

Interim Strategy Development Report









August 9, 2010



Funded by / Financé par

Citizenship and Immigration Canada Citoyenneté et Immigration Canada



Guelph Wellington Local Immigration Partnership Interim Report

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Guelph Wellington Local Immigration Partnership Interim Report

Section 1 – Introduction

Section 1.1 Guelph Wellington Local Immigration Partnership Project Vision

"We envision a caring, equitable community where everyone thrives."

The Guelph Wellington Local Immigration Partnership (GW-LIP) is a community based planning initiative committed to the achievement of this vision.

This report reflects the commitment of individuals and organizations in the Guelph Wellington community including the LIP Council (leadership group to the project), and the Guelph Inclusiveness Alliance (a coalition of organizations and individuals that have served as the project's Advisory Group). In total approximately 375 individuals have participated in the GW-LIP project to-date. Many involved in the project are new to Canada or have lived the immigrant experience. All individuals have contributed to the goal of creating sustainable solutions for the successful social and economic integration of newcomers to Guelph Wellington.

As project sponsor and convener of the GW-LIP Phase 1, the City of Guelph and the LIP Council have approached the development of a Settlement Strategy within the context of:

- A Holistic Strategy
 "A strategy for all a strategy that benefits everyone"
 Consultation Participant
- A Strategy That Builds on Existing Capacity
 "... not an emptiness to be filled but a fullness to be discovered."
 GIA Member
- A Commitment to Meaningful Ongoing Community Engagement.
 "... an opportunity and a need to ready the soil..."
 LIP Council Member

Section 1.2 Background

Guelph Wellington LIP Deliverables

Funded through Citizenship and Immigration Canada, deliverables of this project are:

1) Establishment of a LIP Partnership Council; and

2) Development of a Guelph Wellington Settlement Strategy.

Section 1.3 LIP Activities to Date

Phase 1 Governance Structure & Vision (Nov. 2009 – Jan. 2010)

- LIP Governance structure established and roles of primary project stakeholders identified;
- Advisory role of Guelph Inclusiveness Alliance (GIA), confirmed;
- LIP Vision and Mission Statements identified within LIP Council Terms of Reference (Appendix A).

Planning/Research (Feb. 2010 - Apr. 2010)

- Literature Review A summary of articles, reports and literature, reviewing practices and programs in newcomer settlement (Appendix B);
- Environmental Scan/Service Inventory An overview of Guelph Wellington characteristics important to newcomer settlement, including community capacities, assets and challenges (Appendix C);
- Winter Community Consultation Summary Report Summary of perspectives of 190 community individuals and organization representatives, related to settlement and inclusion, facilitated by Ethnocultural Facilitators (Appendix D).

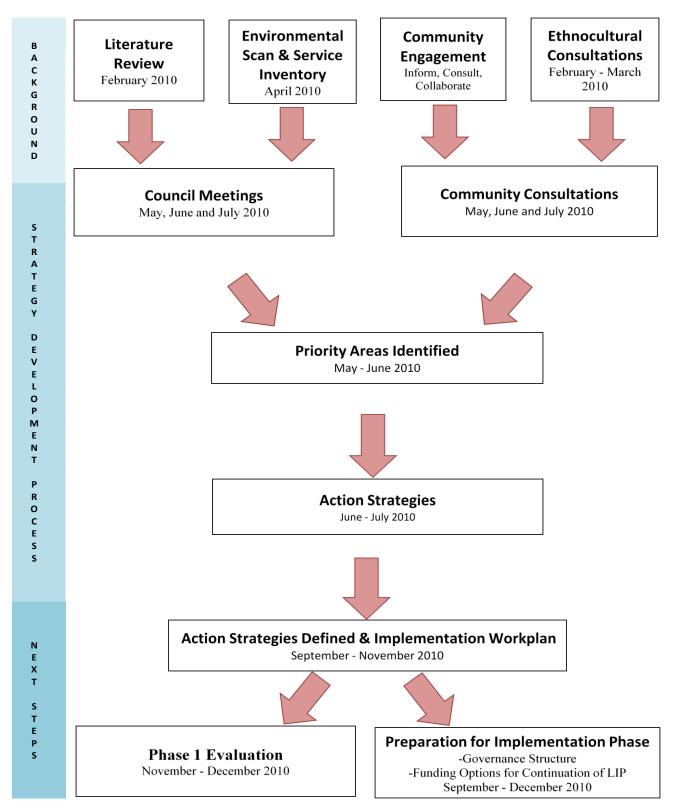
Community Engagement Activities (Feb. 2010 – Aug. 2010)

- Approximately 375 individuals consulted to-date including:
 - 190 participants in Winter Community Consultations. 21 community consultations hosted to obtain preliminary feedback to inform strategy development. Groups consulted included internationally trained individuals, immigrant women, immigrant youth, faith-based communities, county service providers, and various newcomer/immigrant communities;
 - $\circ~$ Information/project meetings with stakeholders to inform, consultant and collaborate on GW-LIP project activities;
 - Two Community Dialogues "Promoting Comprehensive Community Inclusion" and "Building Practices of Inclusion" hosted. Participants included members of the LIP Council, the GIA, students, service-providers and representatives of the local immigrant communities.

GW-LIP Web-site (Jul. 2010)

- Web-site developed and available to the public.
- <u>http://guelphwellingtonlip.ca/</u>

Section 2 - DEVELOPING THE GW-LIP STRATEGY



Section 2.1 Overview

Section 2.2 Strategy Development Process

The Guelph-Wellington Local Immigration Partnership Project contracted with the Centre for Community Based Research (CCBR) to assist the Council in developing the local settlement strategy according to its terms of reference and its Contribution Agreement with Citizenship and Immigration Canada (CIC). A series of meetings with the Council, interspersed with broad-based community consultations have been scheduled from May 2010 through to September 2010. The goals of the meetings are to:

- 1. Identify needs and gaps related to immigrant/newcomer settlement and integration which would lead to directions for change in Guelph-Wellington;
- 2. Identify the strengths and assets existing in the Guelph-Wellington community on which to build a strategy;
- 3. Set priorities for future Council and community action;
- 4. Develop Strategic Directions and Action Strategies related to each priority need/gap
- 5. Detail the Action Strategies as to specific activities, indications of success, timelines and responsibilities;
- 6. Prepare a final Strategy for submission to Citizenship and Immigration Canada (CIC) for consideration of Phase 2 support to the Guelph-Wellington LIP.

The commitment to CIC includes this Interim Report which covers items 1 through 4 above.

Identifying Needs/Gaps and Setting Priorities

The strategy development phase builds on the GW – LIP Literature Review (Appendix B), Environment Scan/Inventory of Services (Appendix C) and the Winter 2009 Ethnocultural Community Consultations (Appendix D), hosted in the initial stages of the project.

The CCBR Team received information to discern identified settlement/integration needs and gaps. Four major priority areas emerged with corresponding identified needs/gaps:

- Community Services and Programs
- English Language Training
- Employment
- Community Integration/Inclusion

At the May LIP Council meeting, needs and gaps in each area were clarified, changed and/or enhanced. Council members then identified the top five or six needs/gaps in

each area. Please see Appendix E for the full rankings by the LIP Council of all needs and gaps in each area.

The priorities identified by Council were then taken to the May community consultation for further clarification, further prioritization and to discuss examples of why the priorities were important, as observed by or lived by participants in the consultation.

The following list shows the results of this work. Note that, while three priorities were identified in each area (See Appendix F), it was determined by the Council that Strategic Directions would be developed for only two in each area. It was emphasized that the remaining priorities, indeed all identified needs and gaps, could be considered in the future by the Council.

GW-LIP PRIORITIES

COMMUNITY SERVICES/PROGRAMS

- 1. Increased coordination and partnerships in all service sectors, focused on immigrant settlement/integration.
- 2. Access to/ understanding of health care and education systems

ENGLISH LANGUAGE TRAINING

- 1. Employment related English language programs
- 2. Transportation to English language programs

EMPLOYMENT

- 1. Education/training opportunities that build on immigrants' education/ training/ experience
- 2. Employment services that are responsive to both employers and immigrants/newcomers needs

COMMUNITY INTEGRATION/INCLUSION

- 1. Increased efforts by municipal governments and other institutions to diversify their workplaces and to reflect the diversity of the community in their publications, websites, etc.
- 2. Host/friendship programs for pairing established residents/families with newcomers

Building on Community Strengths & Capacities

Supporting the spirit of building on community capacity and upon further reflection of the community assets as identified in the GW-LIP Environmental Scan, the LIP Council developed a general list of strengths within Guelph-Wellington as a foundation for strategy development discussions.

- Education systems (strong school boards, a lot of educators, universities, colleges, including University of Guelph)
- We are a small community and it is easy to know the leaders of other community services and involve them to build linkages and partnerships
- Meeting needs on one-to-one basis; referrals are easy
- Willingness to work together to solve problems
- Leaders are supportive of the LIP Council agenda; Economic Development Strategy is a strong indicator that there is recognition of this issue (leaders' buy in)
- Guelph has history of having immigrants; it's not a new phenomenon to Guelph (and to lesser extent in Wellington County)
- City has high number of volunteers working to engage newcomers
- Newcomers are trying to integrate
- Strong partnerships in the community (e.g. Guelph Inclusiveness Alliance)
- Network of service providers to share/exchange information
- Diversified economy (variety of jobs available)
- Very good public schools that newcomers can access
- Community health centre; supporting access to health
- Good base of multilingual groups that we can utilize (for interpretation, translation)
- In rural communities, there is interest and desire to be more aware and more culturally appropriate for newcomer population that are making rural areas as their new homes
- Newcomers helping newcomers (helping themselves)

Section 2.3 Strategic Directions and Action Strategies

This was a dynamic, interdependent process, with the LIP Council feeding into community consultations and vice versa, contributing towards building viable and meaningful strategic directions and action strategies. 108 individuals and organizations from a variety of community sectors provided direct input into the Strategic Directions and Action Strategies (Appendix E).

The resulting Interim Settlement Strategy consists of one or more Strategic Directions for each identified need/gap in each of the four areas. Strategic Directions state the change participants want to see as the Council works with community partners to make Guelph-Wellington more welcoming and supportive in the settlement and integration of newcomers/immigrants.

Action Strategies were then developed for each of the Strategic Directions. It should be noted that, in the June and July community consultations, a number of participants felt very strongly that some of the wording in the Action Strategies were not action oriented enough. The significance of "bringing about real change" was emphasized. Additionally, the significance of maintaining an urban and rural lens in development of Action Strategies was also noted.

