement services, these individuals require multiple interventions as they move through their short and long-term settlement plan of settlement and integration. In addition to growth in immigration, the community is becoming increasingly diverse with people from 51 countries living in Dauphin and region. The top 3 countries represented are Philippines, India, and Nicaragua.

As is the case with the Province of Manitoba as a whole, the majority of all permanent resident landings in Dauphin are economic immigrants arriving through the Manitoba Provincial Nominee Program. Data from the IRCC data portal on number of landings to individual communities indicates 50 new people for each of 2017 and 2018. This is compared to 30 people in 2013.

Table 2 below includes data from the IRCC data portal.

Table 2: Landings in Dauphin and region

	2013	2014	2015	2016	2017	Total
Dauphin	30	40	30	50	50	200+
Ethelbert	0	0	0	0	10	10+
Gilbert Plains	0	0	5	5	0	10+
McCreary	0	0	0	15	0	15+
Roblin	10	10	5	0	0	25+
Russell	50	70	20	50	40	230+
Ste. Rose du Lac	0	0	5	0	5	10+

Source: IRCC Permanent Residents, April 30, 2018 Data.

Note: For confidentiality purposes, IRCC does not report on cells that report numbers under 5. In the furthest right column, a "+" behind the number indicates that the total is not exact and will be slightly higher than what is noted because of the cells reporting under 5.

Available Supports and Services for Immigrants and Refugees

One of the characteristics of welcoming and inclusive communities is the existence and accessibility of services that support newcomer settlement and integration, including both settlement service providers who are mandated to specifically serve newcomers, and mainstream service providers whose services are accessed by newcomers. Dauphin and region has one settlement service provider, DRIS, that provides settlement services and informal language training services. DRIS serves a large area. Newcomers living outside of Dauphin must travel to Dauphin to access settlement services. Newcomers may also access mainstream service providers for their settlement needs, however these service providers may not have the expertise required to meet the unique needs of newcomers.

Settlement Service Providers

DRIS is the only multi-service settlement agency in Dauphin, acting as a hub for the region. Established in 2013 as a program of Community Futures Parkland and initially offering services under the name of Parkland Regional Settlement Services, the program first served a broad area in the Parkland region and employed three part-time staff members in three locations: Dauphin, Roblin and Rossburn. In 2016, the Roblin and Rossburn offices closed and all settlement services shifted to Dauphin under the new name: Dauphin & Region Immigrant Services (DRIS). The change was spurred by declining immigration and client demand in Roblin and Rossburn and increasing immigration and client demand in Dauphin. Since the Dauphin office first began providing services, it has served over 500 newcomers. The organization was funded solely by

IRCC until recently when the Government of Manitoba began funding to settlement programs in Manitoba, enabling supports for all immigration categories. DRIS rents a dedicated space (offices and a classroom) within the Dauphin United Church complex, a centrally-located and easily accessible location in downtown Dauphin.

Services at DRIS are available for newcomers of all immigration statuses and include:

- Needs assessments to identify short and long term settlement goals and to develop individual or family settlement plans;
- Information and orientation sessions to help newcomers settle in the region
- Referrals to employment services with a provincial partner agency. This service is open to all immigration categories;
- English conversation classes offered part-time at the DRIS location in Dauphin;
- Support for filling out forms and applications;
- Assistance with finding housing
- Community connections - referrals to community resources, and education, health, recreation

There are currently no formal language training classes such as the LINC program (Language Instruction for Newcomers to Canada), or Workplace-Specific Language training classes.

Mainstream Service Providers

There are other services that work with newcomers, however, both mainstream and settlement service providers experience similar challenges regarding the geography of the region. While mainstream service providers have a mandate to serve the whole region or just a few communities, they are often only accessed by clients in the community in which they are located. Reasons for this gap in accessibility may be attributed to a lack of awareness of the service provider or because of transportation difficulties

Below is a non-exhaustive list and description of mainstream service programs in Dauphin and region that newcomers can access, as identified through an internet search and consultations with local stakeholders.

Education and Language-Learning Opportunities

- There are three school divisions in the Parkland region which include: Mountain View, Turtle River, and Frontier (Area 2). None of the school divisions are supported by a SWIS (Settlement Workers in Schools) program;
- Mountain View School Division serves approximately 3,200 students within its 16 schools. Five Kindergarten to Grade 5 elementary schools are located in Dauphin, one which offers French Immersion and another a Ukrainian bilingual program. Grade 6, 7 and 8 classes are instructed at Mackenzie Middle School and Dauphin Regional Comprehensive

Secondary School (DRCSS) provides high school programming and numerous technical vocational and apprenticeship programs;

- Mountain View School Division also offers an International Student program for youth eligible to attend High School;
- Based on registrant demand, Red River College offers its Licenced Practical Nursing to Bachelor of Nursing (LP-BN) Bridging program in Dauphin;
- In partnership with local social work providers, University of Manitoba's Faculty of Social Work Distance Program periodically offers Bachelor of Social Work cohorts in Dauphin.
- Assiniboine Community College's Parkland Campus is located in Dauphin and offers post secondary education with course offerings in Business Administration, Carpentry and Woodworking, Comprehensive Health Care Aide, Early Childhood Education, and Practical Nursing, as well as a mature high school diploma;
- Assiniboine Community College has an active international student program;
- Workplace Education Manitoba provides workplace essential skills training in the nine essential skills; Reading, Document use, Numeracy, Writing, Oral communication, Working with others, Thinking, Digital technology. Clients must have intermediate to advanced English language skills;
- Dauphin Friendship Centre provides an adult literacy program.

Health Services

- Dauphin is a regional healthcare hub within the Prairie Mountain Health authority. The Dauphin Regional Health Centre provides a range of services including day and general surgeries.
- Dauphin Community Health Services provide programs such as family first, healthy beginnings, child health services, mental health programs, and mobile crisis services;
- The Dauphin Medical Clinic provides access to family physicians and specialists, and also provides a walk-in clinic and acute care facility.
- Dauphin has two personal care homes;
- Prairie Mountain Health Authority has various health facilities throughout the Parkland region.
- Healthy Together Now is a community led program, regionally coordinated and government supported initiative to help prevent chronic disease in Manitoba. Communities within Prairie Mountain Health can apply for funds to implement programs that focus on healthy eating, physical activity, mental well-being and tobacco prevention and reduction.

Francophone Services

- Francophone settlement services are available via skype or face-time.

Employment Assistance

- Industry, Training and Employment Services (ITES) provides free employment-related services that include career counselling, information about the local job market and the use of public access work stations for resume writing and Internet job search. Programming is delivered through third party service providers such as Parkland Job Opportunity Center (PJOC), who are under contract with ITES to develop and deliver projects.
- PJOC is a not for profit office that provides resume preparation, job search, interview preparation and career exploration to individuals 18 years or older, living in the Parkland region, and eligible to work in Canada. These services are at no charge to participants. ITES utilizes third party delivery to provide participants with the highest quality, most responsive and cost-effective way of preparing for, finding, and keeping a job by providing a variety of employment-related services. These community partnerships are developed and maintained so ITES can enable the delivery of employment services that best meet client needs, ensuring that services can be geared to meet the needs of specific client groups and local communities.
- Community Futures Parkland, located in Grandview delivers a variety of services including loans and technical and advisory services for small and medium- sized businesses, services targeted to youth and entrepreneurs with disabilities, and community economic development and planning.
- Employment and Income Assistance has an office in Dauphin serving the community and surrounding region;
- Service Canada has a service site in Dauphin with representatives available for presentation and information sharing on topics such as the social insurance number, Canada pension/Old Age security plans, employment insurance, Canada education savings plans. Representatives have flexibility to travel to communities as needed.

Other Services

- Parkland Crossing houses several community support programs such as the Dauphin & District food bank, “Wardrobe”, a used clothing give-away site, a breakfast program, facility rentals, an indoor playground and gymnasium for community use and affordable housing options as well as hosting a free Spanish-language counselling service and a Spanish-language Church service.
- Dauphin Friendship Centre offers community activities and events;
- Dauphin Recreation Services (DRS) provides programs and operates numerous sites and facilities in the community including the Parkland Recreation Complex, Kinsman Aquatic Centre, Credit Union Place Arena, Rotary Arena and a curling rink. DRS also operates Vermillion Park Sportsplex which provides options for outdoor sports such as baseball, soccer, rugby and, since 2018, a cricket pitch;
- Dauphin has eleven parks throughout the community, including Vermillion Park and Campground which features a playground and splashpark and 77 serviced and 114 unserviced camping sites, all in the heart of the city;

- Watson Arts Centre promotes activities and events to foster arts, culture, and heritage in Dauphin and the surrounding area;
- The Parkland Regional Library, located in Dauphin, operates 23 branches and book by mail service;
- Dauphin Neighbourhood Renewal Corporation (DNRC) works to build healthy community through a diverse range of initiatives that facilitate community connections and inclusion such as a community garden, a women's maker group;
- The Parkland Filipino Association, established in August 2013 provides a cultural network for the Filipino community in Dauphin, hosting social events and activities throughout the year. New arrivals are welcomed and referred to DRIS.

