



LESSONS LEARNED

**Collaborations between family resource centres
and settlement agencies**

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This booklet is part of the Welcome Here Resource Kit:
Creating welcoming communities for newcomer families
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Introduction

What are family resource centres and settlement agencies?

Family resource centres are community-based organizations working with children, families and caregivers. These centres promote the healthy development of families and children and support participants to build their capacities. Family resource centres offer a mix and range of programs—like drop-in play, parent education and family literacy activities—in a purposefully informal and nurturing atmosphere.

Settlement agencies are community-based organizations that focus their attention on supporting newcomers to Canada. These agencies offer many types of services and hire staff members who have expertise in immigration and settlement issues. Common supports at settlement agencies include: language training, employment support, interpretation services, counselling, as well as refugee reception and community orientation. Appendices A-D have more information about these two types of organizations and how they work with families.

The big question remains: “How do we respond to the changing Canadian family?” We must let families in our community tell us what makes them comfortable, and take our lead from them. Our primary role is to build programs that will promote this dialogue. Race and culture are very personal; there are no generic responses that will ensure that all families will feel welcomed and included.

Reflecting Our Communities, Preface.¹

Family resource programs and settlement agencies share similar values: they maintain complex community partnerships; they design programs according to the expressed needs of participants; they receive funding from multiple sources; and they are located across Canada. These similarities and complementary approaches make them natural partners for creating welcoming communities.

A history of working with newcomers

Program staff ask “How do we get families from a particular ethnocultural community to attend our program? How can we make our program more welcoming?” But it is important to ask “What do families want? What do they value?”

Reflecting Our Communities, p. 53¹

Canadian family resource centres and settlement agencies have a rich history of supporting newcomer families. They recognize that, for a newcomer, feeling welcomed is a unique experience that depends on his or her personal history, culture and experiences in Canada. They often use similar approaches, although specific initiatives are tailored to the needs of their communities. For example, they may offer programs to families in non-official languages; they may host cultural celebrations and meals in partnership with newcomer participants; and they may invite newcomers to create their own programming.

FRP Canada first explored the topic of ethnocultural diversity in family resource centres in its 1996 handbook *Reflecting Our Communities*¹. The publication focuses on ideas of practical interest to family resource centres such as:

- modifying programs to reduce barriers to program participation
- developing cultural competence
- incorporating multicultural education into programming
- undertaking organizational change to promote diversity

¹ *Reflecting Our Communities*, © Minister of Public Works and Government Services Canada, 1996. To order this publication, visit the online store or click on the order form at FRP Canada’s website - www.frp.ca/resources

The handbook also offered insights into how family resource centres across the country had successfully adapted their programs and their organizations to better reflect diversity in their communities. Twelve years later, the ideas, principles and practices set out in the handbook are reconfirmed by the findings of this project, *Welcome Here*.

The *Welcome Here* project was designed to strengthen links between settlement agencies and family resource centres in order to create more welcoming communities through increased participation of immigrant parents at community-based programs. Collaborative teams of settlement agencies and family resource centres from four communities across Canada developed new partnerships and programs for newcomer families. The intent of these partnerships was to help newcomers gain knowledge about Canadian life, form new and supportive peer relationships and have opportunities to contribute within their own communities in meaningful ways.

Welcome Here builds upon FRP Canada's previous work by:

- capturing the experiences of family resource centres and settlement agencies who recently worked together to expand newcomer supports in their communities
- offering examples of effective practices used by community-based organizations to create welcoming communities
- providing updated practical resources for organizations who seek guidance on making their communities more welcoming to newcomers

How can settlement agencies and family resource centres create welcoming communities?

As Canadian communities become more diverse, family resource centres and settlement agencies can play a key role in helping newcomers to feel welcomed and supported in Canadian communities. This resource kit offers practical advice and ideas from community-based organizations who partnered to make their communities more inviting, accessible and responsive to newcomers. We hope this resource will provide inspiration and guidance to community-based organizations who want to work collaboratively to offer the best possible programs and services to newcomer families.

