



Peterborough Immigration Partnership

Strategic Plan 2022-2025

Introduction

The Peterborough Immigration Partnership (PIP), comprised of individuals and organizations in the Peterborough region who endorse our vision and mandate, has worked to build a welcoming community where newcomers experience meaningful economic, social, and cultural inclusion and belonging. Providing leadership by coordinating and convening partners activities, the PIP has made a real difference in our community by working towards a common goal.

With the conclusion of our 2015-2021 Community Immigrant Integration Plan, the time had come to develop a new plan, built on our past successes and that confirms our commitments to do more. Our plan will reinvigorate our partnerships, build community capacity, and address needed systemic change to build a vibrant and sustainable community that includes newcomers.

Driven by our vision and mandate, we have established three strategic priorities to align our resources and guide our decision-making. This work reflects the many voices that informed the planning process, including newcomers, PIP members, community partners, supporters, staff, and sector leaders. For a summary of the engagement process, please see [Appendix: Overview of the Planning Process](#).

Our plan is an aspirational document that provides a roadmap to how we will realize our vision and it centers the success of newcomers in all that we do. Through coordination and collaboration of community partners, using shared measurement to track progress, and strong communications to demonstrate our impact, this plan will help us work better together to achieve greater community impact.

We are excited to embark on this next chapter of our journey.

Our Vision

An engaged community that works together to foster inclusion and belonging for all.

Our Mandate/Mission

The Peterborough Immigration Partnership provides leadership in cultivating an inclusive and sustainable community by coordinating and convening community partners to ensure meaningful newcomer integration. In addressing newcomer integration issues, the Peterborough Immigration Partnership is committed to creating a community that reflects our anti-oppressive and anti-racist values.

Our History

In 2008, to create a cohesive regional response to the emerging needs of newcomers and in response to Citizenship and Immigration Canada's Call for Proposals to initiate 'Local Immigration Partnerships' (LIP), the City of Peterborough and the New Canadians Centre (NCC) joined together with over twenty-five local organizations to establish the Peterborough Immigration Partnership on Immigrant Integration (PPCII).

In 2010, the PPCII launched its first five-year Immigrant Integration Strategy. Over the five-year term of

this strategy, over 90 projects and activities that supported immigrant integration were implemented by the PPCII and its partners.

In December 2015, after extensive consultation and research, the 2016-2021 Community Immigrant Integration Plan (CIIP) was launched. An outcome of this plan was to rename the PPCII to the Peterborough Immigration Partnership (PIP). The focus of this plan was to enhance newcomers' economic well-being and build an inclusive and engage community through three priorities: Educating for Change; Influencing Change at the Government Level; and Measuring Progress.

PIP Structure

The Peterborough Immigration Partnership is led by a Coordinating Committee made up of representatives from partner organizations and the community. The Coordinating Committee meets on a bi-monthly basis and is responsible for overall governance and coordination of the PIP. Backbone administrative and staff support is provided by the New Canadians Centre, who is also one of the partner organizations. The PIP holds one annual meeting, open to its partners and the community.

Partners

The PIP is comprised of individuals and organizations in the Peterborough region who endorse the vision and mandate of the PIP and commit to working towards its goals.

Through cross-sectoral collaboration, partners address issues and opportunities related to newcomer integration by working towards a shared set of goals and activities. To keep efforts aligned, progress is tracked through shared metrics.

Committees and Working Groups

The PIP consists of one standing committee (the Coordinating Committee) and several ad-hoc working groups.

Plan Term

The Strategic Plan will be reviewed annually, and a more thorough assessment will be completed after its 3rd year. It is important to consider alignment with the NCC Strategic Plan and the term of municipal councils.

Our Strategic Priorities

We have identified three strategic priorities that will guide our work over the next three years by helping our partners focus their efforts and align resources to achieve our goals. Our priorities are intentionally broad to maximize flexibility in how they are implemented.

Our Strategic Priorities:

1. Strengthen Collaboration
2. Build Community Awareness and Capacity
3. Advocate for Change

Priority 1: Strengthen Collaboration

Goal: Collaboration is at the core of how we work towards achieving our common goals and activities. By focusing on building a strong partnership structure, with new and engaged partners, we can ensure we are responsive, effective, and able to make a positive impact.

