

## **Internal Review of the Metropolis Project**

What are the Benefits for CIC ?

Evaluation Division  
Research and Evaluation Branch  
Citizenship and Immigration Canada

June 28, 2006

## TABLE OF CONTENTS

Metropolis Internal Review – Overview.....	i
Summary of Key Findings.....	i
Metropolis Internal Review – Findings .....	3
Background/Context .....	3
Methodology .....	3
Findings.....	4
1. Are Metropolis research and activities relevant to CIC policy questions, options and program delivery? .....	4
2. Are CIC staff using Metropolis?.....	5
3. Are CIC staff satisfied with the quality and timeliness of Metropolis information?.....	6
4. Is Metropolis research being used to inform CIC policy and program development? ...	8
5. Why are CIC staff not using Metropolis more?.....	9
6. Are current processes for identifying and incorporating CIC policy information needs and priorities into Metropolis adequate? .....	10
7. To what extent has research capacity related to diversity and migration issues increased since the establishment of Metropolis?.....	13
8. Has the CIC contribution leveraged additional funding for research & dissemination activities? .....	14
9. How does the Secretariat enhance the value of Metropolis to CIC? .....	15
10. Are there other benefits that CIC receives from its involvement with Metropolis?..	16
Annex 1 Key Metropolis Policy Issue Areas.....	18

## **METROPOLIS INTERNAL REVIEW – OVERVIEW**

### **Summary of Key Findings**

The objective of this study was to look at the benefits that CIC, as a major funder of Metropolis, receives from participation in the Metropolis Project. This Overview presents the key findings and supporting evidence based on an analysis of the data.

#### **The use of Metropolis products and services by CIC policy, program/project development and research staff is fairly low.**

- 40% of those surveyed have not used any Metropolis products or services.
- Of those who have used Metropolis, 20-35% did not feel they could assess the products or services.

#### **The number of respondents who provided assessments of Metropolis activities and services was low (20-30%, depending on the specific question). Those who did assess the services are generally satisfied with these products.**

- These respondents rated the individual Centre activities as useful and were satisfied with the overall quality, clarity and timeliness of Centre research. However, 18% of those who provided an assessment (N=94) were dissatisfied with the relevance of Centre research in relation to CIC issues.
- Similar trends were apparent with respect to Secretariat products and services, although there were some Secretariat activities (notably, the courses and Metropolis Presents) where the level of dissatisfaction was notably higher than the average for other products.

**Twenty-five percent of all survey respondents indicated that they are using Centre research to inform policy discussions; this represents half of those who are using the Centres. Respondents were able to provide a number of specific examples where the research has influenced Departmental policies and programs. A smaller number of respondents (3% or six respondents) indicated that they use Secretariat products to inform policy discussions. The single greatest use of both Centre research and Secretariat products for survey respondents was “for personal information”.**

#### **A number of findings suggest that there are issues related to the existing processes for identifying and incorporating CIC policy information needs and priorities into Metropolis.**

- Neither the MOU, nor the Metropolis RMAF, clearly assigns responsibility for knowledge transfer, i.e., formal roles and responsibilities to ensure the transfer of information and knowledge between researchers and policy-makers.
- Although survey respondents are generally more satisfied than dissatisfied with the existing processes, 15% are dissatisfied.
- The most frequent suggestion for improving the “activities, operation or effectiveness” of the Centres and Secretariat was to improve the linkages/communication between researchers and policy-makers.
- Almost half of those who provided suggestions for how to maximize CIC’s use of Metropolis indicated that the processes for communicating CIC priorities to Metropolis need to be improved.

**Senior managers (director level and above), staff who work at NHQ, and those who have been with the Department for more than five years exhibited a number of similarities with respect to their use and assessment of Metropolis:**

- They tend to use Metropolis products more than other CIC staff surveyed. Senior managers are also more likely to use Centre research to inform policy discussions.
- They are also more likely than other staff to feel that Metropolis has influenced the way that CIC thinks about and uses research.
- At the same time, however, these three groups are more dissatisfied with the relevance of Metropolis research than are other CIC staff in the survey.

**CIC staff would like to spend more time reading research than they currently do, but indicated they do not have enough time in their busy work schedules to do so.**

**Generally CIC staff feel that the Secretariat enhances the value of Metropolis to the Department, but believe it could be strengthened by their playing a more active role in linking researchers and policy-makers at CIC.**

**Although the primary intended benefit of Metropolis to CIC is to inform and influence policies and programs, several CIC staff identified a number of additional benefits of the Project. These included improving the relationships between various immigration stakeholders, acting as a training ground for CIC researchers and policy-makers and improving CIC's reputation on the international front.**

## METROPOLIS INTERNAL REVIEW – FINDINGS

### Background/Context

Metropolis is a joint initiative of the SSHRC and CIC, and is funded by SSHRC and a consortium of federal departments and agencies. CIC provides approximately 34% of the core funding, with SSHRC providing 40% and other departments providing the remaining 26%. CIC's contribution to the core funding for the Metropolis Project is \$2.6M for a period of five years (2002-07).

Metropolis was established to support research and public policy development on immigration and integration issues. It is a large, multi-dimensional project, with many partners and participants, including other government departments, academics, researchers, other levels of government, researchers and academics in other countries, and community and other non-governmental organizations. With such a large and diverse group of participants, the Project undoubtedly serves a variety of different needs and objectives. The objective of this study, however, was to look at the benefits that CIC, as a major funder of Metropolis, receives from participation in the Project.

### Methodology

The primary data sources for the findings presented here were: an electronic survey of CIC staff who are the primary potential users of Metropolis research and activities; and in-person and telephone interviews with key stakeholders, including representatives of CIC, the Centres and Secretariat, other funding departments and international partners.