Community Spotlight

As part of the *Welcome Here* project, pairs of family resource centres and settlement agencies teamed up in four communities to welcome and support newcomer families and caregivers. The projects took place in the communities of Brandon; Manitoba, Fort McMurray; Alberta, Halifax and Dartmouth; Nova Scotia, and Hamilton; Ontario. The teams took different approaches to building their understanding of newcomers' needs, developing responsive programming and reflecting on the impact of their efforts. Here are some highlights of their experiences.

BRANDON, MANITOBA

The newcomer population in Brandon had grown rapidly due to a provincial government program to attract more skilled workers. A meat packing plant has used this program to bring in international workers. About 95% of the temporary workers who come to Brandon through this program decide to apply for permanent resident status in Canada. The city is now one of the four main newcomer destinations in Manitoba and has been transformed into a multicultural prairie community. Newcomer source countries include East Germany, Ukraine, Russia, Mexico, El Salvador, Columbia, and China, with additional groups from Mauritius and Georgia expected soon. Under the *Welcome Here* project, the **Elspeth Reid Family Resource Centre**² and **Westman Immigrant Services**³ decided to offer a combined family literacy and adult language training program as well as community orientation sessions for newcomer families.

<p>Activities</p> <p>The project team</p> <ul style="list-style-type: none"> delivered a ten-week English language and family literacy program for parents and children (Activities for parents: English as an Additional Language (EAL) classes with child care support. Activities for parents and children: Family literacy activities based on themes and concepts such as: numbers and counting; winter and snow; the public library; movement games; the importance of music and books; and body awareness) worked with a local church in order to offer the program in participants' neighbourhood offered newcomers an orientation to community facilities including the public library conducted a post-program survey to learn about participants' experiences and their suggestions for future programming. 	<p>Project Results</p> <ul style="list-style-type: none"> The project team held 19 program sessions in ten weeks 18 families participated in program activities Participants made connections to project team staff that helped the participants to improve their language skills and to address family and settlement issues Families developed friendships and made connections in the community Families became more aware of settlement services in the community Participants had the opportunity to reduce their isolation and talk with other families about issues they faced Parents and children had fun together while learning English 	<p>Successes & Challenges</p> <p>Successes</p> <ul style="list-style-type: none"> Project team staff worked well together and were able to build on each other's expertise The team hired child care staff who spoke the first languages of participants The team paid for families' transportation costs to encourage families to attend the program in cold winter months Child care staff helped with outreach activities (i.e. providing translation and arranging transportation) The local church provided space for the program and the staff were very supportive Staff and volunteers from other community-based organizations provided support during the project The post-program survey helped the team to learn about participants' experiences in the program and their ideas for program changes The survey was conducted in the participants' first language The project team used a continuous intake process to ensure as many families as possible were able to participate in the project <p>Challenges</p> <ul style="list-style-type: none"> Weather was a barrier for some families who were adjusting to their first Canadian winter; they were hesitant to attend the program in poor weather Some parents could not participate in the whole program because their parental benefits ended and they returned to work Staff did not expect certain cultural challenges that impacted families' participation (i.e. some families had different meal preparation routines which overlapped with the program schedule; some participants expected more structured programming with children and additional time in the language class) 	<p>Longer-Term Impacts</p> <ul style="list-style-type: none"> The project team will continue the program for another ten weeks with a grant from a financial institution A community steering committee will provide direction about securing long-term funding for program A local school offered space for future programming The project team seek funding to offer family literacy programming in different neighbourhoods The provincial government will fund English as an Additional Language programming and child care for the program
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² Elspeth Reid Family Resource Centre - www.cfswestern.mb.ca/elspeth.htm

³ Westman Immigrant Services - www.wesls.com

FORT MCMURRAY, ALBERTA

"Be ready to modify or change your programming approach along the way to respond to needs that arise."