The City of Dauphin website has an online New Residents Guide that provides information about housing, recreation, education, health services, places of worship, entertainment, and community and government services. The City of Dauphin also provides links to a Rental Housing List, a Multiple Listing Service for home-buyers, and a Community Resource Directory.

Service Gaps

One of the strengths of the community is the variety of community-minded organizations and initiatives that provide programs and services to the community. However, several gaps exist that are not unique to small communities. They are as listed below.

Housing

- While there are Manitoba Housing rental options in Dauphin and region and a limited number of emergency shelters, there remains few other supports, resources, and services related to housing, making it a challenge to know where to go to access information about affordable housing.

Public transportation

- Public transportation is limited to services between Dauphin and Thompson, Dauphin and Brandon, or Dauphin and Winnipeg. There is no public bus transportation within Dauphin, or between Dauphin and other communities in the region, a barrier to accessing services and employment opportunities. The only public option for transportation in Dauphin are taxis that are expensive, therefore not accessible for low income families, and not an option for those living outside the city of Dauphin.

Child care

- Lack of child care spaces in the community limits employment opportunities and access to other opportunities such as education and training.

Service gaps and challenges that are specific to newcomers in the region include, but are not limited to, the following:

Access to settlement and language training services

- There is only one settlement agency in the region located in Dauphin, therefore newcomers living in the surrounding regions must travel to Dauphin for access to DRIS services. The lack of public transportation in the region compounds barriers to accessing settlement services.
- For the 6 years DRIS services have existed, all operational duties of the office and all settlement services have been provided by a sole employee who serves Dauphin and region.
- Language assessments are required for access to LINC classes and online LINC Homestudy, however, there is no access to language assessments at this time.
- There are no options for LINC (Language Instruction for Newcomers to Canada) either part-time or full-time. Language training is available part-time in an informal classroom setting, in conversation circles, and less formally at community connection activities and events.
- Access to blended learning is limited in communities outside of Dauphin due to poor internet/cell services.
- Lack of working knowledge of English affects all aspects of settlement and integration.

Access to interpreter services

- DRIS does not have an interpreter service to accommodate individuals with low level language skills, nor are there any community interpreters with formal interpreter training. This is especially important for high-risk situations such as health care and for police and legal interventions. Prairie Mountain Health Authority has access to interpreter services through Westman Immigrant Services (WIS), a settlement organization in the city of Brandon, 165 kilometers south of Dauphin. While sounding good on paper, this arrangement is challenging in practice. Anecdotal evidence from newcomers and survey respondents points to a dysfunction attaining interpretation services. Front line staff are either not aware of protocol or hesitant to utilize the service.

Newcomer employment services

- Dauphin has a variety of employment services and training, but DRIS does not have an employment facilitator on staff to work specifically with newcomers for job preparation, resume preparation, assistance with job applications, or facilitating credentials assessment and/or pathways to licensure. Other agencies work with newcomers and support them to find employment, but do so through generalized services that may not address the unique employment barriers faced by immigrants and refugees. Also, they may lack dedicated staff with an in-depth understanding of newcomers' experience to provide employment service specific to newcomer needs.

Age group specific newcomer services

- The settlement services provided in the region are open to all newcomers, but are focused on working with adults and families. Therefore, there is an absence of services or programs dedicated to supporting newcomer youth and older adult newcomers (seniors).
- Youth are likely accessing general youth services, after-school programs, or other recreation activities, but no program is targeted to support the unique struggles that newcomer youth face. There is no SWIS (Settlement Workers in Schools) program in Dauphin and region.
- Similarly, while there may be programs for seniors in the Dauphin, there are none that are specialized for newcomers, which would be especially difficult for older adult newcomers with language barriers.

Community connections services

- DRIS does not have a formal volunteer program to assist with connection newcomers to the community. DRIS provides information about community programs, activities and events in Dauphin and refers clients to these opportunities but, with only one staff person, it is not easy for the SPO to organize regular events.
- Beyond DRIS activities, regional initiatives meant to bring newcomers and non-newcomers together, such as a multi-cultural events, are rare. Such initiatives are important since they raise public awareness about the benefits of newcomers, celebrate diversity, and provide an educational opportunity for both the community at large and newcomers. Communities in the region would benefit from more formalized community connection initiatives.

These service gaps and challenges in Dauphin and region present difficulties for newcomers as they move through the settlement continuum. Identifying gaps and challenges are important as they also represent potential opportunities for LIP initiatives that include collaboration and intentional coordination to address these gaps and challenges.

Findings from Stakeholder Survey

This section reveals results of the online survey that was distributed to stakeholders who are decision makers in their business, agency, or organization in Dauphin and surrounding region. The purpose of the survey was to determine stakeholder perspectives on immigration and integration and collaboration and communication within the community and regionally, regarding the capacities and gaps of the 17 characteristics of a welcoming community. Survey participants were given a series of statements and asked to indicate the extent to which they agreed or disagreed with the statement for either their community or their region. Other questions were yes or no questions about settlement, integration and immigration in the region, as well as open-ended questions to provide more details or comments on immigration and integration and, finally, if a LIP could benefit Dauphin and region.

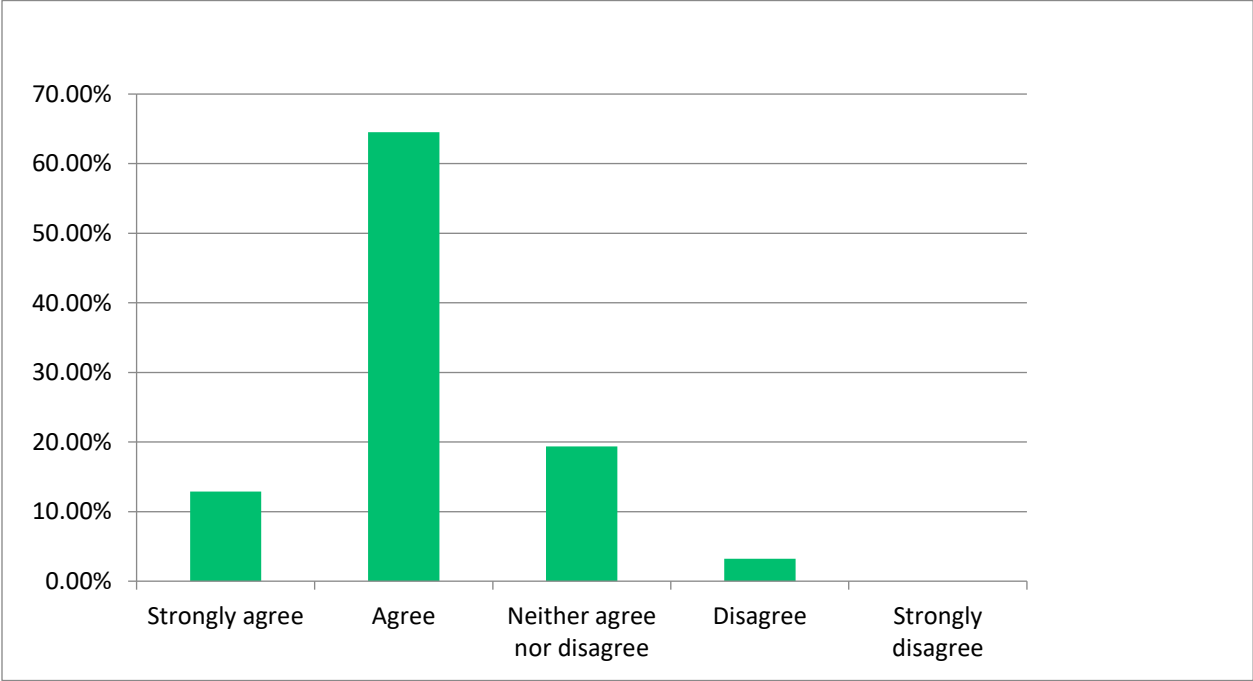
The survey was distributed through SurveyMonkey and the link was sent to key stakeholders identified through networks and internet searches. Respondents were also encouraged to share the link with their network of relevant stakeholders. In all, 31 responses were gathered from stakeholders representing 17 different sectors, with 23% representing education, 19% representing municipal government, and 19% representing community organizations. Other sectors represented were provincial and federal government, settlement sector, health, employment/labour, industry/business, justice/policing, housing, indigenous community, ethno cultural community group, family, children or youth services, private sponsorship group, immigrants, and religious organizations. 48% of respondents indicated that they provide services both within and outside of Dauphin and 42% within Dauphin only.