### CIC Staff Survey

- The survey was developed and pre-tested (by FAX) with a small sample of CIC staff (n=23), and implemented in April, 2006. The questionnaire was sent by e-mail to all CIC officers, analysts, advisors, managers, directors and directors general involved in policy, program/project development and research for the Branches within the Strategic and Program Policy Sector and the five Regions. Thus, those who were surveyed correspond **to the population of those whose jobs potentially involve utilization of research findings, or whose work activities could benefit from using Metropolis information in their daily activities**. Participants were selected from the internal CIC directory.
- A total of 235 CIC staff were invited to complete the web survey. The Web survey was highly successful, with a response rate of 87% (or 205 responses).
- 36% of those who responded to the survey indicated that they were **not familiar** with the Metropolis Project and/or Metropolis research.
- General characteristics of survey respondents:
  - Approximately one-third were policy analysts/advisors/officers and another 29% identified themselves as program/project advisors;
  - 10% were senior managers (director level or higher), and nearly half identified policy development and/or advice as their main area of work;

## CIC Internal Review of Metropolis

June 2006

- All Branches of the Strategic and Program Policy Sector and the five Regions were represented, with the largest representation being from Immigration Branch (14%), Refugees Branch (14%), and Integration Branch (12%);
- CIC staff responding to the survey had on average nearly six years of experience working on immigration research and/or policy at CIC.

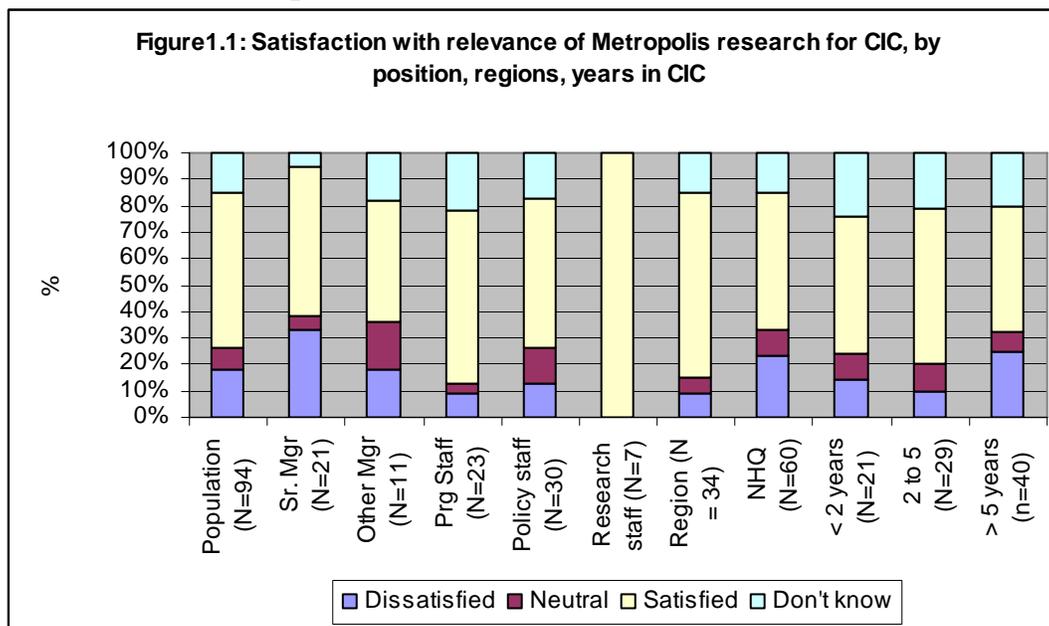
### Interviews with Metropolis Stakeholders

- A second key methodology involved interviews with CIC representatives, stakeholders and international partners. In total, 32 interviews with key stakeholders (14 with CIC representatives, including Secretariat staff and 18 with representatives from outside the Department: 9 with Metropolis Centres Directors, five with OGDs; and four with international partners). Most of these interviews were conducted by telephone.

## Findings

### *Are Metropolis research and activities relevant to CIC policy questions, options and program delivery?*

- At the beginning of the second phase, the Metropolis Project established 11 key policy issue areas to guide the work of the Centres. However, the issue areas (provided in Annex 1) are very broad and it is therefore likely that most immigration research topics would fall under one of these areas. **From a CIC perspective, the Metropolis policy issues are linked to Departmental policy priorities at only a very general level.**
- Survey respondents were asked to assess how relevant the research sponsored by the Centres is to their work. Fewer than half the survey respondents answered this question (N=94). Of those who did, **most (59%) were satisfied that Centre research is relevant to CIC issues; however, 18% are dissatisfied.** Eight percent (eight respondents) said they were neutral; and the remaining 15% (14 respondents) said they “could not assess this question.
- Figure 1.1 below presents the survey findings on the relevance of the Centres’ research for CIC by type of staff, location of work (Regions/NHQ) and number of years working at CIC. The findings indicate:
  - A higher percentage of senior managers are dissatisfied with policy relevance than was the case for other types of staff.
  - Regional staff appear to be more satisfied with the relevance of Centre research than are those who work at NHQ.
  - Staff who have worked at CIC for more than five years are generally less satisfied with the relevance of Centre, than were staff who have been with the Department for less time.