Community Services/Programs

Gap/need: Access to/ understanding of health care and education systems

Strategic directions

1. An orientation process for all immigrants/newcomers to receive orientation that informs them about local health & education systems and how to access them – in both urban and rural contexts.

2. Health and Education staff understand the variety of immigrant experiences and have the ability/resources to hear and understand the real problems of individual immigrants/newcomers.

3. Local urban and rural communities know, in a timely manner, what immigrant/refugee groups are arriving in Guelph-Wellington.

Action strategies

1.1 Welcome Centres and/or Immigrant Service Centres develop standard information to share with immigrants/newcomers, where possible in their language, about local health and education systems.

1.2 Existing settlement service providers partner with Public Health and School Boards to organize workshops for newcomers in local community facilities, about health and education systems.

2.1 Settlement service providers work together to offer needed training to health and education service providers.

2.2 A fully funded program of certified cultural interpreters is developed for Guelph-Wellington, with a focus on the health and education systems and availability throughout the County.

3.1 There is a system developed for regular, timely communication by Citizenship and Immigration Canada and/or the Ontario Ministry of Citizenship and Immigration with local communities as to who is arriving as immigrants/refugees to Guelph and Wellington County.

Gap/need: Increased coordination and partnerships in all service sectors, focused on immigrant settlement

Strategic directions

1. Coordinated immigrant settlement services for seamless delivery

2. General community services meet the needs of immigrants/newcomers

Action strategies

1.1 Designate a lead agency that will help coordinate settlement services.

1.2 Develop a Welcome Centre for Guelph-Wellington which will serve both Guelph and the rural communities (Wellington ISAP model of satellite delivery could be one alternative).

2.1 Outreach to existing partnerships/networks within specific service sectors (other than education and health) to explore their ability/willingness to better serve immigrants/newcomers and develop plans to help them do that.

2.2 Develop centralized translation/interpreter services (including in the French language) with interpreters available throughout the County. (Note overlap with education and health related action strategy #2.2 above.)

English Language Training

Gap/need: Transportation for all newcomers who need English language training services

Strategic Directions

1. Coordinated transportation services in Guelph-Wellington that give access to everyone

2. Development of alternative English language training delivery models to reduce need for transportation

Action Strategies

1.1 Partner with others to complete inventories of transportation services in Guelph and Wellington County (including volunteer transportation services, school bus services) and determine if those services give full access to newcomers who need to reach English language training programs.

1.2 Look at other communities to see how issues surrounding transportation have been addressed/ solved and if the solutions could be adapted to Guelph-Wellington.

1.3 With community partners, use "out of the box" thinking to design more coordinated and/or alternative transportation services to meet the needs of newcomers to access English language training programs.

2.1 Once the inventory of all current English language programs and services, urban and rural, is completed for Guelph-Wellington, explore successful alternative models in other communities.

2.2 Partner with local school boards, neighborhood associations and other community organizations to develop alternative English language services closer to where immigrants/newcomers live and work.

Gap/need: Employment related English language training programs

Strategic directions

1. A generic employment-related English language training program based on identified needs/gaps (e.g., communication skills beyond just reading & writing) is delivered in Guelph-Wellington

2. A coordinated marketing strategy for existing employment-related English language programs

Action strategies

1.1 Conduct an environmental scan of all English language training programs in Guelph-Wellington.

1.2 & 2.1 Strike a task force for coordination of English language training programs (Note: This relates to both strategic directions).

1.3 Develop the components of a generic employment-related English language training program and begin to explore how that program may best be delivered and by whom in both rural and urban communities.

2.2 Determine what marketing strategies are best suited to spread information of existing English language programs (connecting users with providers) in Guelph and in Wellington County and develop a plan for use of appropriate strategies.

2.3 LIPC to develop and maintain a website with information of all existing English language training programs in Guelph-Wellington and/or use its website to link to other websites which already have the information.

Employment

Gap/need: Education/training opportunities that build on immigrants'/newcomers' skills/education/ training/ experience

Strategic direction

1. Business/ Government/ Educational Institutions recognize the high value of the skills and experience which immigrants bring to Guelph-Wellington as potential employees.

2. Immigrants' expectations regarding employment prospects are realistic.

Action strategies

1.1 Market the bottom-line benefits to employers and the community when all sectors work together to build on the skills/ abilities/ experience/ education which newcomers bring to Guelph and Wellington County.

1.2 Make financial support available to immigrants for accreditation of their education and training.

1.3 & 2.1 Develop new mentorship, bridging and job shadowing programs for newcomers, including financial support to businesses and industries which support those programs, especially small businesses.

2.2 Make information available to immigrants and potential immigrants about employment opportunities in Guelph-Wellington, both before and after arrival, that is current and realistic and includes information related to professional associations and unions.

Gap/need: Employment services that are responsive to both employers and immigrants/newcomers needs

Strategic direction

1. Employment service providers are fully informed and funded to match changing immigrant/newcomer skills/ education/experience with changing employment realities.

Action strategies

1.1 Bring together employers from various sectors, employment service providers and newcomers so that all are fully informed about different language requirements, different workplace cultures, employment networking opportunities and about the variety of skills, education, training and experience that newcomers bring to Guelph-Wellington.

1.2 Advocate for improved funding to employment services so that they can work with all newcomers to access assistance in finding work that matches their education, training, skills and experience - regardless of their time in Canada and whether they are employed or not.

Community Integration/Inclusion

Gap/need: The City of Guelph, Wellington County and community agencies need to diversify their workforce and workplaces to reflect the diversity of the community

Strategic direction

1. The City of Guelph, County of Wellington and community agencies are inspired and supported to diversify their workforce and workplaces.

Action strategies

1.1 Educate Guelph-Wellington institutions and agencies about the value and benefits of diversity in their workplaces and about the need to diversify their community outreach.

1.2 Share local and other community examples (across sectors) of promising practices related to diversity within institutions and agencies and in their dealings with the public.

1.3 Get commitment from local institutions and agencies to reflect diversity and address racism/discrimination in all of their policies and practices related to hiring, training, public information materials, use of volunteers, etc.

1.4 Through consultation with leaders/ navigators within ethno-cultural groups, develop new models for providing information about municipal and agency services and programs when immigrants/newcomers arrive, rather than only when they need those services and programs.

Gap/need: Outreach by social, cultural, recreational, neighbourhood and faith groups to newcomers

Strategic direction

1. Social, cultural, recreational, neighbourhood and faith groups receive support in creating a supportive environment and spaces for increased interaction/sharing among diverse ethnic groups and between newcomers and established Canadian residents.

Action strategies

1.1 Create host/friendship program(s) for pairing established residents/families with newcomers in both urban and rural areas.

1.2 Support outreach efforts and the provision/creation of volunteer opportunities for newcomers within existing agencies, organizations, institutions.

1.3 Increase the availability of, and encourage the use of, affordable public spaces for specific needs of immigrant/newcomer groups and for intercultural activities, including artistic, social, recreational and sports activities.

1.4 Work with ethno-cultural groups in their efforts to attract both urban and rural people from outside their ethno-cultural communities to their events and activities.

Section 2.4 Next Steps in Strategy Development

From September 2010 to November 2010 there will be two more LIP Council sessions and one more community consultation to finalize the GW-LIP strategy. The goal will be to develop implementation activities for each Action Strategy. The following questions will help guide that process:

- > What are the steps needed to implement the Action Strategy?
- > Who can we partner with?
- > What are the indicators of success?
- > What is the time-line for implementation of each Action Strategy?
- > Who will be responsible for implementation activities?

Where Action Strategies overlap, the implementation activities will only be completed once. Time-lines will be developed, as far as possible, for each Action Strategy (not for each implementation activity) and will cover a twelve to eighteen month timeframe.

Section 3 – Closing Comments

In the remaining period of LIP Phase 1, the LIP Council will focus on obtaining further detail supporting specific action strategies, and identification of applicable timelines and performance measures. The role of the City of Guelph and other stakeholders beyond Phase 1 is being explored and the governance structure for the implementation phase of the Settlement Strategy is being reviewed.

Based on the information, data and strategy development activities to date, the Council, project staff and consultants are committed to continued consideration of the urban/rural realities of Guelph Wellington and the perspectives of immigrant youth, in the development and implementation of a holistic strategy – speaking to the vision of a "caring, equitable community where everyone thrives."

In striving to achieve the vision, it is important also to take into account the role of immigration meeting the socio-demographic challenges of: declining birthrates; an aging workforce; and labour market growth. Collectively attempting to align these realities with the contributions that newcomers/immigrants are eager to make to the country and community, must be considered in further activities.

Section 4 – Appendices

APPENDIX A: LIP Council Terms of Reference

GUELPH WELLINGTON IMMIGRATION PARTNERSHIP COUNCIL

Phase 1 Terms of Reference

November 2009

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1. Challenge and Opportunity

Guelph and Wellington County need immigrant skills today and in the future. Recent reports note that:

- Canada's aging population and relatively low birth rate will have an impact on Canada's labour force; there will be a significant shortage of skilled workers.
- Canada's future economic growth will, to a large extent, depend on immigration
- Canadian communities are enriched by the experiences, talents and perspectives and investment that immigrants bring, contributing to vibrant places

Immigrants comprise 21% of the total of the City of Guelph's population and 11% of the County of Wellington's population. Studies from the Conference Board of Canada and Statistics Canada suggest that at the current levels, immigration will account for 75% of the net population growth by 2011 and 100% by 2025, and 100% of net labour growth by 2011. These national trends are also reflected provincially and locally. Under *Places to Grow* (Ontario's growth management plan), Guelph's population is expected to increase from to 165,000 by 2031 with an average population growth rate of 1.5% by 2031, and the City's employment is slated to increase by 31,000 by 2031.

2. Our Response

Establishing an Immigration Partnership Council and developing an immigration strategy will deliver significant benefits to Guelph and help resolve these challenges. An immigration strategy is part of planning for future growth, but it is also about creating a welcoming and sustainable community. It is critical to the success of any immigration-related initiative to build on existing work, partnerships and linkages in the community.

The Immigration Partnership Council will be a dynamic collaboration of community leaders from many sectors, including the immigrant service provider community, the settlement sector, business and public sector employers, community based organizations, health, government, educational institutions and youth.

More specifically, the Immigration Partnership Council will enhance collaboration between multiple stakeholders in planning and coordinating the delivery of integration services, including settlement, language training, and labour market integration.

3. Our Vision

We envision a caring, equitable community where everyone thrives.