Project team member, Fort McMurray

The tar and oil sands projects in Northern Alberta are major employers of newcomers in Fort McMurray. The success of these energy projects has led to a population boom in Fort McMurray and thus an increase in the cost of living as well as a shortage of child care supports and housing. Many families hire live-in caregivers from abroad in response to the lack of available child care. The caregivers often use community services like the ones offered at **The HUB Family Resource Centre**⁴ and **YMCA Immigrant Settlement Services (ISS)**⁵. In the past, the HUB and YMCA-ISS served Filipino live-in caregivers through separate programs. Under the *Welcome Here* project, the two organizations came together to deliver a joint Nanny Network program that blended settlement information provision and developmental activities for children. The project team also trained volunteers to translate program materials and provide interpretation services for newcomer program participants.

Activities	Project Results	Successes & Challenges	Longer-term impacts
<p>The project team</p> <ul style="list-style-type: none"> recruited and trained community volunteers to translate materials and provide interpretation for community orientation tours translated program documents into Arabic, Spanish and Somali met to talk about mandates, share information on services and review program processes, outcomes and barriers offered an eight-week Nanny Network program for caregivers that blended settlement information provision and activities for children. The settlement agency and family resource centre took turns hosting the program 	<ul style="list-style-type: none"> The project team engaged the larger community with volunteer recruitment and training The team provided settlement orientation and information to newcomers through the family resource centre Newcomers gained greater awareness of settlement services offered by partner organizations Volunteers translated many program materials and documents (i.e. brochures, tour notes, notary information) The team successfully delivered the Nanny Network program 	<p>Successes</p> <ul style="list-style-type: none"> The team delivered a unified program with one registration process and combined community advertising The settlement agency and family resource centre both had documentation translated for newcomers <p>Challenges</p> <ul style="list-style-type: none"> It was difficult for the team to recruit and train volunteers who had various work schedules (shift work is common in Fort McMurray) All training was done one-on-one but group training would have been interactive and more effective Some program materials could not be translated into Tagalog so a family resource center staff member provided interpretation instead The project team had limited access to the technology they needed to perform translation (i.e. Arabic keyboards and software), so the team chose to insert the translation into an existing English brochure The initial registration process didn't work so the team allowed registration for individual sessions The program was too long at eight sessions; not all participants could attend each session The project team was not able to track referrals between partners as they originally hoped 	<ul style="list-style-type: none"> The settlement agency and family resource centre have developed a valuable working relationship for the future The project team will strive to maintain their partnership and look for new projects to support newcomer families

⁴The Hub Family Resource Centre - www.thehubfrc.ca

⁵YMCA Immigrant Settlement Services - www.ymca.woodbuffalo.org

HALIFAX/DARTMOUTH, NOVA SCOTIA

"So this is a place by the people, for the people."

Participant, Dartmouth Family Centre, Halifax/Dartmouth

Nova Scotia's population is decreasing due in part to low birth rates, low immigration and high levels of emigration to the western provinces. The provincial government recently developed a strategy to attract and retain immigrants. Nova Scotia immigrants come from countries around the globe including China, Jordan, Syria, Colombia, Mexico and Saudi Arabia. Community-based organizations have noted that the top three languages spoken by immigrants in the communities of Halifax and Dartmouth are Arabic, Spanish and Mandarin followed by Russian, Urdu, Japanese, Punjabi, Hindi, Didinga and Igbo. Under the *Welcome Here* project, the **Dartmouth Family Centre**⁶ and **Metropolitan Immigrant Settlement Association**⁷ developed a partnership to reach and serve newcomers in their communities by conducting focus groups, offering parenting and cooking workshops, translating program materials and hosting a community celebration.