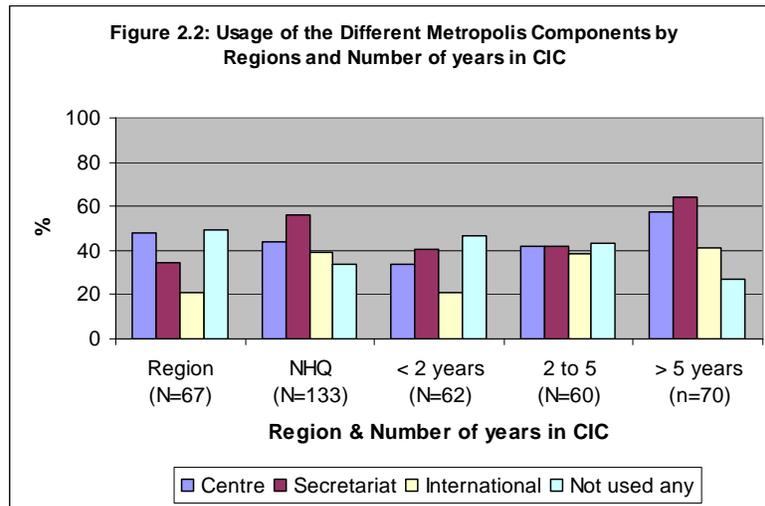
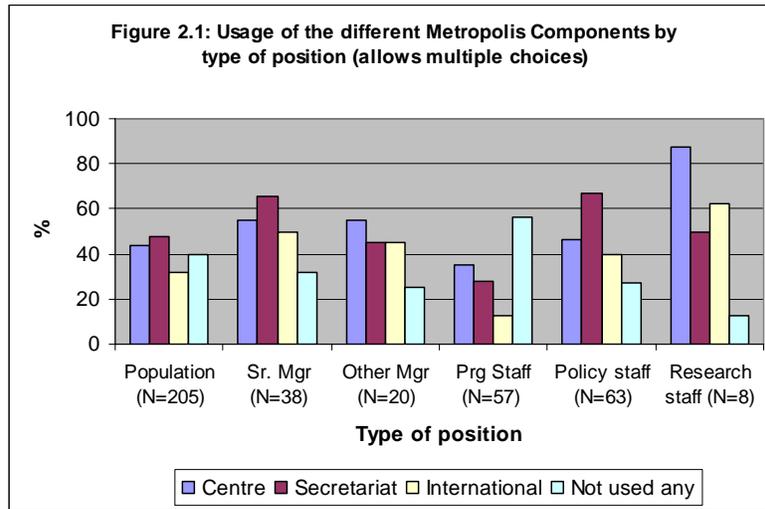


- The interview findings support the patterns observed in the survey responses, as **two-thirds of the CIC staff interviewed feel that Metropolis research is relevant to their needs, with one third stating that it isn't.**

#### *Are CIC staff using Metropolis?*

- Based on a variety of evidence, it appears that the use of Metropolis products and services by CIC staff is fairly low.**
  - 40% of the 205 survey respondents have not used any of the Metropolis products or services (including those of the Centres, Secretariat and International component).
  - For those who have used at least one Metropolis product:
    - Almost half of the respondents (48% or 98 respondents) have used, or attended at least one of the **Secretariat's** activities;
    - A smaller number (44% or 90 respondents) have used the work of the **Centres**; and
    - About one third of those surveyed (32% or 66 respondents) have participated in the **International component**.
  - While survey respondents currently spend an average of 10.3 hours per month on research-related activities (reading, attending conferences, etc.), Metropolis research/activities comprise approximately 18% of this time (1.9 hours).
  - CIC attendance at Metropolis courses suggests that CIC staff were not highly engaged after 2002: CIC participants comprised 64% of all course attendees in 2003, 19% in 2004 and 24% in 2005.
- Looking more carefully at who is using Metropolis, the survey found that:
  - Senior managers and research staff are comparatively high users of Metropolis products; whereas a smaller percentage of program officers are using any of the Metropolis services (see Figure 2.1).
  - A similar percentage of staff at Headquarters and in the Regions use the products of the Centres, while NHQ is a bigger user of the Secretariat and International components of Metropolis (see Figure 2.2).

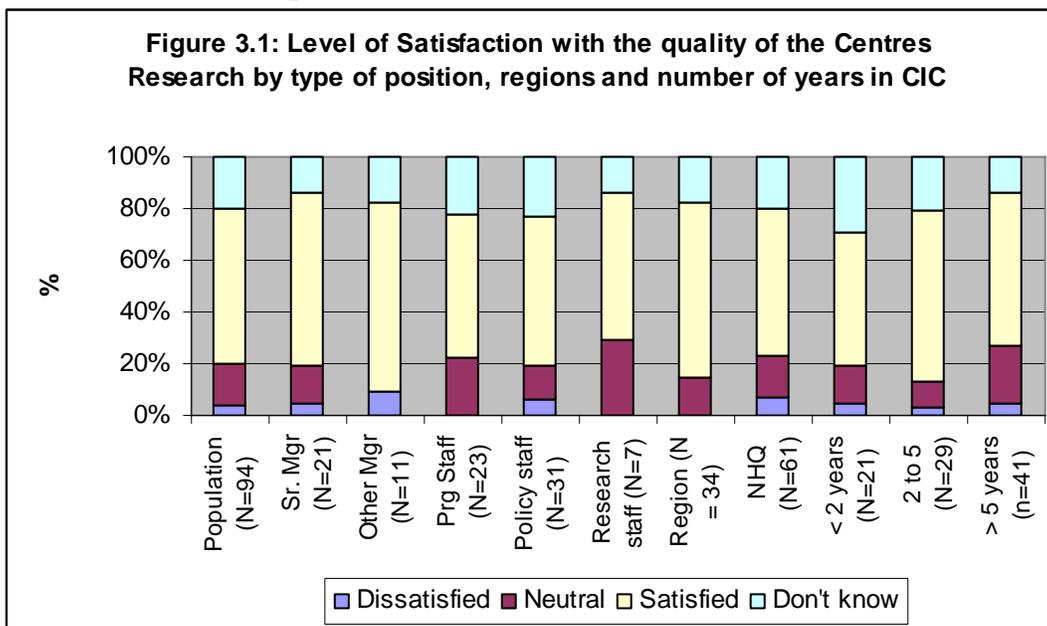
- Not surprisingly, the longer staff have been with CIC, the more likely they are to have used any of the Metropolis research or activities (see Figure 2.2).



*Are CIC staff satisfied with the quality and timeliness of Metropolis information?*

**Centres of Excellence:**

- Approximately half of the survey respondents (46% or 95 respondents) have used Centre products or services. Of these, 20-35% indicated that they could not assess the various products.
- Those who did provide an assessment of Centre products and services are generally satisfied:
  - **75% are satisfied with the quality**, 5% are dissatisfied and the remainder were neutral (19%).
    - CIC managers and staff at NHQ were more dissatisfied with the quality of Centres’ research than were other types of staff (see Figure 3.1).
  - **79% feel the research is clear**, 12% are dissatisfied with the clarity, and 9% were neutral.
  - **With respect to timeliness 67% are satisfied** and 11% are dissatisfied; the rest were neutral (22%).