Objectives:

1. Reinvigorate relationships with community partners, while refining and aligning the PIP member structure. Redefine the focus of working groups to support this plan.
2. Coordinate the collection of data/shared metrics among PIP members to measure progress and impact.
3. Celebrate and promote the work of the PIP and its members within the organization and in the broader community.

Priority 2: Build Community Awareness and Capacity

Goal: To better support newcomers in meaningful ways, we will build broader community awareness that celebrates and acknowledges the important role newcomers play in creating a vibrant community. We will also provide strategies and tools to organizations and businesses so they have the capacity to include and support newcomers.

Objectives:

1. Expand public understanding of the role newcomers play in building a vibrant and sustainable community.
2. Enhance, promote, and celebrate existing and new initiatives that support newcomers.
3. Develop strategies and tools to build organizational and business capacity to better support newcomers.
4. Work across sectors to develop strategies and resources that challenge and eliminate racism and discrimination.

5. Enhance connections with the business and employment sector to attract, hire and retain newcomer employees.

Priority 3: Advocate for Change

Goal: While there is much that can be done on a local and community level to support newcomers, more systemic change is needed. We will use our voice to speak to issues that impact newcomers and seek to influence policies and policy changes that lead to more inclusive and sustainable Communities.

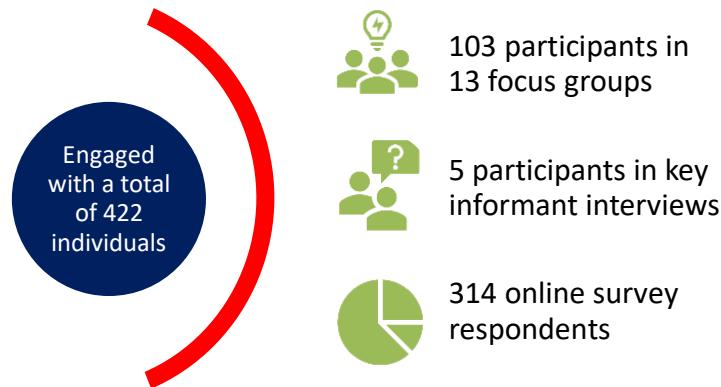
Objectives:

1. Engage with and educate elected leaders and other decision-makers about the positive contributions of newcomers and the work of PIP members.
2. Ensure newcomer priorities are included in municipal, organizational, and network plans (such as the Official Plans, Sustainable Peterborough plan, Community Safety and Well-being Plan, Age Friendly, etc.) and PIP partner plans.
3. Conduct and use research to inform policy and advocacy efforts, including championing and sharing best practices.
4. Encourage and support businesses and organizations to invite newcomers to participate in advocacy, decision-making, and communication efforts.

Appendix: Overview of the Planning Process

Setting out with the goal of creating an inspiring and achievable Community Immigration Integration Plan, the Peterborough Immigration Partnership committed to meaningful engagement with a variety of stakeholders as an integral part of the process. This process was completed in tandem with the New Canadians Center, which was also undergoing strategic planning.

Engagement Overview



Thirteen focus group sessions were conducted with different stakeholder groups. The purpose of the focus groups was to collect broad information from individuals closely connected to the work of the NCC and the PIP and to provide them an opportunity to inform planning. The sessions were promoted by email invitation from the NCC and were conducted virtually through Zoom. Clients who participated were offered a gift card. Focus Groups included the following:

Newcomer Clients – Arabic	Community Partners – Education
Newcomer Clients – English (2 Focus Groups)	Community Partners – Settlement
Newcomer Clients - General	Community Partners – Economic Development/Business
Newcomer Youth	Other Community Partners
NCC/PIP Staff – Coordinators	Volunteers
NCC Staff – Non-Managers (2 Focus Groups)	Donors/Supporters

Five key informant interviews were held with additional community supporters and partners. The purpose of the interviews was to collect detailed information from leaders who—with their knowledge, experience, and understanding—were able to provide insights on trends, challenges, and opportunities.

An **online survey attracted 314 respondents**, with 207 completed surveys submitted (67% completion rate). The survey was offered in Arabic, English, and Spanish. It also included a set of branching questions specific to the PIP, which attracted 20 respondents, with 19 completed surveys submitted (95% completion rate). Participants were invited to enter their name into a draw for a gift card upon completion of the survey.

Virtual retreat sessions were held throughout the strategic planning process with the PIP Coordinating Committee, senior staff and NCC Executive Director to develop priorities and strategies.