4. Mission

The Local Immigration Partnership will provide direction and oversight into the development of a Guelph Wellington newcomer/immigration strategy, based on information collected through community consultations.

5. Mandate

The Immigration Partnership Council will:

- Facilitate and support the development of an Immigration Strategy for Guelph, Wellington including a comprehensive implementation plan and budget for Phase II
- Identify priorities and define critical points of investment
- Identify strategic partnerships
- Guide the mobilization of support and participation across multiple sectors
- Act as a catalyst to encourage the efforts of existing programs
- Guide efforts to secure technical and financial resources to carry out the implementation of strategy

5. Guiding Values and Ethics

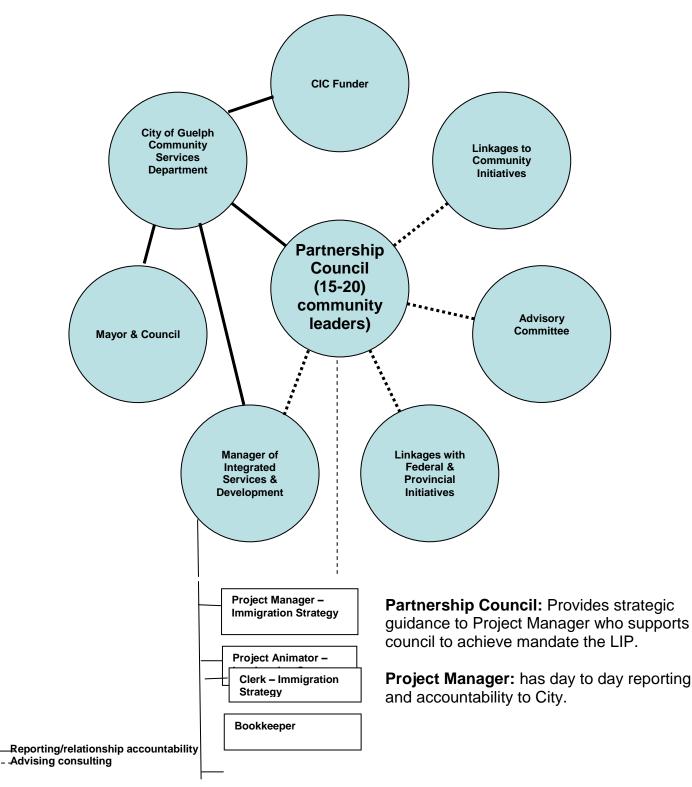
Open/accessible Inclusive Meaningfulness Collaborative Respect for past and present experiences of immigrants

Principles outlined in the proposal include:

- Grounded in the experience of the local community
- Includes the perspective and participation of immigrants
- Builds on capacity that exists within the community
- Encourages shared leadership
- Transparent in making decisions,/managing the project
- Strong communication to build awareness and support
- Inclusion of all sectors

6. Governance

6.1. Governance Model



6.2 Project Sponsor

The Immigration Partnership initiative is sponsored by the City of Guelph as the signatory to the contribution agreement with Citizenship and Immigration Canada. The City of Guelph, through the Community Services Department, will have final accountability to CIC for all monies and deliverables and will be considered the final decision making authority for the project on any matters related to the contract. In the unlikely event that the City will veto a decision made by the Partnership Council this veto will only be exercised when the action of the Partnership Council would violate the contractual agreement between the City and the CIC. If the City were to exercise a veto this would be clearly communicated to the Partnership Council prior to the veto.

The Community Services Department provides resources for project management, community engagement, financial and administrative activities, and assumes financial accountability for the project, monitoring the day-to-day progress of the creation of the local immigration partnership strategy. The Community Services Department is also the link to the Mayor and City Council.

6.3 Partnership Council

A Partnership Council of 15-20 leaders, including co-chairs, will provide strategic leadership to the development of an immigration strategy and implementation plan over the course of one year.

Responsibilities of the Immigration Partnership Council (not inclusive)

- Lead the development of a comprehensive immigration strategy for Guelph and Wellington
- Facilitate partnerships among stakeholders.
- Work collaboratively with service providers and ensure that the immigration strategy is aligned with other initiatives.
- Provide strategic guidance to the project manager.
- Guide a communications strategy.
- Prepare for Phase 2, which will be a separate Call for Proposals by Citizenship and Immigration Canada for initiatives that have been recommended as part of the comprehensive strategy developed by the Partnership Council.

Co-Chairs

A co-chair leadership role will spread the leadership workload and align with the Project Sponsor. The Co-Chairs will play three key roles:

- 1. Leaders, facilitators, and team builders for the Immigration Partnership Council, including presiding over Council meetings;
- 2. Principal overseers of the Partnership Council's reports to stakeholders; and,
- 3. Chief spokespersons in representing the Partnership Council to reviewers, sponsors, and the public.

The Co-Chairs will be individuals who are able to inspire colleagues and keep them focused on the necessary effort to complete the initiative. The City will be one of the co-chairs and the other co-chair will be selected by the Partnership Council.

6.4 Staff Support

A full time project manager and project animator as well as a part time clerk and bookkeeper will provide project management, community engagement and administrative support, and will support the Immigration Partnership Council and the Project Advisory Committee. The project manager will report to the Manager of Integrated Services and Development at the Community Services Department.

6.5 Decision-Making Authority

For a Local Immigration Partnership Council meeting quorum to be achieved, a minimum of nine (9) members (including a Co-chair or their alternate) must be present. This represents 50% of the membership plus one.

All members are equal voting partners for decision-making that will be done on a consensus basis seeking 80% agreement.

Consensus is a process for group decision-making by which an entire group of people can come to an agreement. The input and ideas of all participants are gathered and synthesized to arrive at a final decision acceptable to all. Through consensus, we are not only working to achieve better solutions, but each member's input is valued as part of the solution.

Consensus does not mean that everyone thinks that the decision made is necessarily the best one possible or even that they are sure it will work. What it does mean is that in coming to that decision, no one felt that her/his position on the matter was misunderstood or that it was not given a proper hearing www.actupny.org/documents/CDdocuments/Consensus.html)

7. Term

Phase 1 has duration of 12 months commencing November 1, 2009. The Council will meet on a monthly basis for a two hour meeting.

CIC will issue a separate Call for Proposals for initiatives that have been recommended as part of the comprehensive strategy developed by the Partnership Council.

8. Code of Conduct

Members of the Local Immigration Partnership Council have a duty to make decisions solely in terms of the best interest of the community. It is expected that the members will not engage in any behaviour or conduct that may be seen to be an attempt to gain, through

their position as a member or co-chair, or through their knowledge or contacts gained as an Immigration Partnership Council member, any personal advantage, advancement, favour, influence, benefit, discount or other interest, for themselves, their spouses, their relatives, their friends, or the organization for which they work.

Council members must therefore declare any actual, potential or perceived conflict of interest.

There may be times when members will be required to treat discussions, documents or other information relating to the work of the committee in a confidential manner.

Members of the Partnership Council will commit themselves to the following:

- Shall work for the well being of all citizens of Guelph Wellington.
- Shall not use their membership for personal advantage, or the advantage of other individuals.
- Shall work with other members in a spirit of respect, openness, co-operation and proper decorum in spite of differences that may arise during discussion.
- Will not divulge confidential information that they may obtain in their capacity as a Partnership Council member.

In the event that there is a failure to comply with Code of Conduct guidelines the co-chairs will be responsible for addressing the issue with the member, and recommending a suitable course of action.

Appendix A: Council Membership Local Immigration Partnership Council Membership Revised July 13, 2010

Sector	Organization	Member
	Leader/Connector	
Government – City	Community Services, project sponsor,	Ann Pappert
	Co-Chair	
Government -County	Human Services: Employment, Ontario	Valerie Saur
	Works, Child care, Housing, Settlement	
Government-Federal	Citizenship and Immigration Canada,	Kevin Kakonge
	funder	
Business	Chamber of Commerce	Lloyd Longfield
Business	Financial sector – Scotia Bank	Christopher Love*
Business	Hydro- Human Resources	Nicole Mailloux
Education – Public	English as a Second Language	Sheila Nicholas
elementary/secondary		
Education – University	Human Rights & Equity	Patrick Case
Education – Catholic	Administration	Don Drone
elementary/secondary		
Immigrant Youth	Community Youth Representative	Momina Mir
5	-University of Guelph	
Immigrant serving/ health	Community Health Centre	Konnie Peet
Immigrant /neighbourhood/	Onward Willow	Mitra Salarvand
Guelph Inclusiveness Alliance		
Immigrant serving agency	Immigrant Services	Roya Robanyi
Human service agency	Family and Children's Services	Daniel Moore
Arts	Artist /drummer/storyteller	Adwoa Badoe
Research	Workforce Planning Board	Carol Simpson
-	Co-chair	

*Replacement for Farman Khan

Task	Date /Time/Location	
Gearing Up	Nov- Jan	
Orientation	Nov 25 th 10-12 Guelph City Hall Meeting Room B	
Develop Project Mission & Vision	Dec 7 th 9-12 Guelph City Hall Meeting Room A	
Inclusivity training	Jan 12, 2010 4 – 6pm Guelph City Hall Meeting Room B	
Developing the Strategy	Jan - Nov	
Information Gathering update on environmental scan	Feb 2, 2010 4 – 6pm Guelph City Hall Meeting Room B	
Community Engagement	March 9, 2010 4 – 6pm Guelph City Hall Meeting Room B	
Environmental Scan and Literature Review	April 13, 2010 4 – 6pm Guelph City Hall Meeting Room B	
Strategy Elements Development	May 11, 2010 4 – 6pm Guelph City Hall Meeting Room B	
Strategy Elements Development	June 8, 2010 4 – 6pm Guelph City Hall Meeting Room B	
Review Draft Strategy	July 13, 2010 4 – 6pm Guelph City Hall Meeting Room B August	
Review Draft Strategy	Sept 14, 2010 4 – 6pm Guelph City Hall Meeting Room B	
Review Draft Strategy	Oct 12, 2010 4 – 6pm Guelph City Hall Meeting Room B	
Development of Phase 2 & Project Evaluation	Nov-Dec	
Define elements for phase 2 funding request	Nov 9, 2010 4 – 6pm Guelph City Hall Meeting Room B	
Positioning for Phase 2 funding (detailed workplan)	Dec 14, 2010 4 – 6pm Guelph City Hall Meeting Room B	

APPENDIX B: Literature Review

Phase A of the Immigration Strategy: Literature Review

Presented to the Guelph Local Immigration Partnership Council

March 2, 2010

Prepared by Wayland Consulting Sarah V. Wayland, PhD and Ilene Hyman, PhD

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Executive Summary

The dozens of articles, reports and websites included in this review highlight exemplary practices and programs in newcomer resettlement. Three main areas are covered: Best Practices in Integration and Settlement; Best Practices in Labour Force Integration and Settlement; and Attraction and Retention to Mid-sized Communities, Rural Areas, and University Towns. Practices and programs were identified that create welcoming and inclusive communities, enhance labour force participation and opportunities for newcomers and that strengthen local newcomer community social cohesion and capital.