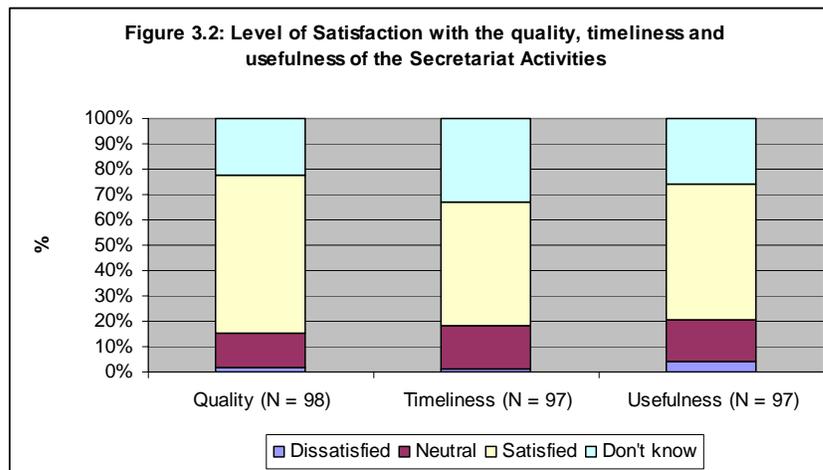


- **Those who use individual Centre products also, for the most part, find them to be useful.**
  - Centre workshops, publications, the National Conference and research projects were rated as useful by around 90% of those who have used or attended them (N = 44-77, depending on the particular product).
  - Only a few people identified any dissatisfaction with any of the products (many were 'neutral'), with 8% (six respondents) finding the websites not very useful.

### Secretariat:

- As was the case for Centre research, almost half of the survey respondents (48%) have used, or attended at least one of the Secretariat's activities, and 20-35% of these were unable to assess the products.
- Again, those who did provide an assessment were generally quite satisfied:
  - **80% are satisfied with the quality of products;** most of the remainder were neutral (17%); 3% (two respondents) indicated that they are dissatisfied with the quality of Secretariat information.
  - **72% are satisfied with the timeliness of the Secretariat,** 2% are dissatisfied, and the rest are neutral (26%).
  - With respect to the **overall usefulness of Secretariat activities, 72% are satisfied,** 6% are dissatisfied and 22% are neutral.
- **While the overall assessment of the utility of Secretariat activities was very high, there were higher levels of dissatisfaction with some particular activities than was the case for the Centres.**
  - The National Conference, Secretariat publications, website and workshops were rated as useful by 85% or more of those who have used or attended them (N = 43-76 depending on the particular product).
  - *Metropolis Presents* and the *Brown Bag Sessions* were rated as useful by 72% of the respondents who have attended them (N = 32 and 47 respectively). Although only 22 survey respondents have taken courses from the Secretariat, five of them (23%) indicated

they were not very useful. Twelve respondents (54%) felt they were useful and the remainder were neutral (five or 23%).



### **International:**

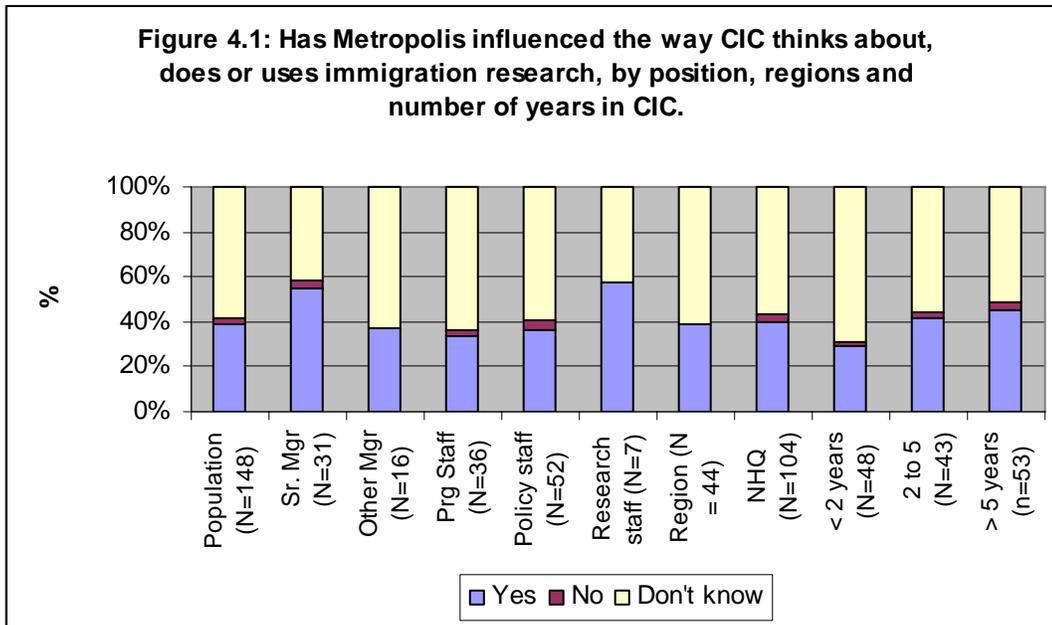
- While 44% of those who have used the International component of Metropolis (N = 69) feel that it benefits CIC, most of the remaining were neutral (30%) or could not assess (13%); 13% (nine respondents) did not feel that it benefits the department.

### ***Is Metropolis research being used to inform CIC policy and program development?***

- **Nearly half of the CIC survey respondents (46%) who are using Metropolis Centres' research are doing so to inform policy discussions.<sup>1</sup> The proportion of those using the Secretariat's activities to inform policy discussion is lower (11%).**
  - Senior Managers are more likely to use both Centre research (62%) and Secretariat products (33%) to inform policy discussions than do other types of staff.
  - Similarly, a larger percentage of staff at NHQ use Metropolis information to inform policy discussions than is the case in the regions.
- **CIC interviewees demonstrated a similar pattern, with approximately half saying that Metropolis research is being used to inform policy at CIC, and half indicating that it is not being used, or not to the extent that it could or should be used.**
- **39% of CIC staff who had an opinion on the subject (N = 148) claimed that Metropolis has influenced the way that CIC thinks about, does or uses immigration research (see Figure 4.1).**
  - Most of the remaining respondents (58% or 86 respondents) did not feel they could assess this question; only four respondents believed that Metropolis has not had an influence in this area.
  - Senior managers, research staff and those working at NHQ were more likely to think that Metropolis has influenced CIC research than were other staff.
  - The longer staff have worked at CIC, the more likely they are to think that Metropolis has had an impact on research.