It is important to note that the survey responses represent the perspectives of a small group and not the views of the entire community.

Welcoming Communities

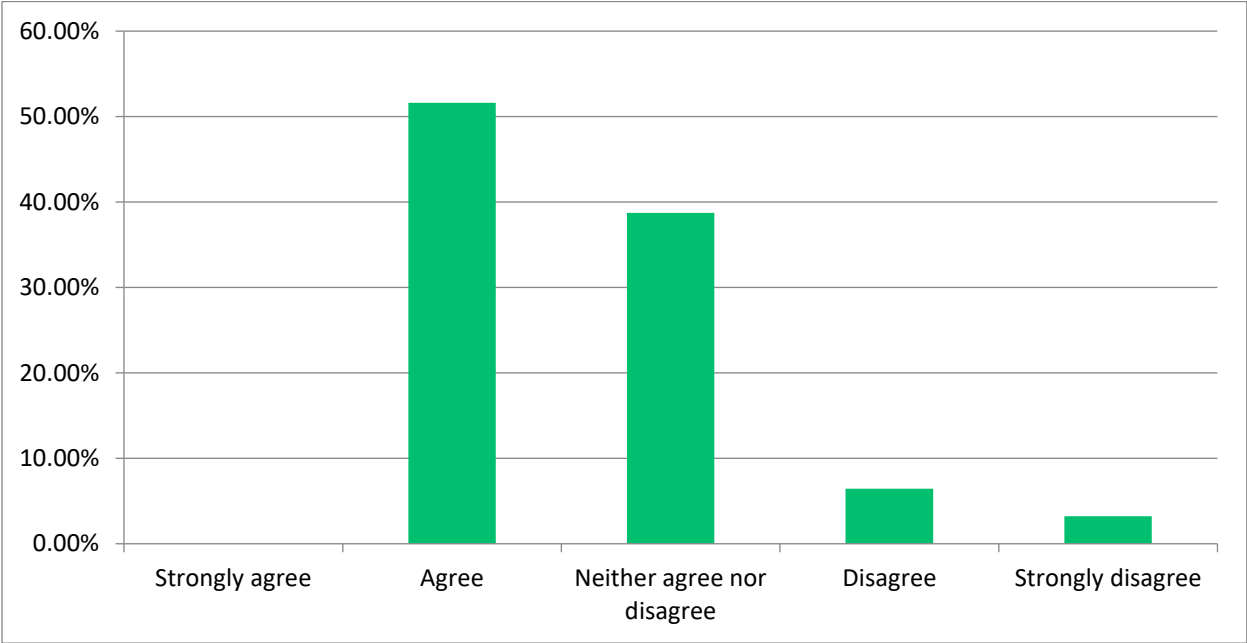
Aligning with the discussion outcome at the stakeholder meeting in June 2019, the majority (77%) of the respondents felt that their community is welcoming to newcomers (see Figure 2).

Figure 2: 'My community or region is welcoming to newcomers'



With regard to attitudes towards newcomers, 52% of respondents agree that their community or region has a positive attitude towards immigrants, cultural diversity, and the presence of newcomers, 39% were neutral, and 9% disagreed. (see figure 3).

Figure 3: 'My community or region has a positive attitude toward immigrants, cultural diversity, and the presence of newcomers.'



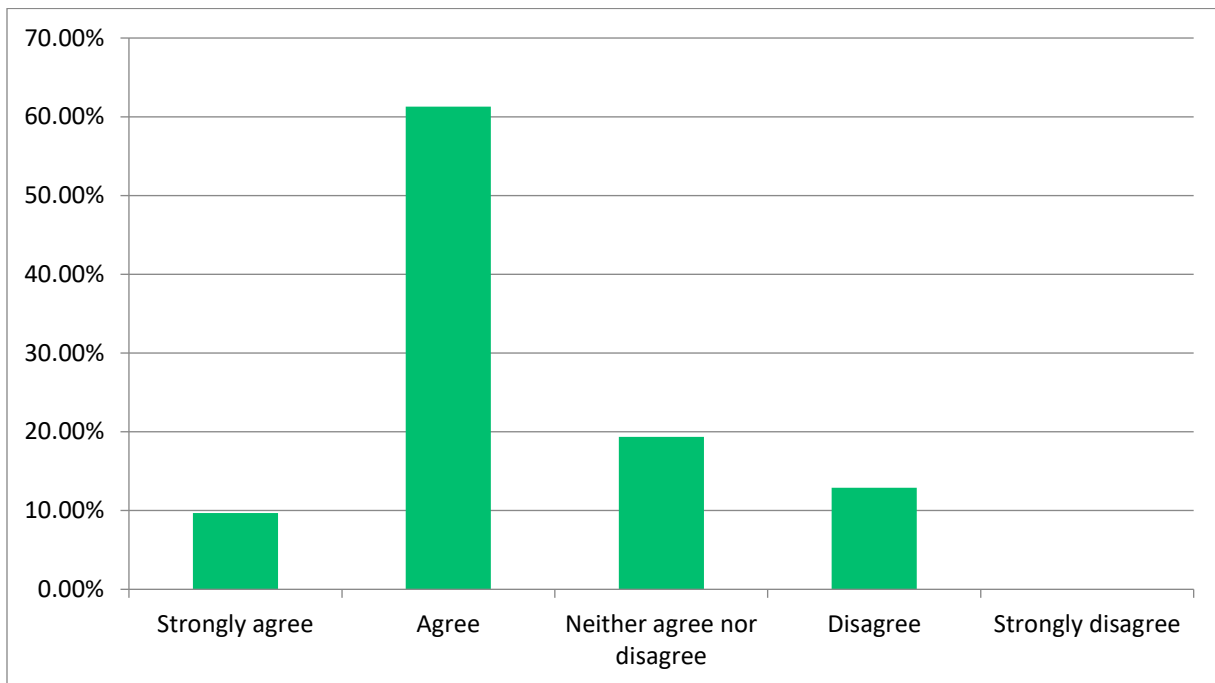
The open-ended general comment section of the survey provided an opportunity for respondents to share their views on welcoming communities. A number of respondents indicated that while newcomers are generally welcome in Dauphin more focus on newcomer engagement and retention is needed. Others observed that as well as the community is doing, there are also many areas that can be improved upon, such as increased awareness of issues that newcomers face, and the challenge to educate residents about newcomers to provide deeper support and understanding. While the majority of the responses indicated Dauphin and region to be welcoming to newcomers, these comments acknowledge that more collaboration within the community is necessary for creating a welcoming and inclusive community.

Community Capacity

One focus of the survey was to learn the perspectives of the key stakeholders with regard to community capacity in various sectors. The following is a summary of the survey report.

Economic opportunities: The responses to the survey question around economic opportunities revealed that 70% of respondents believe that the community or region provides many economic opportunities for newcomers, 19% remained neutral and 11% disagreed. Additionally, 93% of respondents believe that newcomers are important for the economic and community development goals of Dauphin and region. One respondent indicated that newcomers who want to become business owners have limited to no assets that allow a creditor to secure a loan for business start up. The region would benefit from securing a loan guarantee program for newcomers. (see Figure 4)

Figure 4: 'My community or region provides many economic opportunities for newcomers.'



Health Care: The majority (79%) of respondents feel that the available health care is adequate and suitable, while 9% remained neutral, and 12% do not think it is adequate.

Education: The majority of respondents (74%) agree with the statement that the community provides educational opportunities for newcomers, 19% were neutral, and 7% disagreed.

Religious organizations: 55% of respondents believe that their community has diverse religious organizations, 35% neither agreed nor disagreed, and 9% disagreed.

Social Engagement and Social Networks: Just over half (54%) of respondents agree that their community or region has many opportunities for newcomers to connect with community and form social networks, 30% were neutral, and 16% disagreed.

Political or Civic Engagement: A majority of respondents (67%) believe that their community has opportunities for political or civic engagement, 30% remained neutral, and 3% disagreed.

Transportation: Nearly all respondents (93%) feel public transportation is inadequate in the community and region.