The review identifies numerous key findings that are most relevant for a mid-sized, rural-urban mix community such as Guelph Wellington to successfully attract, settle, and retain newcomers:

- Attraction and retention are best achieved when diverse economic opportunities are available to newcomers, and the broader community and society provides a welcoming environment that includes appropriate social supports.
- Leadership and commitment from local government is essential to creating inclusive and welcoming communities.
- Key stakeholders in the community -- such as employers, training centres, and the university -should work together to create economic opportunities, expand and target recruitment strategies and develop workplace initiatives to support and enhance newcomers work skills (for example, English language training and skills development).
- Obtaining "buy-in" from the larger community is also essential, and this can be achieved through public education campaigns, profiling the positive contributions that immigrants make, and building relationships among immigrants and Canadian-born populations.
- The positive settlement experiences of individuals, families and communities are closely associated with further immigration of family and friends. Research by Statistics Canada has shown that the single most significant reason an immigrant chooses a new home is the presence of relatives or friends who have already settled there.
- Partnership models for service delivery can be very effective in smaller communities. These
 include not only the standard federal-NGO partnerships found in the settlement sector, but also
 less traditional models such as between settlement organizations and health care providers,
 employment service providers, libraries, and schools. In smaller communities, referrals to
 external services can assist when service providers are unable to provide a full range of services,
 e.g., advanced language training or bridging programs.
- Centralized assessment and referral models can be very effective in smaller communities.
- Best practice principles should be considered in the implementation of any new or modified programs or services.

Introduction

Immigration selection is in most cases a federal responsibility, but the reality of settlement is local. People live in communities, interact with their neighbours and employers, and use local services, such as schools, libraries, and health care facilities. In recognition of this reality, Citizenship and Immigration Canada (CIC) has facilitated the creation of Local Immigration Partnerships in various municipalities around Ontario, including Guelph Wellington. CIC funding will help establish a local partnership council and support the development of models, strategies and projects that will assist new immigrants with their settlement.

This literature review is seen as a first step in the process for Guelph Wellington. The integration of newcomers and the creation of an inclusive community is a complex undertaking that involves many players working together in various formal or informal partnership arrangements: governments, educational institutions, immigrant serving agencies and other service providers, employers, ethnic associations, and family and friends. With this in mind, this review has been designed to provide a common base of knowledge among the local stakeholders developing an immigration strategy for this region. Its objective is to identify innovative and successful strategies to support the social and economic integration of immigrants that are recognized as "best practices" and to examine their suitability for a mid-sized community such as Guelph Wellington with a rural-urban mix.

Background

The vast majority of immigrants to Canada settle in and around the three "gateway" cities of Toronto, Vancouver and Montreal. However, immigration to smaller urban centres, known as second and third tier cities, is receiving increased attention as a win-win combination -- benefitting both the newcomers and the receiving cities (Frideres, 2006). In May 2001, CIC released a special study on the settlement trends of newcomers in Canada that recommended a regionalization of Canadian immigration policy. Recognizing the nationwide demographic imbalance caused by the concentration of immigrants in the gateway cities, the study called for "a more balanced geographic distribution of immigrants" in smaller urban centres as well as rural and remote areas (CIC, 2001). With increasing labour shortages, economic disparities, aging populations and the out-migration of youth, ongoing immigration is seen as critical to municipal and regional growth and sustainability. Data further suggest that immigrants who live outside the three gateway cities have lower unemployment rates (CIC, 2005).

Critics of regionalizing immigration argue that it has become an interest in some communities only because of labour market needs, not out of any desire to become more welcoming or more diverse. For immigration to succeed in the smaller cities and regions of Canada, research indicates that economic opportunity must be backed by a strong, supportive community (Coombs-Thorne & Warren, 2007). Authors of a widely-cited document on this topic argue that successful outcomes depend on moving beyond "welcome services" to "the full spectrum of enabling and empowering community connections and access to local social, political, and economic institutions" (Triple S. Community-building, 2005: 22). It is not enough for smaller centres to be welcoming; they must have infrastructures, systems and supports in place that promote comprehensive community

inclusion.¹ Otherwise, the geographic dispersal of immigrants may result in negative outcomes such as hampered social integration and heightened health risk (Simich et al., 2002).

All of the above speaks to the needs of smaller urban centres such as Guelph Wellington to *attract and retain* immigrants. Once used primarily in the fields of human resources and employment (e.g., attraction and retention of top talent), the term "attraction and retention" has become in recent years a sort of imperative for second- and third-tier cities wanting to increase numbers of immigrants in their communities. Although there are certainly differences in what may entice newcomers to a community as opposed to what will compel them to remain there, "attraction and retention" have largely been used as a single phrase, with little distinction between the two strategies (e.g., National Working Group on Small Centre Strategies, 2007; Thurston, 2008; Cook & Pruegger, 2003; see Krahn, Derwing and Abu-Laban, 2005 for an exception). Attraction and retention are of course highly complementary, and most communities are interested in them as a package deal. The University of Guelph, for example, attracts various types of foreign students and immigrants, and this has many positive benefits for the local economy and society. However, if they all leave after only a few years in the area, the benefits will be short-lived. Ideally, attraction and retention build on each other, creating an environment in which newcomers will thrive.

Research Methods

This literature review was designed to contribute to the capacity of Guelph's Local Immigration Partnership Council to recommend promising policies and strategies aimed at the social and economic integration of newcomers. and the creation of an inclusive community. It is believed that implementing an ideal mix of such policies and strategies will help attract and retain newcomers to Guelph Wellington. The literature review consisted of three elements:

- 1. Academic/Peer Reviewed articles: Electronic search using Scholar's Portal which includes major academic databases. Search parameters were limited to January 2005 to present. Key words: newcomer, immigrants, social integration OR settlement services AND evaluation or best practices. The search identified 77 articles of which only four were deemed relevant to the current review.
- 2. Grey literature: government reports, municipal websites, Metropolis/CERIS websites (including CERIS virtual library), settlement.org, OCASI, TRIEC, Maytree Foundation, and more.
- 3. CERIS resource centre to identify other documents (e.g., InScan) in hard copy.

It was apparent from the onset that there were several challenges to the task of identifying "best practices" in integration. First, there was no consensus in the scholarly literature and reports as to what "integration" means (further discussed in the following section). Second, there has been little formal evaluation of "best practices." This stems from the lack of consensus regarding integration indicators, the lack of capacity among most service providers to do evaluative research, and the difficulty of evaluating programs with multiple components and that may involve multiple partners.

¹ These ideas are presented in more detail in the section of this paper that addresses attraction and retention to mid-sized communities.

In fact, success for municipalities and provinces was commonly perceived in terms of attracting and retaining immigrants, though in fact these may have occurred for reasons outside the scope of policies and programs. Sometimes people migrate to an area despite poor services, for example, if there is a strong economic incentive.

Despite these challenges, we identified key documents that should be of great interest to members of the LIP Council. We have organized the findings from the literature review according to the following categories:

- 1. Best Practices in Integration and Settlement Principles and General Practices
- 2. Best Practices in Integration and Settlement Labour Force
- 3. Attraction and Retention to Mid-sized Communities, Rural Areas, and University Towns

In each section, a brief description of key sources is included. Each key source is also included in the Annotated Bibliography found at the end of this document.

Findings

1. Best Practices in Integration and Settlement – Principles and General Practices

Key sources (see Annotated Bibliography for details):

Canadian Council for Refugees (1998). Best Settlement Practices.

Cities of Migration website. http://citiesofmigration.ca

Citizenship and Immigration Canada (2005). Evaluation of the Immigration Settlement and Adaptation Program (ISAP).

CIC & Federal Ministry of the Interior. (2008). G8 Experts Roundtable on Diversity and Integration.

GCIR Immigrant Integration Toolkit (2006). (http://gcir.org/publications/toolkit).

Wong, W. & Poisson, Y. (2008). From Immigration to Participation: A Report on Promising Practices in Integration. Ottawa: Public Policy Forum.

Integration can be viewed as both a process and an outcome. As an outcome, integration has been conceptualized as both multidimensional (e.g., social, economic, civic) and time-dependent (e.g., short-term, intermediate, long-term). For example, immigrants may be well integrated in one domain of life, e.g., employment, but poorly integrated in other domains, e.g., political and cultural. Typically, the term "settlement" is used to describe the provision of: a) immediate needs such as shelter, food, clothing, information and orientation, basic language instruction, and other essential "reception" or early settlement services, and b) intermediate needs such as employment-specific language instruction, upgrading skills through education and training, access to health services,

housing, and the legal system. Long-term integration goals include the removal of systemic barriers, full participation in Canadian society, and citizenship (Mwarigha, 2002).

1.1 Guidelines for Best Practices

The key features of successful integration policies and practices were identified in several international and Canadian reports. In an earlier report which continues to be cited to this day, the Canadian Council for Refugees proposed 12 guidelines for best settlement practices for refugees (Canadian Council for Refugees, 1998). Taken directly from the document, these are:

1. Services are accessible to all who need them. This includes providing a welcoming environment; offering services in the client's own language, where possible and appropriate; offering culturally appropriate services; offering childcare, where appropriate; having a geographically accessible site and/or addressing clients' need for transportation; having a physically accessible site

2. Services are offered in an inclusive manner, respectful of, and sensitive to, diversity. This includes recognizing the diversity of needs and experiences (e.g. young, old, highly educated, those without education, singles, families), offering non-judgmental services; and respecting different perspectives within newcomer communities.

3. **Clients are empowered by services**. Client empowerment is assured by fostering independence in clients meaningful membership and participation of clients in the Board; encouraging client involvement in all areas of the organization; and involving clients as volunteers.

4. **Services respond to needs as defined by users**. This includes undertaking an individual assessment for each client of needs, expectations, goals and priorities; assessment of the needs and priorities of newcomer communities and the host society; involving newcomers in needs assessments; ongoing assessment of whether services continue to meet needs; listening to clients and communities served; and responding to the particular needs of refugees (recognition of differences, changing needs).