<sup>1</sup> The single greatest use of both Centre research and Secretariat products for survey respondents was "for personal information".

- **Although fewer survey respondents felt able to assess whether Metropolis research has had a direct impact on CIC policies or programs, those who did were fairly positive in this respect.**
  - A larger percentage, overall, felt that Metropolis has had an influence (17% or 27 respondents), compared to 9% (or 15 respondents) who said that it hasn't. The rest were unable to assess the impact (74% or 119 respondents).
  - A larger percentage of senior managers (26%) stated that Metropolis has influenced CIC policies or programs, than was the case for other types of staff.



- **Survey respondents were able to provide a number of specific examples where Metropolis research has been used to directly influence CIC policies/programs.**
  - "...foreign credential recognition now comes out of research showing that recent immigrants are lagging behind earlier immigrants in their access to the labour market..."
  - "Some of our earliest information on the importance of family ties and education opportunities to migration and secondary migration within Canada came out of research by the Prairie Centre. This is being used in developing regionalization strategies."
  - "Research in particular out of CERIS has informed policy priorities on immigrant youth."
  - "Research on the performance of resettled refugees led to changes in requirements for refugee selection."
  - "The Skilled Worker selection system implemented in 2002 was directly influenced by a number of Metropolis linked research projects in the Pacific and Ontario Centres."

*Why are CIC staff not using Metropolis more?*

- **CIC staff identified a need for research to do their work and a desire to spend more time on research.**

- 61% of survey respondents said it is important for their job to access up-to-date research on immigration and settlement issues.
- 72% of CIC staff (114 respondents of 159) feel they do not spend enough time accessing research.

**Explanations external to Metropolis:**

- **Many staff indicated that they don't have time available in their busy work schedules to spend time reading research:** this was the most common explanation for why survey respondents didn't spend more time on research (identified by 80% of those who responded to this question).
- **Receptor capacity was identified as a major reason for underutilization in the 2000 Evaluation of Metropolis. Because our findings were somewhat divergent, it was difficult to assess its current impact.**
  - In the survey, where respondents were asked to rate their own skills, they indicated the following.
    - 44% of those surveyed are satisfied with their ability to use Metropolis research; 11% are dissatisfied; and the rest were neutral (21%) or unable to assess their skills (24%).
    - 68% of respondents feel that their research skills have improved over the last five years.
  - In the interviews the discussions of receptor capacity suggested that it is still a substantial problem for the Department.
    - Six of the eight CIC managers who discussed this subject said that, while there may have been some improvement in internal capacity over the last five years, it has not been sufficient and additional efforts (through hiring and/or training) are required.

**Explanations related to the operation of Metropolis:**

- As discussed in Q.1, **approximately 20% of those surveyed indicated that Metropolis research is not relevant to their work; similarly 25% said that useful research is hard to find.**

**Suggestions for improvements**

- Three themes emerged for improving the use of Metropolis to CIC:
  - **Improve the way results are made available to CIC staff.** Survey respondents and interviewees spoke again and again about the fact that they are swamped with information, both in paper and electronically. One way suggested to address this was for Metropolis to provide brief (one-to-two) page summaries of research reports. A second, related suggestion for improving dissemination was for Metropolis to prepare some type of compendium or a regular bulletin outlining the research currently available on different topics and how to access it.
  - **Strengthen the linkages/communication between researchers and policy-makers / improve the processes by which CIC priorities are communicated to Metropolis.** (This is discussed further in Q.6 below.)
  - **Broaden the scope of research being conducted by Metropolis.** In particular, survey respondents indicated a need for more comparative and pan-Canadian research.

*Are current processes for identifying and incorporating CIC policy information needs and priorities into Metropolis adequate?*

There are a number of formal processes for identifying and incorporating CIC policy information and priorities into Metropolis activities, both at the broadest Project-level and within each of the individual Centres. These include the coordinating role of the Secretariat, the Interdepartmental Committee (IDC), Centre Advisory Boards and Annual Research Planning Meetings. In addition, CIC staff may have input through informal means, such as suggesting topics for conferences or individual discussions with researchers.

- **Approximately 40% of those surveyed (86 respondents) indicated that they have had some involvement in processes to provide input into Metropolis research topics or other activities. As indicated in Table 6.1 below, most of this input has been through fairly informal channels.**