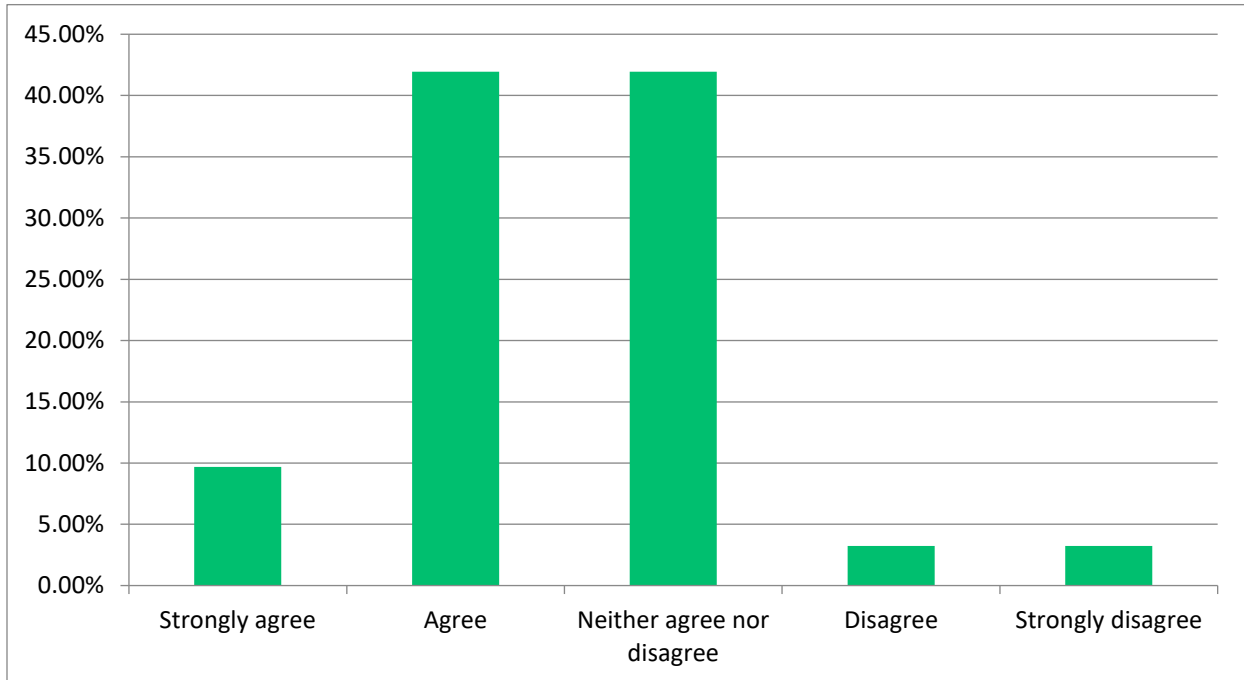
Housing: Just over half of respondents (52%) do not feel that the housing supply is adequate or affordable, 35% neither agreed nor disagreed, the remaining 13% feel that the housing supply is adequate and affordable.

Public and Recreation spaces: The majority (90%) of respondents feel that there are opportunities for newcomers to feel welcome to use public and/or recreational spaces available in their community, 7% were neutral, and 3% disagreed.

Safe Community: The majority (90%) of respondents agree that their community is safe and that there are positive relationships with police and justice system.

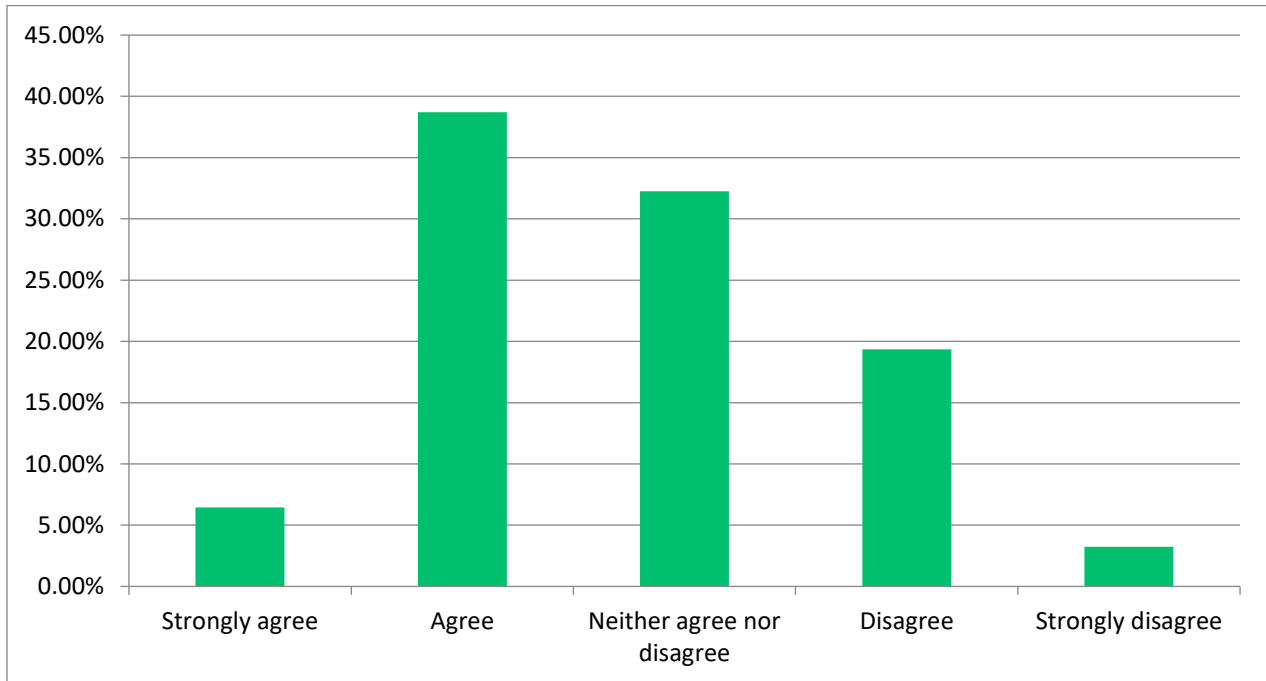
Newcomer Serving Agencies: Just over half of respondents (52%) agree that the newcomer serving agency has the capacity to meet the needs of newcomers, 42% were neutral, and 6% disagreed. There is only one settlement service provider in Dauphin and one staff member to service the entire community and region. For the most part, the work of settlement and integration is largely an unknown. (see figure 5)

Figure 5: 'The newcomer-serving organization in my community or region can successfully meet the needs of newcomers.'



Response to the statement: “There are municipal initiatives and services that are sensitive to the presence and needs of newcomers in my community and region,” showed less than half agreed (45%) with the statement, 32% neither agreed nor disagreed, and 23% disagreed. Although the region has a long history of immigration, this is not an unexpected response as immigration growth in recent years is relatively new for Dauphin in comparison to other rural communities in Manitoba. However, the labour market shortage and employer-led initiatives to attract employees has steadily increased the number of newcomers to the community. A LIP would help facilitate communication and collaboration at a community level. (see figure 6)

Figure 6: ‘There are municipal initiatives and services that are sensitive to the presence and needs of newcomers in my community or region.’



Importance of increased efforts for collaboration

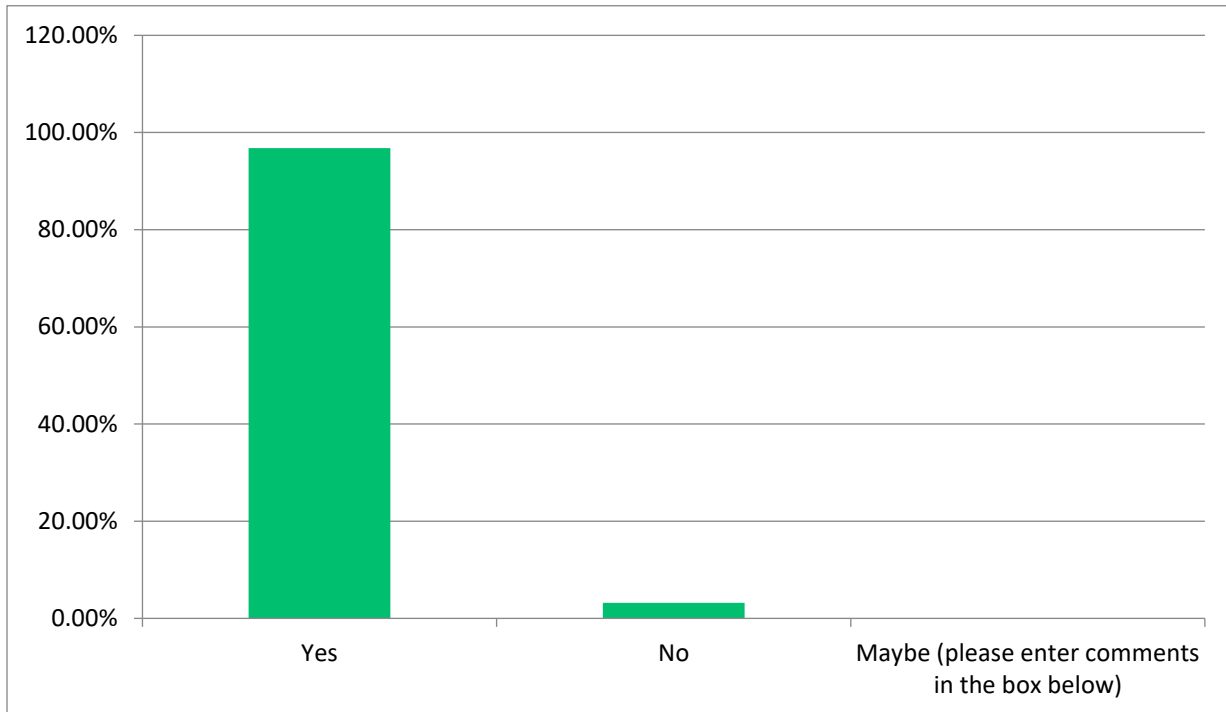
Almost 100% of respondents agreed that collaboration among diverse sectors, groups and organizations is necessary for creating a welcoming and inclusive community. The majority (65%) of respondents agree that the main actors (decision-makers) in their community or region are working together to build a welcoming community, 32% were neutral, and 3% disagreed. However, when asked whether there was effective and sufficient collaboration among sectors, groups and organizations in general, respondents were almost equally divided with 45% disagreeing and 42% agreeing. Follow-up calls clarified some of the negative responses. One comment indicated that the community is in the infant stages of large scale immigration initiatives and as such, are working out the logistics of the collaborative potential. Another observation was that Dauphin needs a more comprehensive plan to work with stakeholders to promote immigration and to support newcomers. Several respondents believe that there are some good things happening informally, but bringing key stakeholders together will provide a greater opportunity to work together. Others indicated that increased collaboration is always a benefit to all, and a formalized structure like a LIP would truly encourage collaboration.