Activities	Project Results	Successes & Challenges	Longer-term impacts
<p>The project team:</p> <ul style="list-style-type: none"> gathered statistics about newcomer families conducted two focus groups with newcomers visited a settlement agency attended a tea hosted by the Muslim Families Association conducted a one-day training for family resource centre staff to help raise awareness of issues immigrants face hosted a Ramadan celebration for Muslim and non-Muslim community members held a parenting workshop series called <i>Parenting Across Cultures</i> translated forms, brochures and signs into Spanish, Arabic, Mandarin. Some documentation was also translated into French and Mi'kmaq bought books, dictionaries and materials in various languages held language workshops partnered with an ESL school in the community hosted the first of monthly gatherings for parents (this was the idea of parents who participated in workshop series) held two cooking workshops on Mexican and Syrian foods that allowed participants to share their food and culture 	<ul style="list-style-type: none"> More newcomer families accessed the centre and participated in programs Children became at ease in the family resource centre and felt comfortable playing independently of their parents Canadian-born and newcomer children developed friendships Canadian-born and newcomer parents came together to learn about culture and parenting around the world (Parenting Across Cultures monthly workshop) Participants challenged stereotypes and became more confident about asking questions Newcomer participants felt that they belonged at the family resource centre Newcomers offered their time and skills to the family resource centre Participant initiatives were accepted and valued by staff Staff felt more confident interacting with and relating to newcomers Staff became more aware of newcomer needs and considered those experiences in their programming discussions Staff became more conscious of own cultural biases, identities and attitudes towards others Diversity and inclusion received more recognition and attention in program planning Staff increased their awareness of partner services Staff were proud of their progress towards inclusiveness 	<p>Successes</p> <ul style="list-style-type: none"> The collaborations among community partners were positive The project team built their understanding of organizational roles and their partners' work in supporting newcomer integration The project teams developed respect for their different types of expertise The project helped newcomers to build a network of support and to reduce their isolation (i.e. they met new people and found resources in the community) The project team and program participants gained an appreciation of the importance of celebrating diversity <p>Challenges</p> <ul style="list-style-type: none"> The project team found that getting to know people and building trust (within the team and with participants) is a process and takes time The funds to support translation and interpretation will be fully spent when the project ends. Community partners are looking for new funds that the whole project team can use 	<ul style="list-style-type: none"> A new program has been created to facilitate cultural understanding The project team expects new participants and ideas to come from the program The collaborations between the project team members will continue. This includes outreach to various newcomer communities and work with other community-based organizations

⁶ Dartmouth Family Centre - www.dartmouthfamilycentre.com

⁷ Metropolitan Immigrant Settlement Association (MISA) - www.misa.ns.ca

HAMILTON, ONTARIO

"Know your own community and its strengths and weaknesses"

Project team member, Hamilton

In the last number of years Hamilton has become a top destination for newcomers; they often arrive in Hamilton after living for a time in Toronto or Fort Erie or directly from countries such as Somalia, China and Bangladesh. High poverty rates in Hamilton compound the settlement challenges newcomers face, like retraining in order to find work and coping with separation from extended families living in other Canadian cities. **Wesley Urban Ministries/ Ontario Early Years Centre-Hamilton West**⁸ and **Settlement and Integration Services Organization (SISO)**⁹ teamed up to seek input from immigrant families and to offer a series of parenting workshops to the newcomer community under the *Welcome Here* project.

<p>Activities</p> <p>The project team:</p> <ul style="list-style-type: none"> planned two focus groups with newcomers conducted two newcomer surveys <ol style="list-style-type: none"> with families living in Canada less than one year with families living in Canada for more than three years developed an inventory of community programs serving newcomers planned three parenting workshops on topics of interest to newcomers agency presentations on mandates and programs 	<p>Project Results</p> <ul style="list-style-type: none"> 40 families completed surveys and shared their settlement concerns and experiences with the team Each family received a grocery voucher as an honorarium for their participation in the project The project team better understood the settlement challenges of newcomer families with young children The project team distributed the inventory of community programs to local service organizations The project team delivered the three parenting workshops on: punishment vs. discipline; keeping mother tongue languages alive; how to navigate the school system 	<p>Successes & Challenges</p> <p>Successes</p> <ul style="list-style-type: none"> The project team worked with families individually to help them complete the survey The team shared program information with families during the survey process The newcomer families who participated in the surveys appreciated the grocery vouchers <p>Challenges</p> <ul style="list-style-type: none"> Families were hesitant to share their personal experiences in an open forum. The low registration led to focus groups being cancelled Families were not comfortable providing open feedback to project team members because they had not yet had a chance to develop a strong relationship The project team had trouble deciding which programs to include in the inventory because of the large number of resources available to newcomers in the Hamilton area 	<p>Longer-term impacts</p> <ul style="list-style-type: none"> The project team members are committed to on-going dialogue and working together to provide services to newcomers The project team will communicate monthly to share information about culturally and linguistically appropriate programming in the community
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⁸ Wesley Urban Ministries/ Ontario Early Years Centre Hamilton West - www.wesleyurbanministries.com/index1.php?page=family