5. Services take account of the complex, multifaceted, interrelated dimensions of settlement and integration. This is achieved by recognizing the diversity of an individual's needs (physical, social, psychological, political, spiritual); responding wherever possible to a variety of needs at once; providing a range of services in one location ("one-stop"); and recognizing that integration is a long-term process.

6. Services are delivered in a manner that fully respects the rights and dignity of the individual. This is assured through maintaining confidentiality; offering services that are free of racism, sexism and other forms of discrimination; and offering a professional quality of services.

7. Services are delivered in a manner that is culturally sensitive. This includes having staff and volunteers from the same background as the clients served, and ensuring that service providers are knowledgeable about the culture of those being served.

8. Services promote the development of newcomer communities and newcomer participation in the wider community, and develop communities that are welcoming of newcomers. This includes giving priority to community building; investing in the development of newcomer communities; developing community leadership; and building bridges between communities.

9. Services are delivered in a spirit of collaboration. This is assured by promoting partnerships between organizations that build on strengths of each good working relationships; team-building; and communicating regularly with others and sharing information

10. Service delivery is made accountable to the communities served. This is assured by evaluations conducted by the organization's Board, involving the participants, ongoing monitoring, and performance appraisals.

11. Services are oriented towards promoting positive change in the lives of newcomer and in the capacity of society to offer equality of opportunity for all. This includes advocating for improvements in policy; recognizing and building on the possibility of change in the lives of newcomers and in society; and developing new programs and new service models.

12. Services are based on reliable, up-to-date information. Reliability is assured by keeping information up-to-date, using social research, and exchanging information

The importance of these principles were re-enforced in a report produced by the Public Policy Forum (Wong & Poisson, 2008) and the 2005 CIC evaluation of its settlement services (ISAP). The authors of the CIC evaluation recommended enhancing the role of local community-based service providers as they were considered to be the most cost-efficient and effective means of direct service delivery. The evaluation also recognized the importance of partnerships. Regional disparities in the ability to form partnerships were noted. It was suggested that more could be done to leverage the community base in many instances.

As previously mentioned, most of the articles retrieved described programs and policies aimed at immigrant integration but there was little formative evaluation of programs. Even among reports that identified promising policies and programs using pre-established criteria, these were largely based on consensus rather than empirical data. The documents provide a useful overview of some of the more successful programs and policies employed in various community, regional, and national jurisdictions.

1.2 The Role of Immigrant Characteristics

Despite the many common themes and strategies emerging from the literature on immigrant integration, various immigrant characteristics are associated with different types of challenges faced by immigrants and refugees. Immigrants are very heterogeneous, and as such they require a variety of programs and settlement supports. Critical intersections of race, ethnicity, gender, economic well-being and other factors create different levels of need and also erect different types of barriers to meeting need. In addition to individual level factors, macro and community-level factors such as social capital networks, racism, ethnic concentration and the urban geographic landscape are equally important.

The literature on settlement and integration speaks to the importance of recognizing differences among immigrants that stem from factors such as gender, age, and immigration category.

Gender. The norm of gender equity in this country, though it does not translate into actual equality between men and women in terms of earnings and visibility in public life, requires an adjustment on the part of many immigrants. Immigrant men may struggle with loss of status in Canada and the stresses of starting over. At the same time, barriers to labour market integration tend to hinder the social and cultural integration of immigrant women more than men. The disadvantage of immigrant women has been attributed to several factors including traditional divisions of labour that prevent women from taking advantage of training and employment opportunities due to their roles as caretakers of children and family (Tastsoglou & Preston, 2006: 1-7).

Age. Life-course frameworks that recognize the constantly shifting and evolving nature of need have been used in the health and social service fields (Policy Research Institute 2004). The life-course perspective recognizes that experiences and conditions from gestation through childhood, youth, and mid-life affect adult and later life needs and can even transmit across generations (Kuh and Ben-Shlomo 2004). In addition, the needs of immigrants vary according to how long they have been in their country of settlement.

Youth in particular are vulnerable as they are not old enough to access programs for newcomer adults, and yet they are too old to be easily integrated through the school system. Schools may be unequipped to deal with the intensity and complexity of needs experienced by immigrant youth. Citing Anisef & Kilbride (2000), Wong and Poisson state,

Although schools are well-positioned to play a key role in facilitating the integration of immigrant youth, common issues facing newcomer youth include language barriers and the resulting social isolation from enrolling in English as a second language programs, as well as the lack of recognition of foreign educational qualifications.... the ability of immigrant youth to adapt to a new context is tied to the integration of parents and their expectations as poor economic outcomes for the parents can exacerbate the disconnection from family, the country of origin, and the host society, leading to alienation, poor academic performance, and deviant behaviour linked to issues with self-esteem (2008: 13-14).

Immigration category. Skilled workers, family class immigrants, and refugees need different types of settlement supports. By definition, family class immigrants are joining family here and thus come with established social networks and housing. Skilled workers have work experience and more capacity in an official language, but they often lack social networks that can help them find appropriate housing and employment. Refugees need the most extensive initial supports. They often lack social networks and are the most likely to need orientation to living in modern cities and towns. Refugees may have physical and mental health challenges that stem from their original dislocation experiences. Experiences of trauma, violence, and oppression carry over into life in Canada, and special supports may be needed for such vulnerable populations. Refugees are particularly vulnerable to personal and social isolation and to stresses caused by family separation. At the same time, refugees are a diverse group of individuals in terms of demographics, education levels, and their eligibility for support and services (Wong & Poisson 2008, 14).

In addition the above variables that influence the settlement experience of newcomers, immigrants today come with various levels of capacity in an official language. Also, the vast majority of newcomers arrive from areas that are culturally distant from Canada, and many are members of racialized (non-white) communities. These factors impact their settlement experiences. Racialized

persons -- whether immigrants or not -- have the worst employment outcomes in Canada. They have lower participation rates and higher unemployment rates compared to the total population (Teelucksingh and Galabuzi 2005: 6). The largest and most extensive studies of census data have found that members of racialized groups born in Canada face significant disadvantages in the labour market, though racial minority immigrants face even more disadvantage (cited in Reitz 2007a: 27). Overcoming discrimination and other factors that contribute to these outcomes requires public education that extends far beyond the provision of settlement services.

In sum, it is important to consider intersectionality, the ways in which various socially and culturally constructed categories (such as race/ethnicity, gender, immigrant status, age, sexual orientation, religion) do not act independently but rather interact on multiple levels creating a system of oppression that contribute to inequality in society. Any examination of newcomer experiences should recognize the multiple layers of factors that contribute to various types of oppression and inequality.

In view of the diversity of immigrants and refugees as well as the multiple ways in which integration is interpreted, analyzed, and promoted, it becomes clear why developing a systematic approach to measuring success and facilitating the process is almost impossible. At the same time, argue Wong and Poisson (2008, 14),

understanding integration and the factors that hinder or support the process is vital to the well-being and economic development of communities receiving immigrants and refugees; therefore, in the absence of clear benchmarks or indicators, the next best option for gaining a better understanding of integration is to combine the knowledge base of research with the practical evidence of community practice.

As such, the rest of this review looks at different types of strategies that have been implemented while keeping in mind the various considerations and key criteria emerging from research. We feel that this allows for a more flexible approach that recognizes the multiple paths to fostering inclusive communities.

2. Best Practices in Labour Force Integration and Settlement

Key sources:

Cities of Migration website. http://citiesofmigration.ca

Kukushkin, V. & Watt, D. (2009). *Immigrant-Friendly Businesses: Effective Practices for Attracting, Integrating, and Retaining Immigrants in Canadian Workplaces*. Toronto: Conference Board of Canada.

Wong, W. & Poisson, Y. (2008). From Immigration to Participation: A Report on Promising Practices in Integration. Ottawa: Public Policy Forum.

This section reviews best practices/exemplary programs in the area of labour force integration. Most of the findings come from a recently completed literature review conducted for the Region of Peel

(Wayland & Goldberg, 2009), supplemented by the literature review completed above. Best practices are compiled to address five underlying needs of immigrants related to labour force integration:

- 1. Access to information about local labour market conditions and opportunities;
- 2. Meeting service gaps related to employment and language programs as well as other settlement supports;
- 3. Access to social and professional networks;
- 4. Access to financial assistance;
- 5. Access to fair and equitable hiring and promotion

Each of these is elaborated upon below. In addition, after a similar review, Wong and Poisson (2008: 29-30) conclude that two programs stand out in terms of their ability to support the labour market integration of newcomers: paid internships and programs that offer human resource supports to smaller employers. According to Wong and Poisson:

The benefits of paid internships are quite obvious as foreign-trained candidates are often faced with the financial burden of providing for their families as they simultaneously seek employment that is commensurate with their training and skills. As such, taking on a volunteer position may not even be an option when many of them have to work much longer hours in low-paying jobs to meet their financial needs.

On the other hand, many small to medium-sized organizations may not have the financial resources to offer such programs, especially when they are unfamiliar with foreign credentials and lack the human resources to ensure the proper orientation of internationally-trained professionals. Due to such constraints, programs that assist small organizations with the human resource challenges associated with hiring new immigrants encourage greater collaboration from employers. While providing support is a way to address the reluctance on the part of many employers to hire new immigrants, such supports make little sense when employers overlook the advantages of hiring foreign-trained professionals; therefore, informing employers is just as vital as informing jobseekers as proven by the positive outcomes of hireimmigrants.ca. (2008: 29-30)

In terms of general advice for Canadian employers, the recent Conference Board of Canada publication *Immigrant-Friendly Businesses: Effective Practices for Attracting, Integrating, and Retaining Immigrants in Canadian Workplaces* contains many suggestions. Their suggestions for attracting and retaining immigrants are three-fold:

- Many Canadian businesses need to seek out additional support from community and government stakeholders and to collaborate with them to maximize the potential and performance of immigrant employees.
- "Immigrant-friendly" businesses reach out to new Canadians by practicing expanded recruitment methods, supplying immigrant job seekers with information and training through community organizations, and providing help with workplace socialization through bridging and mentoring programs.
- "Immigrant-friendly" businesses recognize foreign qualifications by using assessment services of professional credentials or through in-house competency tests, assist immigrants with the credentialing process in occupations requiring Canadian credentials, and implement culturally sensitive recruitment and screening practices.

(Further details can be found in the Annotated Bibliography of this literature review.)