Views on Benefit of Creating Dauphin and region LIP

The respondents were almost unanimous (97%) in their belief that it would be beneficial to develop a Local Immigration Partnership to increase community and sectoral collaboration on immigration-related issues. Various respondents noted that in order for the LIP to be beneficial and productive, it is important the key stakeholders are actively engaged, have clearly defined roles, and shared goals. Another respondent indicated that it is necessary to ensure good

communication among key stakeholders and between them and newcomers, and enough financial resources to undertake LIP initiatives. (see figure 7)

Figure 7: ‘In Dauphin and the surrounding region, would it be beneficial to establish a Local Immigration Partnership to increase community and sectoral collaboration on immigration-related issues?’



Respondents were asked to identify which sectors or groups should be involved in the creation and operation of the LIP. Responses revealed various sectors should be represented including and not limited to, newcomer serving organizations, education sector, health sector, indigenous representatives, community organizations, business sector, cultural and religious organizations, francophone representatives, newcomers, and three levels of government. Other stakeholders suggested were justice, recreation, and small business support organizations.

A majority of respondents indicated the following issues and goals that should be the main focus of the Dauphin LIP. The goals and are listed below ranked according to the percentage of respondents that identified them as important:

- Newcomer employment and workplace integration (90% - 100%)
- Education and training opportunities for newcomers (90% - 100%)
- Supports and services for newcomer children and youth (80% - 90%)
- Newcomer attraction and retention (80% - 90%)
- Improved public education and awareness of newcomers (80% - 90%)
- Newcomers access to health care services (80% - 90%)
- Language learning opportunities for newcomers (70% - 80%)
- Increased settlement services for newcomers (70% - 80%)
- Improved community services for newcomers (70% - 80%)

- Indigenous and newcomer relationships (60% - 70%)
- Issues related to small centres/communities and rural areas (60% - 70%)

Respondents also identified several other goals and objectives for potential focus of the Dauphin LIP. Just over 50% of respondents indicated civic engagement of newcomers, and 29% identified settlement services for francophone services. Other responses included priorities for recreational opportunities, low cost opportunities for newcomer families to help with cultural understanding on both sides, community information forums, child care opportunities to allow for more women to work or take language classes, transportation, and a media campaign with positive messaging of the benefits of welcoming newcomers into our community.

An overwhelming majority of respondents (81%) were interested and willing to participate in an advisory council, working group or project of a LIP organization in the future. The remaining 9% said no or maybe, hesitant to commit, but noted that their participation would be dependent on the commitment required and subject to their organizational approval.

Newcomer Perspectives

A telephone interview was conducted with eleven newcomers to gather their feedback on welcoming communities from their perspective. Potential candidates were identified through DRIS and consisted of men and women living in Dauphin from one to twelve years, with various immigration status upon arrival to Canada, including international students, temporary foreign workers, Permanent Residents, a refugee, and a recent Canadian citizen.

This overview of the perspective of newcomers is based on the telephone interview and reflect the responses of eleven newcomers.

There was majority consensus that the community of Dauphin is welcoming to immigrants. Several participants indicated their employers and co-workers were very welcoming. One interviewee commented about the friendliness in the community and that they had to get used to being greeted by total strangers. Another comment was that while there is a general feeling of being welcome, not all community members are opening their arms to immigrants, and reflected that there is more work to be done.

Nine of the eleven participants had used the services of DRIS and all of them indicated that these services are very beneficial to newcomers.

One of the biggest challenges identified by the group was the availability of language training options. Participants indicated that there are no LINC classes so language classes are less formal. Half of the eleven interviewees did not enroll in language training due to limited options that conflicted with their work schedules. Others had to withdraw from classes because they had found employment. Several did not require language training to communicate because of high language skill levels upon immigration. In general, the participants appreciated the classes and the instructor, but wanted LINC classes and more class time options.

Many of the participants felt that learning English was the most important factor for successful life in their new communities. These respondents felt it was important to be able to communicate to find employment, make friends in the community, go shopping, and to talk with the doctor.

Most of the participants were employed, however not in their skill or profession. One participant had post-secondary education in Canada but could not find a job in their field, while others decided not to pursue the credentialing process because they needed to earn money. One participant had found employment in their field.

One participant noted that the daycare wait list is so long, both spouses cannot work full-time. This affects their household income and as well, isolation for the spouse remaining at home.

Another comment was the challenge in finding a family doctor in a small community.

Three of the participants indicated that they happy with their housing, and one wanted to earn enough to save money to buy a house.

One respondent indicated that there is a Filipino community organization, Parkland Filipino Association, that hosts events and helps them to meet new people. The organization started in 2013 in response to the growing Filipino community that numbers over 200 people. A representative of the organization said newcomers have better reception from community and employers during the last 10 years, in comparison to 40 years ago when there were only a few Filipino families.

A majority of the participants indicated that they would be interested in joining a newcomer committee for the LIP.

Dauphin and region LIP

The central purpose of this study is to determine the need for, and the viability of, a LIP initiative in Dauphin and region, and whether the region could successfully host a LIP.

There is a need for a LIP in Dauphin. Considering all of the information and data gathered through internet searches, the online survey and conversations with key stakeholders, newcomers and the steering committee, all expressed interest in a LIP and are ready to participate and contribute to the development of a LIP.

This section provides more details on the need for a LIP, outlines potential issues and challenges, includes a suggestion for a potential governance model, and provides suggestions for successful start-up of the LIP.

Identified Need for a LIP

Based on a number of factors, there is a need for a LIP in Dauphin. While it is considered a city, (ranked 9th in Manitoba by population) Dauphin is a rural community with a small town feel that is attractive to newcomers. The number of newcomers to Dauphin has increased in the last 5 years, largely drawn by employment opportunities. Other factors such as refugee resettlement, family sponsorship, and secondary migration have contributed to the growth. As Dauphin and region attracts more newcomers, a LIP would provide the system needed to develop and increase community capacity to coordinate a strategic plan to create a welcoming and inclusive community.

A LIP will provide the opportunity to address a number of areas for both newcomers and the community. Some of the challenges that both newcomers and Canadian-born community members face are housing, transportation, and child care. While DRIS provides settlement services to newcomers as well as encouraging newcomers to participate in activities and events in their new communities (community connections), Dauphin does not currently have the capacity to create an opportunity for community stakeholders to gather to discuss immigration-related topics. A LIP would benefit the whole community by convening a forum for stakeholders and partners to meet to discuss key issues and concerns around immigration, including attraction and retention of newcomers.

A LIP would provide a mechanism for collaboration and coordination with high level stakeholders, partners and community supporters in a formalized structure. A LIP has the potential to build bridges across sectors and organizations to ensure that the community and region, as whole, shares a common vision to ensure that immigrants and refugees are welcomed and feel a sense of belonging. Education, health care, employers, housing, mainstream social services, and community infrastructure have been impacted by changing demographics and increased diversity. Currently there are newcomers from 51 countries living in and around Dauphin and almost 25% of the population of Dauphin identifies as Indigenous (ie., First Nations or Metis). There is a sense that while the community is doing well, there is still more that can be done to collaborate on immigration-related matters and coordinate a community vision.