⁹ Settlement and Integration Services Organization (SISO) - www.siso-ham.org

Effective Practices: Creating welcoming family resource centres and settlement agencies

Creating welcoming communities takes planning, consultation, courage, flexibility and additional resources. It can be a big undertaking of change and requires the support of staff, volunteers, board members and other community organizations in order to be successful. The rewards and risks of embarking on organizational and community change are not always clear, but the experiences of the *Welcome Here* project teams illustrate the value of working together to create welcoming communities.

Being culturally competent or aware does not mean knowing everything about every culture. It is instead, a process approach involving respect for differences, an eagerness to learn and a willingness to accept there are many ways of viewing the world.

Reflecting Our Communities, p. 18¹

Here is a sample of effective practices that the *Welcome Here* project teams identified and recommend to others.

Take time to learn about newcomers' needs.

This means developing an understanding of who potential newcomer participants are: their countries of origin, cultures, languages, strengths, challenges and dreams. It's also important to learn what their program preferences are, how they view their role as parents and what types of supports they value. The *Welcome Here* project teams found that building trust with newcomers was a key first step to ensuring that newcomers felt comfortable sharing their needs. The teams varied their approaches to building trust depending on the culture, language and individual characteristics the newcomers.

Reflective staffing is the term used to describe staff who reflect the racial, cultural and linguistic characteristics of the communities being served by the program. Staff are hired who can speak the language of a particular ethnocultural group, and who have an in-depth understanding of the culture, as well as skills in intercultural issues. Hiring and retaining staff who reflect the racial and ethnocultural background of the community can significantly improve families' abilities to access and participate in programs.

Reflecting Our Communities, p. 71¹

There is no one right way to learn about newcomer needs; the project teams used a combination of methods to develop a holistic understanding of newcomer families in their communities. Family resource centres and settlement agencies have many options to choose from: ask questions; do surveys; hold focus groups; initiate a newcomer discussion circle; visit cultural centres; share a meal, tea or coffee with a newcomer; get demographic data on the community; and talk to other settlement-type organizations.

Set goals along a time continuum and expect challenges.

Organizational change, however big or small, takes time. Some family resource centres and settlement agencies prefer to use a phased approach. They ask themselves what changes can be made quickly and easily. And after that, what changes need the help of other organizations, more human resources or new funding. The *Welcome Here* project teams learned that supporting newcomers and creating

welcoming communities comes with challenges—a normal experience that provides opportunities for growth. They overcame their challenges by meeting with team members to solve problems, modifying their programs as issues arose and listening to participants.

Be aware of newcomers' social and cultural practices as well as world events involving their homelands.

As communication styles, gender roles and parenting approaches differ across the globe, family resource centres and settlement agencies make sure to observe family practices and ask questions when they are

unsure about what puts newcomers at ease. Many newcomers maintain close ties with friends, family and institutions in their countries of origin. Events in these countries—from armed conflicts to cultural celebrations to natural disasters—will have an impact on newcomers’ lives and affect their participation in Canadian communities.

Add features to physical spaces that reflect the diversity of the community.

Many family resource centres and settlement agencies incorporate multicultural art work, toys and books, as well as international newspapers and magazines into their spaces to make newcomers feel more welcome. The *Welcome Here* project teams highlighted the value of asking newcomers to contribute their ideas about how spaces could be enhanced for diversity. Some of these ideas include:

- posting world maps on walls so newcomers can use a sticker or pin to mark their country of origin
- playing music from newcomer cultures
- hanging posters that have photographs or pictures of families from diverse cultures
- displaying flags of newcomers’ countries of origin
- incorporating toys and books that reflect diversity
- using musical instruments and dress-up clothes from a variety of cultures

Offer multilingual resources and interpretation services.