2.1 Access to information about local labour market conditions and opportunities

Immigrant professionals need access to clear, up-to-date, occupation specific, labour market information and guidance on licensing, employment, and education procedures that can help them in their route to employment. This information should be tailored and practical and come from official sources. It should be specific to their local labour markets. It should also be available in plain language or their first language and available immediately upon arrival or better yet prior to arrival.

Promising Examples

- Ontario: settlement.org and ontarioimmigration.ca. For internationally trained and educated individuals wishing to enter professional practice in Ontario, the Global Experience Ontario (GEO) resource centre provides information in person, by telephone and online and is also available for immigrants prior to arrival in Ontario. For internationally educated health professionals, the <u>Access Centre for Internationally Educated Health Professionals</u> specifically serves the 23 Health professions in the province.
- Regional: York region has its own immigrant portal at http://www.yorkwelcome.ca. It is also home to the York Region Welcome Centre (http://welcomecentre.ca), a recently-launched coordinated service delivery model. Five major agencies that provide help to immigrants have come together to be located under one roof. Services offered by the Welcome Centre include settlement and integration services, language training, accreditation and qualifications assistance, and employment supports. While this model contains many advantages, it is still new, and there has not been any evaluation thus far. Future research should follow this example to determine its success and its impact and usefulness in assisting immigrants.

2.2 Meeting service gaps related to employment and language programs, and other settlement services

Settlement programs must adequately prepare immigrants for educational, language, and skill requirements required in today's job market within a knowledge economy. There is considerable variation among existing immigrant employment initiatives. They are funded by different levels of government or private institutions or foundations and offered through settlement or employment agencies, employers, or various educational institutions. The non-recognition of international credentials is considered to be one of the most significant and commonly encountered barriers to employment. Professional educational bridging programs are specifically designed to assist new immigrants who have completed their basic professional education in other countries and require additional education and/or training to meet Canadian licensing requirements and professional standards. The goal is to promote their rapid integration into the Canadian system through the acquisition of cultural, technical and literacy competency and also to provide the knowledge immigrants from other countries require to practice in Ontario workplaces. Some programs also provide placement opportunities and access to mentors to help immigrants gain Canadian experience.

Promising examples

- Accreditation Assistance Access Centre (AAAC) for Internationally Trained Professionals and Trades People (<u>www.aaacentre.ca</u>). The AAAC is an Employment Assistance Service,

operated by York Region Neighbourhood Services Inc. Through this centre professional immigrants can get an interview with an Accreditation Facilitator, assistance developing an Accreditation Portfolio, receive individual instruction and group workshops on licensure and certification processes and counseling on pursuing alternatives to licensing career options.

- The Enhanced Language Training (ELT) Program for Internationally Educated Health Professionals <u>http://www.ipgcanada.ca/elt.html</u>
 The International Pharmacy Graduate Program seeks to develop language training for internationally trained pharmacists and other internationally educated health professionals. This program will help develop the language skills necessary to communicate within a health profession in Canada and to prepare for entry to the IPG Program. This program is offered free of charge to qualified individuals.
- SkillsInternational.ca Waterloo Region District School Board/WIL (Women Immigrants of London) Employment Connections/COSTI http://www.skillsinternational.ca/index-en.php SkillsInternational.ca is a web-enabled, searchable database that profiles the skills of immigrant job seekers in Ontario. The site essentially connects pre-screened, internationally-trained individuals with employers who require their skills. The Waterloo Region District School Board, WIL Employment Connections in London, and COSTI Immigrant Services in Toronto have collaborated to make this project possible.
- Newcomers Connecting to Trades Apprenticeship Resources (NeCTAR) COSTI http://www.costi.org/skilledtrades/ NeCTAR is a bridge training program established to provide information and services to internationally trained individuals seeking apprenticeship or employment in the skilled trades in Ontario. The role of the website is to enhance the capacity of community agency staff to offer targeted information and services to internationally-trained individuals to enhance their ability to find an apprenticeship or employment in skilled trades. NeCTAR has developed a Resource Kit that includes a reference guide, a facilitator's guide and training for service providers, certification workshops, certification preparation material for specific skilled trades, and multiple resources and tools for service providers.

2.3 Access to Social and Professional Networks

Although immigrants have their own extensive ethnic networks, they often lack the social networks that can link them to information about quality job opportunities. Not being connected to broader social and professional networks is a significant disadvantage in a society such as Canada's that rewards networking. Mentorships are one means of optimizing the human capital immigrants bring with them and exploiting the transferable skills of underemployed immigrants in Peel. Working from the premise that change happens one person at a time, mentorship programs are a simple, straightforward means of improving the employment prospects of newcomers. The objective is to give skilled newcomers the connections and knowledge that can only be gained from experience in the workforce. In the program, new immigrants are matched with mentors who share the same profession. In general research has shown the success of mentorship programs. In focus groups of visible minorities run by the Conference Board of Canada, participants said that mentors had been instrumental to their professional development. Other research in this area found that racial minorities who were most successful in their careers almost always have a strong network of mentors (Conference Board of Canada 2004: 6).

Promising examples

- The Mentoring Partnership (TMP), an initiative of TRIEC (Toronto Region Immigrant Employment Council), a collaboration of community organizations and corporate partners that brings together skilled immigrants and established professionals in occupation specific mentoring relationships. In this program, mentors share their knowledge and experience by giving 24 hours of their time over a four-month period to help their mentee navigate the job search process. This program is currently being expanded for province-wide delivery and will be funded under the new Employment Ontario service delivery framework. This program was also identified by Cities of Migration as a 'good idea'.
- Maytree's ALLIES project, which takes the TRIEC model to cities across Canada. ALLIES
 (Assisting Local Leaders with Immigrant Employment Strategies) is a project jointly funded by
 Maytree and <u>The J.W. McConnell Family Foundation</u>. ALLIES provides funding, information,
 networks and technical expertise to Canadian cities so that they can successfully adapt and
 implement local ideas for skilled immigrants to find suitable employment.

2.4 Access to Financial Assistance

The initial process of settling in a new place is a very costly endeavor. Research has also shown that it takes considerable time for immigrants to find a good job in their new destination. As their savings run out, immigrants tend to take any job, even if it does not utilize their human capital. Financial support to newcomers so that they can improve their language skills and focus on finding quality employment can help immensely. In particular, immigrants may face expenses related to accessing their profession. These include coursework needed to upgrade or get recognition for previous education, licensing examination fees and study materials, and the like. Loan programs to cover these expenses can be the motivating factor enabling a newcomer to work in his or her field.

Promising examples

- Immigrant Employment Loans from the Maytree Foundation. The Maytree Foundation in Toronto has the most established immigrant loan program. In 2006, of the 90 loans that had been granted, there had been only four defaults, a lower default percentage than is usually experienced by commercial banks (Wayland 2006: 27). Loans of up to \$5,000 cover an assessment of credentials, examination and professional association fees.

- Immigrant Access Fund of the Calgary Foundation. More recently, the Calgary Foundation created the Immigrant Access Fund with the objective of providing micro loans for the accreditation, training and upgrading of internationally trained immigrants. Loans of up to \$5,000 cover an assessment of credentials, examination and professional association fees.

2.5 Access to Fair and Equitable Hiring and Promotion

Employers have a large part to play in providing access to opportunities for newcomers to gain the Canadian experience and exposure to Ontario workplace procedures lacking by newcomers. However, cross cultural misunderstandings and misplaced perceptions and expectations on both sides can stand in the way of newcomers' success in the labour market. Furthermore, employers have indicated that the needs of small- and medium-sized enterprises (SMEs) are not currently met by existing immigration-related programs. Many SMEs do not have human resource departments or

staff, thus existing programs do not work as well because of their heavy reporting requirements and red tape (Canadian and Labour Business Centre 2005). Internships can be one means of access into the labour market. On the obvious level they provide the Canadian work experience which so many immigrant professionals claim as a major access barrier. They also provide on the job orientation, communication, and Ontario specific workplace procedures. They can also provide access to networks and contacts for other positions. Occupational regulatory bodies are important stakeholders in the area of access to the professions for internationally educated individuals. Major tensions exist between the societal need to meet the increasing demand for skilled workers and the regulatory bodies entrusted with the duty to protect the public by ensuring high standards within the professions. However, there are certain things occupational bodies can be encouraged to do to facilitate access to licensure and certification and they are making progress in this area. After years of discussion, the passage of Ontario Bill 124 provides a strong starting point for improving access.

Promising Examples

- The Ontario Public Service Internship Program for Internationally Trained Individuals places qualified newcomers in six month paid assignments in the Ontario Public Service.
- **Career Bridge**. Career Bridge internships are paid positions that last up to 12 months for jobready immigrants that are legally able to work in Canada. This program was launched by TRIEC, and has had an 87% success rate of helping immigrants find appropriate full time employment (Wayland, 2007).
- **Basic Education for Skills Training** program was negotiated by the CAW with the Big Three auto companies. This program is funded out of contract agreements with these employers and delivers basic literacy and ESL to participants for up to four hours a week for 37 weeks. Some of the participants are foreign- trained workers, and some are Canadians who need literacy supports. Other unions are also using the BEST program.
- The CAW also sponsors a sensitivity program called *Building Respectful Workplaces*, which deals with respecting fellow workers. This program is also funded through negotiated agreement with employers and it promotes respect and equity in the workplace. The union has also undertaken some collective agreement translation; in one case the collective agreement was translated to Vietnamese at the union's expense.
- The strategic implementation of incentives to encourage the employment of highly qualified and trained individuals. The incentives that are considered the most beneficial to employers, and to immigrants, are: occupation-specific language training, skills matching database, sponsored internships or mentoring programs, occupations information prior to arrival, creation of an local assessment centre, wage-subsidy, assistance of regulatory bodies, and advertising campaigns (Coombs-Thorne & Warren, 2007).

3. Attraction and Retention to Smaller Centres

Key sources

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3.1 General Findings

The Longitudinal Study of Immigrants to Canada found that a majority of immigrants cited family and friends as the primary reason for choosing their settlement destination. In thinking about immigrant attraction, initial attraction is quite likely to be determined by social connections, such as the presence of family. Factors that prevent newcomers from migrating outside the large gateway cities, then, include the absence of social networks in smaller communities. A lack of infrastructure to facilitate immigrant settlement, such as lack of settlement services and poor public transit, is also a factor. In depressed areas where out-migration of youth already exists, the perceptions that immigrants are taking jobs away can be another factor inhibiting migration to such areas (cited in Lusis 2007).