A LIP will provide communities and rural municipalities an opportunity to collaborate on the development of a coordinated plan for growth, and to raise awareness of the components of a welcoming community. As the last census data indicates, many municipalities had decreased population in the last years and are looking to immigration as an opportunity to stabilize and grow their populations and keep their communities vibrant with sufficient amenities. As an example, discussions about immigration (attraction and retention) occur in various communities but are not connected regionally. A LIP is not intended to replace, but rather, to complement the work on key issues and priorities already being addressed and to develop community strategic planning for settlement of newcomers in the region.

A LIP will focus on engaging partners, stakeholders and community supporters and will assist settlement services and mainstream organizations and institutions to connect with newcomers, raising awareness of newcomer issues, and to establish inclusive practices within their organizations.

A LIP will ensure that settlement services within the Dauphin region are consistent, innovative, and able to continue to develop appropriate and relevant programs and services for newcomers. One comment in the survey indicated there was not enough language training supports for newcomers such as more options for language training, as well as access to LINC classes. Newcomer interviews indicated that learning English was very important for life in Canada.

Based on the initial stakeholder meeting, informal conversations with community members including newcomers, and survey responses, there is tremendous support for the creation of a LIP among a diverse range of sectors in the region. A LIP represents an opportunity to build partnerships and develop strategies to address immigration-related topics and to focus on creating a welcoming community.

Challenges to form a LIP

There are a number of issues and potential challenges a LIP to be successful such as establishing the geography boundaries for the LIP, finding dedicated sector champions for the LIP, improving coordination and collaboration, and identifying an organization to host the LIP.

Geography

From the beginning of the study, participants have indicated a desire to develop a regional LIP that includes Dauphin and nearby municipalities.

Dauphin is located in the Parkland region of Manitoba. The Parkland is defined as bounded by the north edge of Riding Mountain National Park with Duck Mountain Provincial Park across the valley and to the Manitoba/Saskatchewan border. The region is large, with many small communities located within the surrounding municipalities. For the purposes of this study, information and data from the city of Dauphin and the surrounding municipality of Dauphin, as well as the municipalities of Mossey River, Lakeshore, Ste. Rose du Lac, Grandview, Gilbert Plains, and Ethelbert where newcomers are employed and/or are residents. Representatives from these communities were invited to attend the initial stakeholder meeting and to participate in the study.



Source: Manitoba Government. <https://www.gov.mb.ca/jec/lmi/regions/index.html>

One of the most significant challenges for the development of the LIP is the geography of the region. Since the beginning of the conversation with stakeholders, there has always been a desire to establish a LIP with a regional focus. The Parkland region is vast, therefore for the purpose of this study, the focus has been on Dauphin and 7 municipalities within 100 kilometers from Dauphin. The issue of distance is of concern and may be a barrier for community representative to participate in the LIP to attend meetings.

A regional LIP will also face the challenge of identifying and understanding the needs of each unique community in the region, and to carefully and intentionally craft priorities for the LIP that acknowledge these needs, while developing a vision for the region.

A regional LIP will be challenged to ensure that there is representation from across the region, and to have a process in place that will accommodate participation in the LIP, such as meeting schedules and frequency, and location.

Champions of LIP

The Dauphin and area LIP will need to find individuals who are effective leaders within their sectors and who exhibit commitment to the development of the LIP through their active participation. These community and sector champions are vital to the success of the LIP. One of the areas of concern expressed in the survey's open-ended comments was that it is always the same volunteers at the table, and that it is hard to get people interested for long-term commitments. Another comment was that people are very busy within their sectors, and are not always able to regularly attend meetings. Flexibility in meeting times would be a requirement to attract sector champions.

The Steering Committee for this study represents a dedicated and committed group of individuals, who have already been actively involved with newcomers to Dauphin in various aspects. When considering the development of the larger structure of the LIP it is extremely important to find a Coordinator with the special skills and abilities to bring a larger group of individuals together to participate on committees.

In addition, municipal government involvement in and commitment to any LIP is important to the success and sustainability of the organization. At the time of the study, the Mayors of Dauphin and Ste. Rose du Lac, and the Reeve of the Municipality of Dauphin attended the first stakeholder meeting and expressed genuine interest and support of the formation of the LIP. Furthermore, the Mayor of Dauphin expressed interest in attending the steering committee meetings.

Lack of Existing Coordination and Collaboration

It was demonstrated at the initial stakeholder meeting that stakeholders were interested and ready to develop a more coordinated effort around immigration-related issues and settlement into the community. Many respondents indicated they would like to have an opportunity to collaborate with others, but currently there is no forum in place that focuses on immigration-related topics and concerns. One survey respondent stated that the community was in infant stages of this round of immigration and as such, the timing is good for the development of a LIP.

Some survey respondents indicated that while there exists some collaboration between organizations and agencies, there could always be more. Other survey respondents noted that that DRIS provided excellent settlement services, but more collaboration at the community and municipal level is needed to address and support the needs of newcomers to reduce gaps in services.

The lack of coordination and collaboration in the community reinforces the need for the LIP.

Name of the LIP

To ensure the LIP has strong community engagement and is understood to be inclusive and a benefit to the community as a whole, it was suggested the LIP be named Dauphin Area Welcoming Communities Coalition (DAWCC). The title reflects the diversity of the area which includes a large indigenous community and lends clarity to the goals and objectives of a LIP initiative.

LIP Host Organization

A LIP requires a host organization to be the Contribution Agreement (CA) holder with IRCC. The host organization must have the organizational capacity to hold the CA, meet IRCC's eligibility criteria, and have the confidence and trust of various community stakeholders. The host organization should have a strong connection to settlement and integration activities and/or a focus on community development.

Survey respondents indicated they would be comfortable with Community Futures Parklands as host of the LIP. However, during the study, the steering committee learned that Regional Connections will take over the administration of DRIS effective April 1, 2020. The Steering Committee determined that they would support Regional Connections as host organization for the LIP. Regional Connections has the experience of setting up a regional rural LIP and the Steering Committee felt it had the expertise to incubate the LIP and provide it with a strong start.

Organizational Structure

DAWCC will provide a framework to support the development of community-based partnerships and planning around the needs of newcomers. DAWCC will complement existing community collaboration while facilitating opportunities to create forums that focus on immigration-related matters and welcoming communities. The DAWCC will strengthen community and stakeholder networks that already exist and improve the partnerships and coordination of services in Dauphin and surrounding region.

Though it's initiatives and partnerships, the DAWCC will strive to reach and involve all newcomer-receiving communities in the region, in addition to those intending to attract and retain newcomers.