The project teams translated brochures, forms and parenting resources into community languages so newcomers who had limited English and French skills could access information about programs and services. The *Welcome Here* project teams also purchased dictionaries with various language combinations (i.e. English/Arabic, English/Spanish) and pictures. Many settlement agencies offer interpretation services for newcomers; family resource centres can partner with them so newcomers who are not yet fluent in English or French can more fully participate in programs. (See ‘*Links and Resources*’ in this resource kit for free multilingual resources for parents.)

Review human resource practices.

How an organization hires new staff, recruits volunteers and views employee training impacts its ability to reflect diversity. Family resource centres and settlement agencies can encourage participants, volunteers, board members and employees to discuss what qualities and skills are important for staff to have. Staff may have different religious affiliations, language skills, levels of cultural awareness and experience with family support principles; the mix of skills and abilities a community-based organization needs depends on the demographics of its community.

Offer programs that encourage newcomer and Canadian-born families to interact.

Cultural awareness is difficult to develop if there are few opportunities for people of different backgrounds to meet and learn about each other. Community-based organizations can foster connections among participants by offering a variety of programs and showcasing the value and benefits of diversity.

Encourage newcomers to create their own programming and contribute to community organizations.

Out of ideas for new programs? Need to find a new board member or recruit volunteers? Looking for a new

facilitator or program coordinator? The skills and experiences that newcomers bring to Canada can enrich the look, feel and functioning of community-based organizations. Let newcomers take the lead and see what their strengths and talents can do.

Consider the need for and meaning of collaborations with other organizations.

Some family resource centres and settlement agencies learn that they need the assistance of other organizations to create a welcoming community. It is helpful to agree on roles and responsibilities, timelines as well as financial arrangements with other organizations before starting work on a new program or project.

Engage newcomers through neighbourhood-based outreach.

Offering programs where newcomers live can reduce their transportation, cost and scheduling barriers. Cultural centres, churches, apartment buildings, libraries and schools are common locations for family support programming. These places offer family resource centres and settlement agencies the opportunity to develop new partners in the effort to create welcoming communities.

The Role of Community-based Organizations in Reducing the Effects of Racism and Discrimination

Inclusive, strengths-based, participant-centered, non-directive, bias-free. These terms are often used to describe the approach that family resource centres and settlement agencies use with families. Even though these organizations are welcoming by nature, they can take steps to ensure that their agency and programs minimize racism and discrimination. Family resource centres and settlement agencies may also wish to consider their role in supporting newcomers who are coping with racism and discrimination in the wider community.

The *Welcome Here* project teams offered concrete ideas about how they tackle systemic barriers, like racism and discrimination, in their organizations and communities.

- Model respectful behaviours and communications with non-Canadian and Canadian participants.
- Create opportunities for on-going dialogue between different newcomer communities as well as with the Canadian-born population.
- Make space and time for discussions and questions about newcomers' cultural practices. Children are naturally curious about differences, and family resource centres can offer parents support about how to appropriately answer their questions.
- Engage and involve groups/individuals who express reluctance to working with newcomers. This can help enhance community-level dialogue and raise awareness of newcomer's needs.
- Incorporate activities that allow participants to express their feelings and share experiences related to racism and discrimination (i.e. puppet shows for children, art work projects and displays, discussion circles, etc).
- Facilitate connections between newcomers and community organizations that have expertise in other fields (i.e. law, mental health, etc) and can support newcomers who have been impacted by racism and/or discrimination.
- Promote messages that celebrate diversity.
- Make multicultural and diversity education available to staff and families.
- Review program materials, toys, books and other resources to ensure they reflect diversity. (See *Links and Resources* in this resource kit for information about where to purchase diversity materials.)

Appendix A

What are Family Support Programs?

Family support programs are community-based organizations working with children, families and caregivers to enhance strengths, to build capacities and to promote healthy development.

Family support programs deliver a range of services guided by principles that focus on building supportive relationships, facilitating growth, respecting diversity and furthering community development.

Family support programs vary depending on their size, mandate and resources. Services are flexible, accessible and offered in an informal atmosphere. These services may be provided in partnership with other groups.