As Walton-Roberts found in her study of the successful integration of Sikh immigrants in the Squamish, B.C. area, employment provided numerous benefits to newcomers. Employment not only provided economic security but also ensured wider community acceptance and active integration at the workplace (Walton-Roberts 2005). In their introduction to the Special Issue of *Canadian Ethnic Studies* entitled "Thinking about Immigration outside of Canada's Metropolitan Centres," the authors note that – in the longer term -- settlement and integration are positively correlated with the presence of a developed and diversified economic base (Laaroussi and Walton-Roberts 2005). As important, however, is the need to include immigrants as full members of the communities in which they settle. According to Walton Roberts:

The need to imagine and involve immigrants as central actors in wider community roles, be it as employees of local government, members on management boards of community groups,

immigrant serving agencies, neighbourhood groups, and schools etc., is central to immigrant retention and building healthy, diverse communities (2007: 18).

In brief, attraction and retention is built on several key factors, most notably economic opportunities and acceptance and inclusion into the receiving community.

In 2007 the National Working Group on Smaller Centre Strategies received funding from CIC to develop a "tool box" of ideas for attracting and retaining immigrants for smaller centres (National Working Group on Small Centre Strategies, 2007). Entitled *Attracting and Retaining Immigrants,* the tool box contains various information and ideas to help diverse smaller centres to successfully implement strategies for attracting and retaining newcomers. Topics covered include Canada's population picture, the importance of community consensus and how to build it, Canada's immigration laws, getting organized, important key factors like family ties, employment and housing, attracting people whether immigrants or others, and the many attributes of a welcoming community and how to develop them. It also includes resources and "best practices" from across Canada in the areas of preparing the host community (e.g., community development, identifying a champion), creating employment, housing, language training, enhancing opportunities through financial incentives, creating welcoming communities and the implementation of early settlement supports. The report's content is intended to generate ideas with respect to how they might be adapted to a local community context. The tool box also offers critical tools that can be used to assess a community's state of readiness.

3.2 The Smart Settlement Model

At a time when the Immigration Minister was very interested in the regional dispersal of immigrants around the country, Policy Roundtable Mobilizing Professions and Trades (PROMPT) released its Smart Settlement report based on extensive consultations and discussion (Triple S. Community-building, 2005). The widely-cited report promoted a model that would use community development processes to attract and retain immigrants to smaller cities in Ontario. The model focuses on creating horizontal relationships between migrants and

receiving communities. It is a model of community building rather than attracting and utilizing immigrants as labour commodities.

There are three key building blocks for cities to promote sustainable immigrant settlement. These three building blocks are based on the founding concepts of leadership, social and human capital:

1. Proactive local leadership, e.g., a champion such as the mayor

2. Proactive local systems/institutions

- Need to create a barrier free locale
- City institutions are key players because they can create opportunities in public places and through events for positive encounters between immigrants and receiving communities. In addition, municipalities have custody of many public assets such as social housing, recreation and police services, transportation and economic development.

3. Proactive and Collaborative Local Educational and Training Institutions: According to the report,

Local Institutions that foster an effective and meaningful environment of learning and educational advancement are less likely to have a population that feels isolated by virtue of small size and geographic distance from large cities. Sustainable communities need to develop human capital in more dynamic forms than the traditional formal qualifications acquired in schools, colleges and universities. Human capital in this context needs to include the range of cultural and context-specific knowledge that people need to enhance their personal, social and economic well-being. The key to a sustainable smart settlement model is to ensure that immigrants - and other marginalized populations - have access to a local or regional infrastructure for learning and advancement of human capital.

The report goes on to outline a number of key steps that communities can undertake in order to jump start action to support the goal of achieving long term sustainable settlement of immigrants and to build inclusive communities (copied directly from *Smart Settlement*, pp.18-19):

1) Exercise active leadership either directly through a senior elected official or appointed community facilitator with extensive authority and influence in the community. The leader should be a person who understands the necessary ingredients of community building, including external and internal resources, and local, provincial and federal supports

2) Undertake extensive education of the local community about the economic and social context of community building, and especially the potential role of immigration in revitalizing or enhancing the fortunes of the community. This will require the development of a local communications and education strategy.

3) Undertake a number of show-case initiatives to demonstrate the benefits to community of the fresh new ideas contributed by immigrants, the scope of work needed to support community building, and the partnerships and resources required to make community building initiatives succeed. Pilot initiatives should include ways to connect new immigrants to local networks, and connect local institutions with immigrant-serving agencies locally or in gateway cities like Toronto. They should also demonstrate collaborative action of local and provincial education and training institutions or forums like CON*NECT in Ontario.

4) Share with the broader community the progress and outcomes of showcase initiatives.

5) Embark upon a community visioning process and agree on key initiatives and a set of desired outcomes related to the sustainable settlement of immigrants in the context of community building.

6) Set up a local structure of working groups to implement key initiatives in the areas of: a) eliminating barriers to settlement through the collaboration of local and external institutions; b) enabling social connections; and c) promoting learning and advancement of human capital. d) Then, monitor progress towards sustainable settlement outcomes.

7) All of this work needs to be carried out with the active participation and input of newcomer communities. These initiatives cannot merely 'come down from head office'.

3.3 Role of Municipal Governments

Municipalities across Canada have worked to address integration issues at the local level, including building partnerships with community organizations (Can. Fed. of Municipalities, 2009; Wallace & Friskin 2004). Tossutti (2009) employed a case-oriented research design to review how six municipal governments (Toronto, Brampton, Calgary, Edmonton, Abbotsford and Vancouver) addressed immigration and settlement in their policies, programs and practices. She concluded that local government policies have a stronger influence on successful settlement and integration than the size of the newcomer community or provincial contextual variables.

Municipalities also have a major role to play in addressing structural factors that impede social inclusion and the creation of safe, inclusive and welcoming communities while at the same time building cultural and geographic community social capital and cohesion (Federation of Canadian Municipalities, 2009; Tossutti, 2009). According to McIsaac (2003), it is not just a matter of financial support. Municipalities/regions also need to provide policy direction on issues that are local in nature and to effectively convene business, educational institutions, immigrant groups and other stakeholders to identify the relevant programs and services needed. Municipalities across Canada have increasingly recognized their stake in the settlement process, and have worked to address these issues at the local level, including building partnerships with community organizations (Fed. of Canadian Municipalities, 2009; Wallace & Friskin 2004) and identifying services required by second and third tier cities (Krahn et al., 2003; Walton-Roberts, 2008).

We also identified numerous descriptive reports of initiatives promoted and/or adopted in mid-sized and rural communities, mainly for the purpose of attracting and retaining immigrants. These are described here.

3.4 Findings from Mid-sized Communities

Winnipeg, Manitoba (pop. = 633,000) is frequently cited as a model for the successful integration of newcomers.² According to Leo & August (2009), strong local government involvement has been key to Winnipeg's success. Also, ethnocultural organizations and the networks they create has affect immigration to the area. In his Winnipeg-based study, Chekki (2006) explained the growth of the Filipino population in Winnipeg because, among other factors, new arrivals from the Philippines immediately felt part of a relatively well-established ethnic community. There was a high degree of diversity and heterogeneity in the NGOs, including ethnic organizations that were interviewed for his study. They not only provided much needed social capital and culturally sensitive services to immigrants, they also helped immigrants to develop social networks and reinforce their ethnic identity.

² Manitoba has a unique Settlement Services Agreement which gives the province control over the design, administration and delivery of settlement services. Its provincial nominee program has made a very significant impact on smaller municipalities and their economic development. The key features of Manitoba's Settlement Strategy include: Pre-arrival information, Centralized initial information and orientation, Centralized assessment and referral (e.g. ENTRY program in Winnipeg), Settlement and community supports, Employment supports, Support for the recognition of academic and professional credentials, Specialized settlement programs, Service-delivery supports, Field development and Systemic change and policy development (see Framework for a Manitoba Strategy on Qualifications Recognition).

Waterloo, Ontario (pop. = 100,000). The proactive and reactive measures to address immigrant employment in Waterloo were described by Abu-Ayyash & Brochu (2006), including the Waterloo Region Immigrant Skills Summit. Under the leadership of the Centre for Research and Education in Human Services (CREHS), a local non-profit community research organization, the Summit (2005) was attended by over 175 people from six stakeholder segments: immigrant leaders, business, community-based organizations, government, education, and non-government funders. The Summit generated significant input and feedback to the action plans, among which was the establishment of a Waterloo Region Immigrant Employment Network (WRIEN). A formal evaluation of the WRIEN conducted in 2007 identified two types of tangible change: increased resources for labour market integration initiatives and improved region-wide systemic advocacy and better lobbying of senior governments (Wayland, 2007). Despite these advances, interviews suggest a lack of involvement by local municipalities, and a survey by WRIEN found that only 2% of public sector hires in the region were of immigrants (cited in Walton-Roberts 2007, 18).

Descriptions of local integration strategies employed in smaller communities such as Sherbrooke, London, Sudbury, Halifax, PEI, Moncton, appear in the publication *Our Diverse Cities* (2006, 2007). What these have in common is their focus on attracting and retaining immigrants without the infrastructures and resources available in larger centres. Overall, the articles argue that employment opportunities, social support, language, amenities, and community response continue to provide the key factors influencing both recruitment and retention of immigrants

3.5 Findings from Rural Communities

Several recent articles have focused on immigration to rural areas. Rural communities lack the infrastructure and population that is enjoyed by larger centres, and thus face difficulties in organizing ethnocultural communities and providing requisite services to newcomers. The major issues identified in the literature were lack of accessible language services for employed newcomers, lack of transportation, and lack of coordination among service providers. In their review of the needs and experiences of newcomers accessing services in Brandon, Manitoba (pop. 42,000), Zehtab-Martin & Beesley (2007) made several recommendations:

- Implementation of a "navigator system" in which immigrants would be matched to a person or agency who could help them get oriented to life in Canada and track their progress. The matching should take place at the pre-migration stage.
- Expanding the use of cooperatives to include immigrants. Cooperatives are self-sufficient, community-based initiatives that create economic opportunities locally. They generate and retain local wealth and provide employment opportunities while meeting specific needs of the area in which they operate. Throughout history, rural communities have relied on community cooperation as a means of addressing local problems and challenges. Examples of other successful cooperatives can be found in RDI (2009).