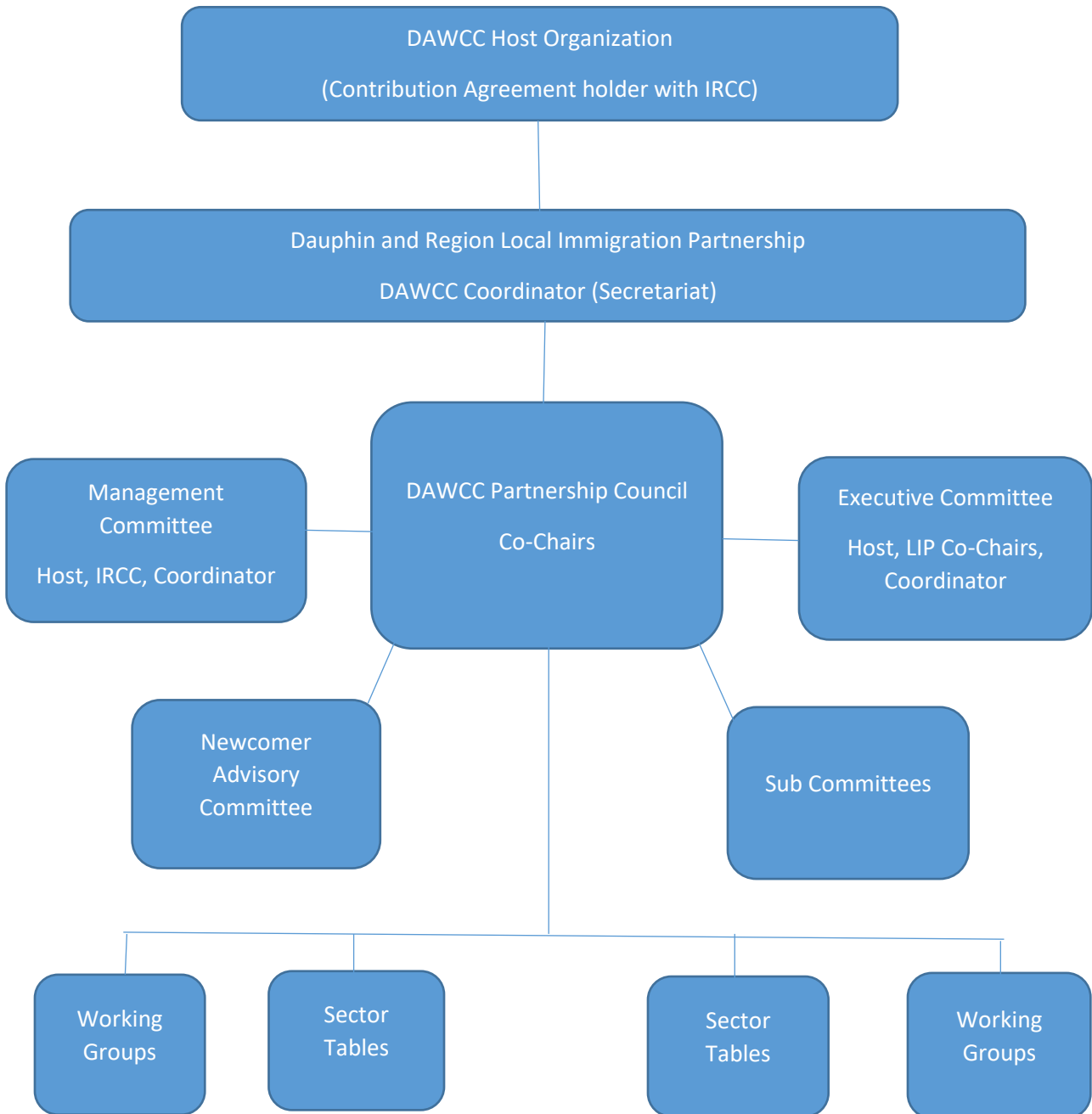
The long-term vision for LIPs is to support the development of multi-sectoral partnerships at the local level to:

- Integrate newcomer needs into the community planning process.
- Identify community-specific strategic priorities.
- Implement a settlement strategy and action plans to improve newcomer outcomes.

The DAWCC will achieve these objectives by developing a Partnership Council that oversees the overall objectives of the LIP. The DAWCC Partnership Council will involve stakeholders from various and diverse sectors in Dauphin and across the identified geographical region. Suggested sector representatives could be from: three government levels (municipal, provincial, federal), education, health, employers, settlement services, newcomers, refugee sponsorship group, ethno cultural community groups, and social services.

Figure 8 provides an example of a potential governance structure for the DAWCC includes the DAWCC Host Organization (contribution agreement holder with IRCC), the DAWCC Secretariat (Coordinator), DAWCC Partnership Council, the Executive Committee, Management Committee, Newcomer Advisory Committee, Sub Committees, Sector Tables, and Working Groups.

Figure 8: Proposed Governance Structure



The following provides detail of the main functions and composition of the members of the DAWCC:

DAWCC Partnership Council

The Partnership Council's major functions include the following:

- Provide governance and large-scale oversight management.
- Develop the parameters for strategic directions and action plans, based on input from DAWCC members and the community.
- Facilitate and monitor the implementation of the strategic plan.
- Initiate discussions on immigration-related topics to identify priorities, gaps, and opportunities with community stakeholders, Newcomer Advisory Table, Committees, Sector Tables, and Working Groups.

Composition

The DAWCC Council will be composed of 8 to 12 to ensure diversity in representation from various sectors and organizations. One Council member will be from the Contribution Agreement holding organization, one member will be a newcomer to the community, with the remaining members who are high-level decision makers, representing a cross-section of various sectors in Dauphin and region. The DAWCC will designate two individuals as Co-Chairs.

DAWCC Coordinator (Secretariat)

The function of the Secretariat is to assist, work with, and for the DAWCC Partnership Council and its various committees and sector tables in performing their managerial and secretarial roles.

Composition

The Secretariat consists of the DAWCC Coordinator and any other staff member(s). The Coordinator will be hired and managed by the organization that serves as the Contribution Agreement holder for the DAWCC through IRCC. All roles and responsibilities of staff will be clearly outlined upon hiring with modifications made as may be required from time to time.

Management Committee

The Management Committee will be responsible for budgeting and financial matters, according to the funder's terms and conditions. The Committee is also responsible for guiding the Secretariat.

Composition

The Management Committee will be composed of one representative from the funder (IRCC), one representative from the Contribution Agreement holding organization, and the DAWCC staff who is responsible for overseeing the budget.

Executive Committee

The Executive Committee major functions will include the following:

- Assess how well the DAWCC is operating, and where required, provide suggestions to ensure the DAWCC operates efficiently and effectively.
- Provide the DAWCC Executive Director/Coordinator with guidance and support as needed, to ensure management issues are dealt with effectively and in keeping with strategic directions.

Composition

The Executive Committee will be comprised of four members:

- One representative from the CA holder organization,
- the two Co-Chairs of the Partnership Council,
- The DAWCC Coordinator.

Newcomer Advisory Committee (Immigrant Advisory Table)

The major functions of the Newcomer Advisory Council will include the following:

- Provide a newcomer perspective on various issues related to immigrant settlement and integration in the region.
- Act as a liaison between newcomers Council and the various committees.
- To contribute to the work of other committees as needed.
- Provide feedback and guidance on the Strategic Plan and other initiatives of the DAWCC.

Composition

The Newcomer Advisory Committee will consist of 8 to 12 members and is open to foreign-born individuals who are committed to enhancing settlement and integration for newcomers. The members will bring lived-experience, expertise and/or interest in immigration issues and should include individuals from diverse immigrant and ethno cultural communities. Individuals from the Partnership Council may also sit on the Newcomer Advisory Committee.

Sub-Committees

The purpose of Sub-Committees is to ensure that municipalities have an opportunity to participate in the DAWCC to identify region-specific concerns for the development of strategic planning and other DAWCC initiatives. It will also develop and implement its own plans and activities related to settlement and integration of newcomers, within the wider scope of the DAWCC Partnership Council. Other Sub-Committees will be developed as identified in the Strategic Plan.

Composition

Sub-Committee members will be composed of a combination of DAWCC Partnership Council members, members from sector tables, and other individuals from within the various sectors and communities in the region.

Sector Tables

The main purpose of the Sector Tables includes:

- Identifying particular sector-specific challenges, opportunities, and gaps in the region.
- Establishing regular consultations around the specified sectors to coordinate efforts that include and address the needs of newcomers.

The Sector Tables will meet independently of the DAWCC Partnership Council to discuss sector-specific issues and will report back to the Council. Sector Tables may focus on, and are not limited to these suggested areas: immigrant attraction and retention, employment, housing, language training, transportation, and inclusion.

Composition

Sector Table members will include members of the DAWCC Partnership Council and other individuals from within the various sectors and communities in the region. Each Sector Table must include representation from municipalities where needed.

Working Groups

The main purpose of the Working Groups is to have a flexible structure for ad hoc groups that have the expertise to be responsive to emerging needs and issues, as they arise.

- Under the direction of the DAWCC Coordinator, the Working Groups will meet to deal either with a particular priority identified within the DAWCC strategic plan, or with any other priority that may emerge from time to time.
- The Working Groups will report back to the DAWCC Council.

Composition

Membership may include people from any of the other Councils, committees, or sector tables. They may also include other relevant community stakeholders, as needed and depending on the issue that is being addressed.