Family support services include:

- child development
- community development
- community outreach
- counseling and mediation
- drop-in programs
- early learning and care
- educational upgrading
- employment assistance
- family literacy
- food and nutrition support
- parent and caregiver support
- parent education
- peer contact and mutual support
- play and recreation
- promotion of health and safety
- referrals to other resources
- toy lending

Source:

Canadian Association of Family Resource Programs (2002). http://www.frp.ca/_data/global/images/resources/support-e.pdf

Appendix B

The Guiding Principles of Family Support

1. Family support programs are open to all families, recognizing that all families deserve support.
2. Family support programs complement existing services, build networks and linkages, and advocate for policies, services and systems that support families' abilities to raise healthy children.
3. Family support programs work in partnership with families and communities to meet expressed needs.
4. Family support programs focus on the promotion of wellness and use a prevention approach in their work.
5. Family support programs work to increase opportunities and to strengthen individuals, families and communities.
6. Family support programs operate from an ecological perspective that recognizes the interdependent nature of families' lives.
7. Family support programs value and encourage mutual assistance and peer support.
8. Family support programs affirm parenting to be a life-long learning process.
9. Family support programs value the voluntary nature of participation in their services.
10. Family support programs promote relationships based on equality and respect or diversity.
11. Family support programs advocate non-violence to ensure safety and security for all family members.
12. Family support programs continually seek to improve their practice by reflecting on what they do and how they do it.

Source:

Canadian Association of Family Resource Programs (2002). http://www.frp.ca/_data/global/images/resources/guiding-e.pdf

What are Settlement Agencies?

Settlement services in Canada are primarily delivered by a network of community-based, non-profit agencies with volunteer boards of directors. Organizations vary greatly in size, ranging from those with few or no paid staff, to those with a staff numbering in the hundreds. Some organizations are new, some old, but as a network they have the combined strength of acquired experience and strong links to the communities they serve. Larger centres with many newcomers can have highly specialized organizations, while in the smaller centres the organizations must be more polyvalent. Settlement agencies, therefore, exist in a variety of configurations:

- Monoethnic: Created by and for an ethnocultural community
- Multicultural: Created to respond to newcomer needs in a specific local area. Some organizations established by one community expand to serve many
- Faith-based: A response of a faith community to community need
- Specialized: Focused on a specific area of need (e.g. employment training or serving survivors of torture)
- Serving newcomers as one part of their mandate: Organizations that serve newcomers as part of a wider community response (e.g. a women's centre that serves immigrant and non-immigrant women)

Source:

Canadian Council for Refugees. (1998). Best Settlement Practices: Settlement Services for Immigrants and Refugees in Canada. Retrieved March 3, 2008 from: <http://www.ccrweb.ca//bpfina1.htm>

Appendix D

Core Values of Settlement Agencies

Access.

Services are accessible to all who need them.

Inclusion.

Services are offered in an inclusive manner, respectful of, and sensitive to, diversity.

Client empowerment.

Clients are empowered by services

User-defined services.

Services respond to needs as defined by users.

Holistic approach.

Services take account of the complex, multifaceted, interrelated dimensions of settlement and integration.

Respect for the individual.

Services are delivered in a manner that fully respects the rights and dignity of the individual.

Cultural sensitivity.

Services are delivered in a manner that is culturally sensitive.

Community development.

Services promote the development of newcomer communities and newcomer participation in the wider community, and develop communities that are welcoming of newcomers.

Collaboration.

Services are delivered in a spirit of collaboration.

Accountability.

Service delivery is made accountable to the communities served.

Orientation towards positive change.

Services are oriented towards promoting positive change in the lives of newcomers and in the capacity of society to offer equality of opportunity for all.

Reliability.

Services are based on reliable, up-to-date information.

Source:

Canadian Council for Refugees. (1998). Best Settlement Practices: Settlement Services for Immigrants and Refugees in Canada. Retrieved March 3, 2008 from: <http://www.ccrweb.ca//bpfina1.htm>

This publication, along with other resources, can be found on FRP Canada's web site
www.welcomehere.ca



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