**Table 6.1: Methods by which CIC staff have had input into Metropolis research/activities\***

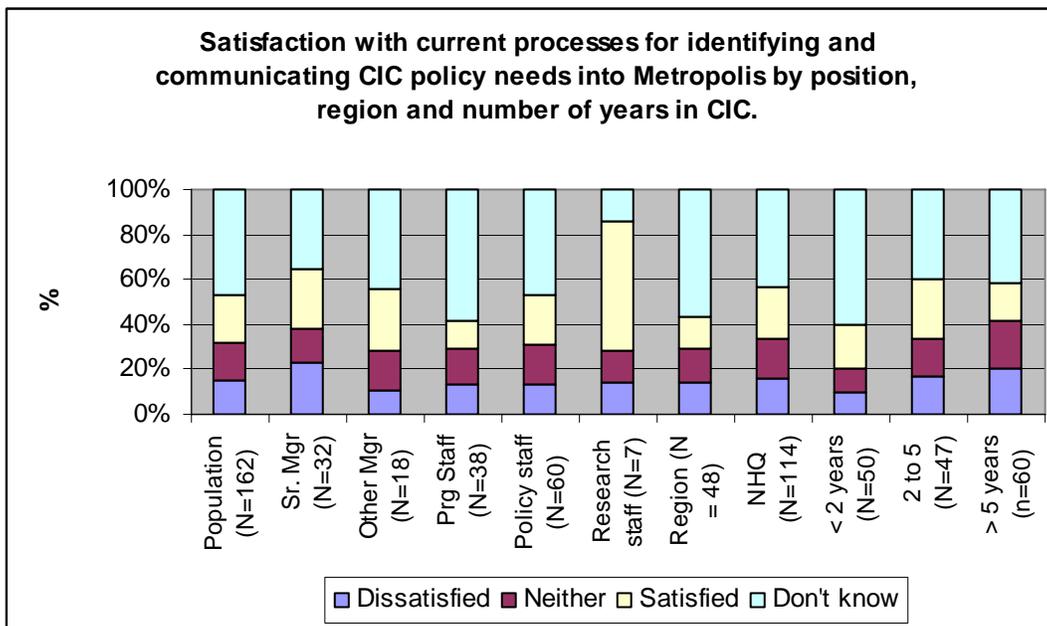
<b>Provided input through:</b>	<b>#</b>
Discussed priorities with individual researchers	33
Suggested conference topics	31
Input to the Secretariat	30
CIC Research Network	29
Panels discussing policy issues	24
IDC meetings	15

\* Respondents identified all processes in which they had been involved, so the same individual may be 'counted' in more than one process.

- Generally, senior managers and CIC research staff have had more input into these processes than is the case for program or policy advisors/officers. There were a couple of exceptions to this pattern:
  - Managers below the director-level are more likely than any other type of staff to have had input through discussions with individual researchers.
  - A comparatively small percentage of research staff have had input through the Secretariat, suggesting that direct links between research staff and the Secretariat are not strong.
- Staff at Headquarters were much more likely than those in the Regions to have provided input to Metropolis through any of the identified means except "discussed priorities with individual researchers". Almost one-quarter of the Regional staff who have had input into Metropolis research/activities have done so through personal contacts with researchers; this is the case for 18% of those who work at NHQ.
- Survey respondents were asked directly if existing processes are satisfactory. Eighty percent of all respondents (162 of 205 respondents) answered this question. **Almost half of these (47%) indicated that they could not assess these processes; 21% are satisfied with the processes; 15% are dissatisfied; the remainder (17%) were neutral.**
  - The level of satisfaction was substantially higher for research staff than for other types of employees. Conversely, a higher percentage of senior managers were dissatisfied

with the processes for communicating policy needs to Metropolis, than were any other types of staff.

- Although the percentage of those at NHQ who were satisfied with processes was higher than the percentage in Regions, the percentage who were dissatisfied with these processes was also higher. (This variation can be explained by the fact that the percentage of those at NHQ who couldn't assess or were neutral was smaller than the percentage in the Regions).
- The level of dissatisfaction increased slightly the longer the respondent had worked for CIC.



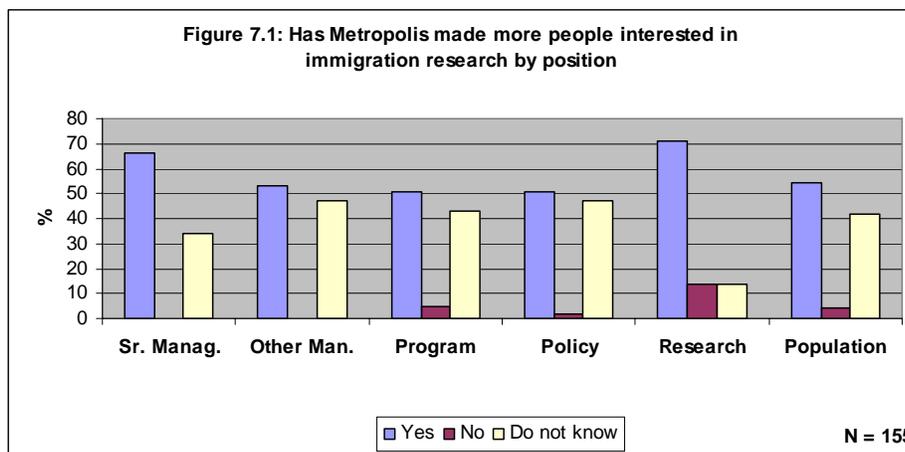
• **Additional evidence of dissatisfaction with the processes was evident in the document review, interviews and responses to survey open-ended questions.**

- As indicated in Q.1, the process for identifying key priorities for Metropolis research, which was through the IDC, resulted in very general areas of study.
- Neither the MOU, nor the Metropolis RMAF, clearly assigns responsibility for knowledge transfer, i.e., formal roles and responsibilities to ensure the transfer of information and knowledge between researchers and policy-makers.
- Six of the 30 respondents (20%) who have participated in IDC meetings indicated that they are not very useful; similarly two of the nine CIC respondents who have participated on Metropolis advisory committees did not feel they were useful. These levels of dissatisfaction were notably higher than those for other Secretariat activities, such as the National Conference or publications, where only one respondent was dissatisfied in each case.
- The most frequent suggestion for improving the “activities, operation or effectiveness” of the Centres and Secretariat was to improve the linkages/communication between researchers and policy-makers. This theme was also identified by several of the key stakeholders who were interviewed for this study.
- Almost half of those who provided suggestions for how to maximize CIC’s use of Metropolis indicated that the processes for communicating CIC priorities to Metropolis need to be improved.

- **Survey respondents and interviewees provided a number of suggestions for improving these processes, many of which focused on the need for a departmental approach to Metropolis research;** i.e. a link between Metropolis and CIC’s strategic and program research priorities and activities, rather than individual connections with some Branches and/or Regions. A related suggestion was that the consultative processes should include staff from all policy groups, not just those in one or two Branches. Several respondents recommended that these processes include staff below the senior management level.