Next Steps

Steps in the LIPs Process

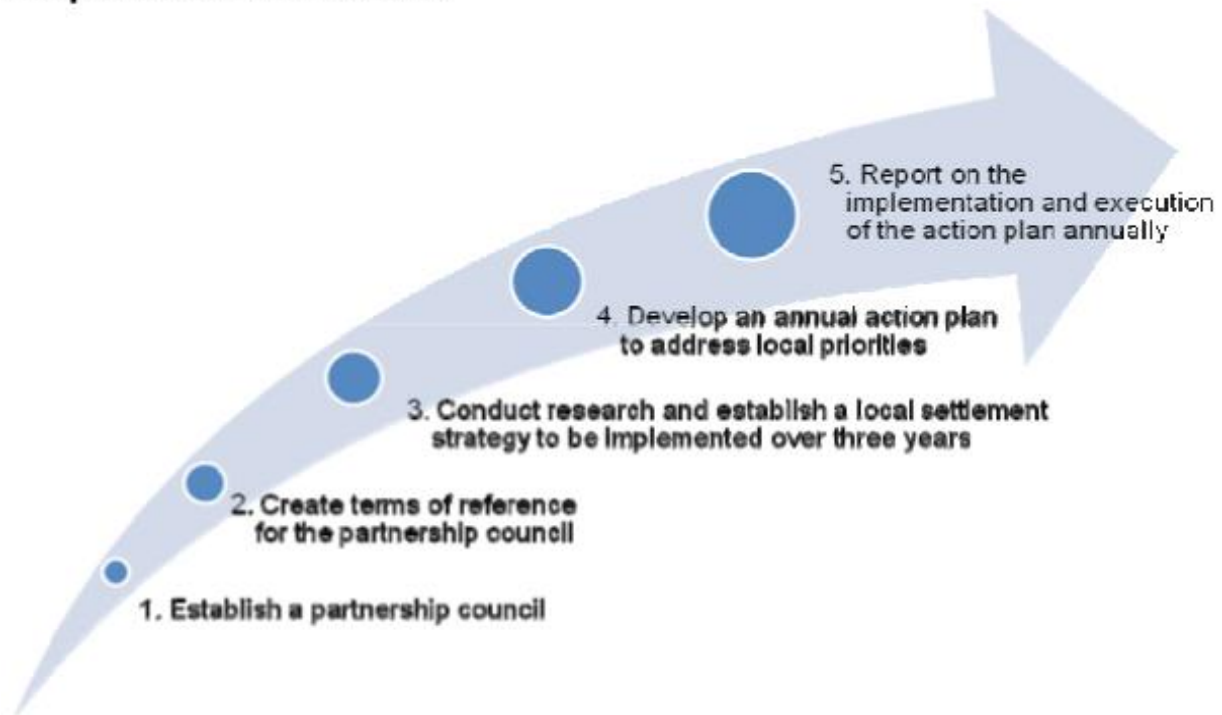


Figure 9: Steps in the LIP Process

Source: IRCC, 2017, *What is a Local Immigration Partnership? Presentation by John Biles, Symposium on LIPs, Region June 7-8. Page 8.*

Immigration, Refugees and Citizenship Canada will determine whether to provide funding for the LIP. Upon success of the application to establish a LIP in Dauphin and region, there are several major steps to undertake to begin the process:

Step 1: Identify and confirm the IRCC Contribution Agreement (CA) holder. This is an important step that needs discussion and action by the Steering Committee of this feasibility study. Ideally the CA holder will be a non-governmental or government organization with the following characteristics:

- A desire to be the contract holder;
- The organizational capacity to be the contract holder;
- The trust and confidence among various stakeholders in the region to perform the role.

Step 2: Review and Possibly reconfigure the Steering Committee

- The next step is to review the Steering Committee that serviced in the LIP feasibility study, and if necessary, reconfigure, if necessary, for the purpose of developing an implementing a plan for the creation of the LIP.
- The Steering Committee should have representation from communities/municipalities outside of Dauphin.

Step 3: Negotiate the LIP Contribution Agreement with IRCC

- The host organization, under advisement of the Steering Committee, will negotiate with IRCC on what activities and resources will be needed to develop and implement the DAWCC.

Step 4: Hire a Coordinator

- This is a crucial step in the process. The DAWCC Coordinator is an essential ingredient to the success of the LIP, as they will be responsible for the initial steps in the creation of the LIP and for its continued operation.
- Hiring for this position should be done in partnership between the host organization and the Steering Committee.
- It is beneficial for the LIP Coordinator to have the following skills and attributes:
 - Knowledge of newcomer settlement and integration issues and skills;
 - Knowledge of social and professional networks in Dauphin and region;
 - Knowledge and skills for managing an coordinating a major network.

Step 5: Implement the DAWCC Development Plan

- This step involves development of the structure, processes, composition, and terms of reference for the various groups' components of the DAWCC and a strategic and operation plan for the DAWCC.

Step 6: Establish the LIP Partnership Council

- The LPC is an overarching governance body for the LIP. It is important to make strategic decisions about the members who should have strong community networks, are

community or sector representatives, with decision-making abilities within their sector and influence in the community.

- LPC terms of reference should be revisited for review.

Step 7: Develop the LIP Committees

- These committees operate under the guidance of the Partnership Council and would include recruitment of membership by the LIP Coordinator and according to established terms of reference. Consideration should be given to the number and type of committees that will focus on LIP priority areas;
- Special consideration should be given whether to create two special committees (ie. Executive Committee, Newcomer Advisory Table), along with other committees (working groups) that would focus on a particular area;
- In developing these committees, it will be necessary to develop terms of reference for these committees.

Step 8: Strategic Planning

- The next step is to correlate research and community feedback gathered by the LIP Coordinator, to facilitate a planning session with broad-based community stakeholders that will produce a strategic plan that will focus on the priority areas to be addressed over a period of time (3-5 years).

Step 9: Development of the LIP working groups and Sector Tables

- The strategic plan will inform the activities of the working groups that will further develop and implement the action plan.
- This step also includes the recruitment of Sector Table members, and the development of terms of reference for the Sector Tables. Once the Sector Tables are established they will need to conduct their own strategizing session to further develop action plans with actionable initiatives.

Conclusion – Observations and Suggestions

This report has identified that there is substantial interest and support for the creation of a LIP for the community of Dauphin and region among various key stakeholders in the community. As evidenced by the survey responses, there is considerable support for a LIP among community stakeholders who are already involved with newcomers and invested in the community. There is also support among newcomers who are interested and ready to commit their time to participate in committee work.

The success and sustainability of the DAWCC depends on several factors, including its performance, resources, and its relationships with other agencies and stakeholders. This section identifies these factors.

The following are some considerations for success of the LIP:

- The process leading toward the creation of the LIP is very important. Strong commitment and active engagement from all involved community stakeholders and members of committees is crucial for success. Early collaboration between stakeholders is crucial at this stage.
- One of the factors for success and sustainability of DAWCC is to identify key stakeholders and sector champions who are leaders within their sectors and have the skills and knowledge to oversee the major functions of the organization. These champions within the DAWCC will ensure commitment to cohesion of the purpose and values of the LIP. The DAWCC will require champions who also have social capital that will facilitate success in building community networks and partnerships within and beyond the LIP.
- The intention of the DAWCC is to include both local and regional interests, therefore it is recommended that there is a formula for municipal representation on the LIP Partnership Council, sub-committees, and working groups. The governance structure of the DAWCC should be appropriate and effective for the region, acknowledging the unique characteristics of the communities and the needs of newcomers
- The effectiveness of the DAWCC will depend largely on the Coordinator. It is imperative that the DAWCC has an excellent Coordinator in this high-level management position. The Coordinator needs multiple skills; excellent interpersonal skills, local knowledge of labour market, economy, politics, resources, strong understanding of newcomer settlement and integration, and established and active networks in the community.
- The LIP must design and implement structures and frameworks that reflect the needs of and be most appropriate for the region. These should consider factors that reflect the unique characteristics of Dauphin and region, the particular needs of immigrants and refugees in the region, and the central functions that must be performed to meet identified needs. It will be necessary for the DAWCC to collaborate on the development of a clear vision, mission, and mandate. Long-term sustainability will depend on demonstrable positive outcomes and tangible benefits for the region, communities, and newcomers.

- Based on the study findings, the DAWCC steering committee, together with key stakeholders, should establish the clear geographic boundaries for the LIP.
- Representation from newcomers and newcomer ethno cultural community leaders including participation on the DAWCC Council, the Newcomer Advisory Council, various committees and working groups is a vital component.
- It is important to engage stakeholders from Indigenous organizations or agencies to enhance the value of DAWCC in fostering inter-cultural understanding among Indigenous people and newcomers and building bridges between them, and to include indigenous representation on the Partnership Council and on other committees.
- To ensure the LIP has strong community engagement and is understood to be inclusive and a benefit to the community as a whole, it was suggested the LIP be named Dauphin Area Welcoming Communities Coalition (DAWCC). The title reflects the diversity of the area which includes a large indigenous community and lends clarity to the goals and objectives of a LIP initiative.
- Communicating and collaborating with other LIPs and Réseaux en Immigration Francophone (RIFs) in the province and nationally, will be beneficial.
- The LIP requires a host organization with experience and expertise to manage the organization functions.
 - Community Futures Parkland, a regional organization, has held the Contribution Agreement (CA) for DRIS since 2013. Due to the regional nature of its work, and the established relationship with IRCC, they are a candidate to host the LIP.
 - Regional Connections will replace Community Future Parkland as the CA holder effective April 1, 2020. Due to this change, the steering committee recommends that Regional Connections be approached to start and incubate the project.
 - Other suitable organizations may exist in the region and it is the responsibility of the steering committee to consider the selection of the host organization.

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