*To what extent has research capacity related to diversity and migration issues increased since the establishment of Metropolis?*

- **While the review was unable to quantify the growth in immigration research since the establishment of Metropolis, there is evidence to support the idea that this growth has been significant.**
  - Key informant interviews revealed that research capacity in immigration and diversity had definitely increased.
    - 82% of CIC interviewees indicated that the amount of research being conducted on immigration and integration issues increased over the last two-to-five years. In addition, the majority (89%) believed Metropolis contributed to this growth and also had an impact on the quality of research in the field of immigration. The remaining 18% indicated they could not assess.
  - The overall increase in the number of visits to Metropolis web-sites appears to be a good indicator of growth in immigration research activity. Metropolis web-sites experienced substantial growth over this period from 760,502 visits in 2000-01 to 1,342,895 in 2004-05, representing an increase of 77%.
  - The web survey indicated that 54% of CIC staff believe that **Metropolis has increased interest in immigration research**; only 4% did not think this is the case; a large number (42%) could not assess (see Figure 7.1).
    - Figure 7.1 also indicates that proportionately, senior managers and research staff were more inclined to say that Metropolis has contributed to a growth in the number of people interested in immigration research.



- Although more than half of those surveyed (54%) could not assess how well research capacity has grown since the start of the second phase of Metropolis, most of those

who did (24%) were satisfied with the growth; 8% (12 respondents) were dissatisfied; and the remaining were neutral (14%).

***Has the CIC contribution leveraged additional funding for research & dissemination activities?***

- Table 8.1 presents a breakdown of the core funding provided by CIC, SSHRC and other government departments to the Metropolis Project. As indicated in this Table, CIC contributes 34% of the total core funding for the Metropolis Centres, 26% is provided by the other federal funding departments, and the remaining 40% is contributed by SSHRC.
- **While the review was unable to compile the specific amounts,<sup>2</sup> both the Centres and the Secretariat leverage additional funding for their activities.**
  - A review of several Centre financial statements indicated that they receive additional funding for their research from various sources, including the current funders (CIC, SSHRC and other federal funding departments), other government departments, and other levels of government, NGOs, universities and corporations.
  - Similarly, the Secretariat receives an annual operational budget (337,200\$ in 2005/06, not including salaries), which is then supplemented by transfers from other organizations to contribute to, or cover, various specific projects.
- **While CIC interviewees did not provide specific information on leveraging, several offered the opinion that funding Metropolis is “money well spent”.**

---

<sup>2</sup> Further analysis may be possible, pending the receipt of additional information from the Secretariat.

**Table 8.1: Metropolis Centres Funding - 5 Year Funding**

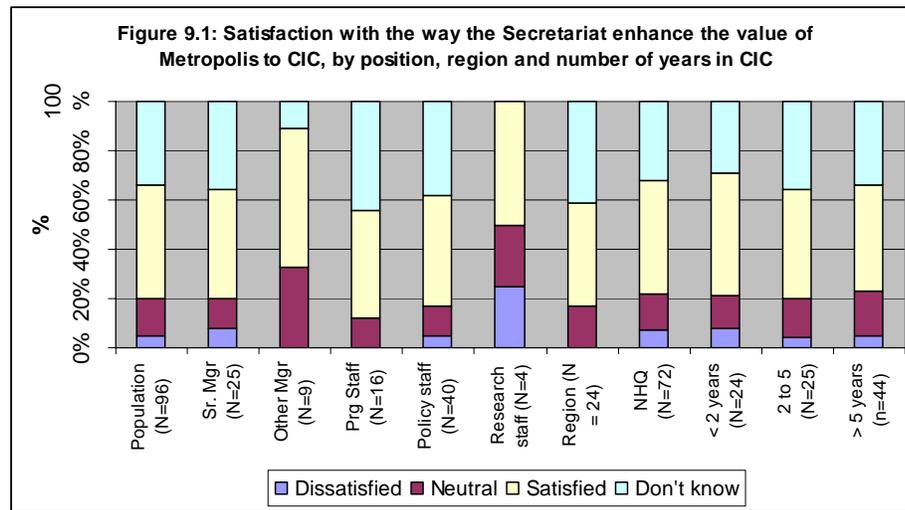
Department	2002-03	2003-04	2004-05	2005-06	2006-07	Total	%
<b>CIC</b>	455,000	483,437	568,750	568,750	568,750	2,644,687	34 %
<b>Canadian Heritage</b>	150,000	159,375	187,500	187,500	187,500	871,875	11%
<b>CMHC</b>	75,000	75,000	75,000	75,000	75,000	375,000	5%
<b>Status of Women</b>	30,000	30,000	30,000	30,000	30,000	150,000	2%
<b>Solicitor General</b>	10,000	10,000	10,000	10,000	10,000	50,000	1%
<b>HRDC</b>	85,000	85,000	85,000	85,000	85,000	425,000	5%
<b>PWGSC – Signed MOU</b>	60,000					60,000	1%
<b>RCMP – Signed MOU</b>	15,000	7,500	7,500	7,500	7,500	45,000	1%
<b>PSC</b>	15,000	15,000				30,000	0
<b>Justice Canada</b>	-	15,000				15,000	0
<b>Industry Canada – ACOA</b>	-	9,375	37,500	37,500	37,500	121,875	2%
<b>Sub-Total</b>	<b>895,000</b>	<b>880,312</b>	<b>963,750</b>	<b>963,750</b>	<b>963,750</b>	<b>4,666,562</b>	<b>60%</b>
<b>SSHRC</b>	<b>550,000</b>	<b>680,000</b>	<b>625,875</b>	<b>625,875</b>	<b>625,875</b>	<b>3,107,625</b>	<b>40%</b>
<b>Grand Total</b>	<b>1,445,000</b>	<b>1,560,312</b>	<b>1,589,625</b>	<b>1,589,625</b>	<b>1,589,625</b>	<b>7,774,187</b>	<b>100</b>

*How does the Secretariat enhance the value of Metropolis to CIC?*

- **The Secretariat has a broad mandate and set of responsibilities.**
  - The MOU identifies five key functions: leadership and strategic direction setting; overall coordination, planning and partner relations; resourcing of key activities and infrastructure development; partnership and project development; and Metropolis promotion<sup>3</sup>. The Secretariat chairs and supports the IDC, sits as a member of the management board or governing body of each Centre; co-chairs the International Steering Committee (ISC), co-manages the Metropolis International Steering Committee, and responds to enquiries and requests from other federal departments/agencies, other levels of government, NGOs and other countries.
- **According to Secretariat documents and stakeholder interviews, the role of the Secretariat has shifted over time, from that of overall management of the Project, to facilitation and network-building at the national and international levels.**
- **CIC staff and other key stakeholders feel that the Secretariat enhances the value of Metropolis.**
  - As discussed in Q.1, although use of Secretariat products is low, CIC staff are generally satisfied with the quality, timeliness and utility of these products.
  - Most of those survey respondents who provided an overall assessment, said that they are satisfied that the Secretariat enhances the value of Metropolis to the Department.

<sup>3</sup> "Memorandum of Understanding between the Social Sciences and Humanities Research Council (SSHRC) and Citizenship and Immigration Canada (CIC)", [http://canada.metropolis.net/Renewal/annexes\\_e.htm](http://canada.metropolis.net/Renewal/annexes_e.htm)

- As Figure 9.1 indicates, this was the case for all types of staff, with the possible exception of research staff, for whom a greater percentage of staff were dissatisfied. However, this finding should be treated with caution, as the number of research staff surveyed was quite small.



- **Despite this generally positive assessment, numerous CIC staff indicated that the value of the Secretariat could be enhanced by their playing a more active role in linking researchers and policy-makers at CIC.** This could be done by “translating” departmental research interests and needs to the Centres of Excellence and/or assisting CIC policy and program staff to know about available research that is relevant to their needs.

*Are there other benefits that CIC receives from its involvement with Metropolis?*

- **Overall, survey respondents feel that the Metropolis Project is important, both to CIC and to Canada.**
  - 76% of those who responded to this question (N=161) said that Metropolis is important to CIC; 9% (14 respondents) feel it isn’t important; and the rest (8% or 13 respondents) could not assess it.
  - The results are very similar for their assessment of the importance of Metropolis to Canada: 73% said it is important; 10% indicated that it isn’t; and 7% couldn’t assess.
- In addition to the benefits of Metropolis identified and discussed in this report, CIC interviewees and survey respondents identified a number of additional benefits that CIC receives from its involvement with Metropolis. These can be organized under four general themes:
  - There is evidence supporting the claim that **Metropolis improves relationships between various immigration stakeholders (such as local NGOs, local government partners and academics), thus promoting greater co-operation, information-sharing and more strategically targeted problem-solving.**
    - 63% of survey respondents said that one of the three most important functions of Metropolis is to provide links between the Government of Canada, academics and others.
    - 41% of CIC staff also indicated that there were specific benefits that their Branch or Region had received as a result of their involvement with Metropolis. One of these was access to a network of people working on immigration issues.

- Almost half of CIC interviewees indicated that the Project improves partnerships with other departments, other countries and also municipalities and NGOs.
- One CIC interviewee captured this benefit succinctly: It puts immigration on the agenda of every department in town – HRSDC, Status of Women, etc. Multiple departments are on board. It's collectively forcing people to take ownership of a broad societal issue. CIC used to be antagonistic towards service providers for immigrants, but now, after years of dialogue, the sides respect each other more. Now we have an environment where all partners can discuss issues."
- **Because a lot of Metropolis research and partnerships operate at the local level, they can be very effective in addressing local issues: all of the relevant stakeholders are involved and have access to directly pertinent research. This potentially prevents local issues from evolving into larger challenges and provides a testing ground for best practices that can be adopted by other areas.**
  - 82% of CIC staff mentioned that it was very important for Metropolis research to include joint and/or comparative, pan-Canadian projects.
  - Some CIC stakeholders (27%) emphasize that Metropolis supports partnerships not just with other departments and other countries, but also with municipalities and practitioners.
- **Metropolis Centres provide a training ground for CIC researchers and policy analysts which, in turn, may serve as a valuable tool in addressing a serious gap in CIC's demographic pyramid.**
  - In the one open-ended question on other benefits for CIC, four survey respondents mentioned that, through Metropolis, they have access to a pool of qualified graduate students to hire. Another CIC stakeholder interviewee stated: "We have a very bad gap in our demographic pyramid and Metropolis can be a part of addressing this; it attracts good people with excellent credentials."
- **Metropolis improves CIC's reputation on the International front.**
  - Two of the 12 CIC stakeholders interviewed and six of the 11 Metropolis representatives interviewed indicated that CIC's image has been strengthened through the work of Metropolis.

**ANNEX 1 KEY METROPOLIS POLICY ISSUE AREAS**

1. How might public policy enhance the capacity of Canada and of Canadian cities to receive and integrate immigrants, including refugees?
2. What policies and programs are necessary to ensure the integration of children and youth of immigrant origin, particularly visible minorities?
3. What is the role for public policy in promoting the social and cultural integration of newcomers and minorities into a multicultural or pluralistic society and what implications does this have for citizenship policy?
4. What are the language-related challenges and opportunities created by the growing diversity of the immigrant population and how should public policy respond?
5. How should public policy be directed in order to counter negative attitudes and discrimination toward immigrants and minorities?
6. How might public policy improve the economic outcomes for immigrants and minorities in the context of domestic economic restructuring, changes in labour demand, changes in immigration sources and growing international mobility?
7. What are the challenges and where should public policy be directed in order to produce just treatment and safe communities, ensuring equality and fairness within all aspects of the Canadian justice system?
8. What set of immigrant and ethnocultural policies would best promote the ability of Canada, the provinces and cities to compete effectively in the new economy?
9. What domestic measures and international relationships need to be in place in order for national asylum and humanitarian policies to function effectively?
10. What are the public policy challenges in the areas of managing migration flows and integrating immigrants and their descendants that will result from demographic change and globalization, notably economic integration and technological change?
11. As governance structures are reconfigured, what role should be played by non-governmental organizations in fostering the integration of immigrants and ethnic, religious and other minorities?