In their examination of settlement patterns across rural Ontario, Di Biase and Bauder (2005) found uneven settlement, with some rural areas having high rates of immigrant concentration. Although these patterns did not appear to coordinate with labour market opportunities, the authors did conclude that economic opportunities were the key to attracting immigrants to rural areas: "Only the promise of better employment will attract immigrants away from urban centres that offer a sufficient level of immigrant services, high access to ethnic networks, and a range of cultural institutions that rural areas and small towns are unable to provide." (p.131). Based on interviews, Di Biase and Bauder (2005: 131) made several recommendations for attracting immigrants to smaller communities:

• Smaller cities and need to provide adequate settlement and employment services to immigrants.

• Information about existence of such services must reach immigrants in order to influence their settlement decisions, e.g., Internet or outreach programs.

• Immigrants' skills should be coordinated with local economic development strategies (also a finding of earlier research). Opportunities to work in one's field of training are strong attractors.

A third study used immigrant interviews in three Ontario communities (Bradford, Strathroy and Tillsonburg) to identify and analyze the formal and informal institutions that link workers to labour markets as well as to areas of settlement (Leach, et al, 2007: 118-119). The authors found that immigrant labour has expanded into a wider group of industries that now includes not only farming but also food processing and industrial manufacturing. Immigrants are filling rural jobs in skilled, semi-skilled and unskilled positions, and immigrant populations in these communities have become more diverse over the years. They also found that many immigrants who work in rural areas commute from larger urban centres. Immigrants are inhibited from settling in rural areas due to poor public infrastructure (including transportation systems and social services), fewer continuing education opportunities, limited daycare availability, lack of affordable housing (apartments), the contingent nature of their jobs, and an absence of cultural and social institutions and support systems. According to the authors, "rural municipalities have tended to focus their efforts on recruiting and retaining investment, and hence expanding employment opportunities, but have lagged behind in building the social and physical infrastructure that will encourage (im)migrant workers to make rural communities their permanent homes." (p. 118) Finally, they found that firms located in rural communities that offer competitive wages were less likely to report recruitment or retention problems, as were firms in industrial manufacturing.

3.6 Findings about University Towns

Two Canadian articles were found that focused specifically how university towns can attract and retain immigrants. One profiled a survey of international students attending university in Atlantic Canada (LeBrun and Rebelo, 2006). According to the authors, more than half of the students surveyed cited

full-time employment, welcoming community, social supports, cost of living, and quality of life as 'very,' or 'extremely important' when considering applying for permanent residency (PR) in Canada. However, the lengthy immigration process, the inability to find employment, and the absence of job opportunities appear to have significant influence over students' decisions not to apply for PR in Canada while the availability of support services and a welcoming community barely factor into the decision. (p. 138)

The authors do not explain these seemingly contradictory findings.

A second study looked closer to home at Kitchener-Waterloo. In her case study of Kitchener-Waterloo, Walton Roberts (2008: i-ii) found the two local universities "attract immigrants to the region, and assist in their subsequent integration by creating spaces that are perceived as being safe and free from discrimination." Students move to Waterloo from abroad as well as from larger urban centres to attend university, causing the university to become a hub for ethnic community presence. This trend could be built upon to increase permanent migration to a region. However, Walton-Roberts cautions against the ethics of taking international students who pay higher tuition rates and have no access to provincial supports and plugging them into local labour markets. A more ethical strategy would include "greater support for refugee scholarships and bursaries, enhanced matching grants programs, widespread support for scholars-at-risk programs, and greater government fiscal support for low-income and international students" (p. 23). According to Walton-Roberts, universities should demand these and other options for international students.

Next Steps

What we have presented here is only a fraction of practices and findings in this field. However, we are confident not only that it represents top research, but also that it will provide a rich foundation for the next steps taken by decision makers in Guelph Wellington. An Annotated Bibliography of the most useful sources is included in the following section, and readers are encouraged to take the next step of consulting those sources first hand for more detailed ideas and analysis.

It will now be up to members of the LIP Council to identify local priorities and then to mobilize and engage key stakeholders in this process. Whatever "best practices" are selected and pursued in Guelph Wellington, they will have to be adapted to the local context, including the newcomer community served.

Annotated Bibliography of Key Sources

Canadian Council for Refugees (1998). Best Settlement Practices. Retrieved Jan/10 from: http://www.ccrweb.ca/bpfina1.htm.

This report proposes 12 guidelines for best practices in settlement services and makes suggestions for appropriate programs. They are Access; Inclusion; Client empowerment; User-defined services; Holistic approach; Respect for the individual; Cultural sensitivity; Community development; Collaboration; Accountability; Orientation towards positive change; and Reliability.

Cities of Migration website. http://citiesofmigration.ca

This initiative of the Maytree Foundation seeks to improve the integration of urban migrants in cities around the world through the exchange of successful practices and learning activities. Cities of Migration is anchored by an interactive website serving all those with a stake in immigrant integration in cities – settlement workers, agency heads, government, business leaders, planners and more. The Cities of Migration website features "100 Good Ideas in Integration," a curated collection of innovative, practical and successful local integration practices drawn from cities across the globe. Good ideas are grouped according to the themes live, work, learn, connect and plan. Personal communication with this group revealed that new "gateway cities" in North America (e.g., Fort Wayne, Indiana (250,000), Littleton, Colorado (43,000)) recently signed on to the new Municipal Action on Immigrant Integration program launched by the US National League of Cities. Littleton has been recognized internationally, most recently by the Migration Policy Institute's E Pluribus Unum competition: <u>http://www.migrationinformation.org/integrationawards/winners-littleton.cfm</u>.

Citizenship and Immigration Canada (2005). Evaluation of the Immigration Settlement and Adaptation Program (ISAP). Retrieved Jan/10 from: http://www.cic.gc.ca/EnGLish/resources/evaluation/isap/intro.asp.

This report describes the evaluation of the ISAP program with respect to the appropriateness of the Current Delivery Model; Overall Success of the Program; and Adequacy of Capacity and Service Gaps. Findings suggested that current government –NGO model of service delivery was best. However, there were striking regional differences in the overall success of the ISAP program. In the Atlantic and the Prairie and Northern Territories regions, two-thirds of users considered the services to be appropriate, while in Ontario, only 48 percent considered them to be appropriate.

There was ample evidence that community-based service providers were the most effective and efficient means for delivering settlement programs and services. Community-based providers were considered to flexible and adaptable. Other promising models were included: smaller cities that offered a one-stop-shop for all programs, and settlement service providers that had established partnerships and were co-located with other services (e.g., health unit, Human Resources and Skills Development Canada (HRSDC).

Two types of partnerships were considered to be important for success. In the first case, service providers who partnered with other community organizations that delivered services either jointly or on behalf of the settlement service provider. In the second case, service providers who partnered with other community service providers or organizations for referrals. Service providers with a well-developed referral network were considered to be better placed to meet clients' needs since they could refer clients to other organizations with specialized service, such as trauma counselling. Key informants reported having a range of networks and partners, from employment contacts to health units. However, partnerships were not commonplace and there were regional disparities in the ability to form partnerships, particularly to deliver services. Only about one in three service provider reported that they use partnerships to deliver ISAP services (36 percent). The Atlantic Region was less likely (17 percent) than other regions to report using partnerships for service delivery.

CIC & Federal Ministry of the Interior: G8 Experts Roundtable on Diversity and Integration (2008). (http://canada.metropolis.net/publications/G8_Report_Eng.pdf).

This report discusses the limits to the effectiveness of government interventions and recommends partnerships as a vehicle to improve integration. Several countries are facilitating economic integration by encouraging partnerships across all levels of government and the private and not-for-profit sectors. Many sectors have the potential to contribute to economic integration. These sectors include labour, industry, municipalities, housing, education and health care, as well as religious and ethnocultural organizations. Consultations and partnerships with these sectors are becoming more and more important to complement the experience and skill sets within government organizations that have lead responsibility for integration.

Di Biase, S. and Bauder H. (2005). Immigrant Settlement in Ontario: Location and Local Labour Markets. *Canadian Ethnic Studies* 37(3): 114-135.

Statistical analysis found uneven settlement of immigrants in rural areas of Ontario, with some areas having high rates of immigrant concentration, but not correlated to labour market issues. Supplementing the statistical analysis with interviews, the authors concluded that several factors could be influential. They made several recommendations for attracting immigrants to smaller communities:

- Smaller cities need to provide adequate settlement and employment services to immigrants.
- Information about existence of such services must reach immigrants in order to influence their settlement decisions, e.g., Internet or outreach programs.
- Immigrants' skills should be coordinated with local economic development strategies (also a finding of earlier research). Opportunities to work in one's field of training are strong attractors.

The authors conclude: "Only the promise of better employment will attract immigrants away from urban centres that offer a sufficient level of immigrant services, high access to ethnic networks, and a range of cultural institutions that rural areas and small towns are unable to provide." (p.131).

GCIR (Grantmakers Concerned with Immigrants and Refugees), (2006). *Immigrant Integration Toolkit*. (<u>http://gcir.org/publications/toolkit</u>).

This US-based toolkit identifies promising practices and exemplary programs for municipalities in many areas: community-wide planning, language access, language acquisition, education, improving health and well-being, promoting economic mobility, equal treatment and opportunity, civic participation, social and cultural interaction. Organized along GCIR's pathways for integration, this report compiles program and policy models that hold considerable promise to promote immigrant integration at the local, state, and regional levels. It also offers indicators of success and measurable outcomes that can be used to evaluate and demonstrate achievement, as well as improve immigrant integration strategies. Most of the examples are American. This toolkit is available online only; it is not downloadable in PDF format.

Kukushkin, V. & Watt, D. (2009). *Immigrant-Friendly Businesses: Effective Practices for Attracting, Integrating, and Retaining Immigrants in Canadian Workplaces*. Toronto: Conference Board of Canada.

This report looks at how businesses across Canada can attract, integrate, and retain immigrants and international talent. First, it highlights the value of implementing immigrant friendly programs and practices to address the needs of immigrants and articulates a number of "keys to success" to attract international top talent. Second, through an analysis of award-winning business programs and practices and a series of key informant interviews, this report provides practical insights that businesses can use to more effectively leverage the skills, knowledge, and creative capacity of international talent. Specifically, this report provides insights on ways that Canadian businesses can design and implement practices that are "immigrant-friendly" in the following areas:

- attraction and recruitment, including ways to expand recruitment methods to reach a broader international market, implement culturally sensitive screening practices, and provide assistance to immigrants in obtaining recognition for their foreign credentials and international work experience;
- integration and development, including effective ways to provide professional language and communication skills training programs, offer workplace mentoring programs, and support international talent in developing new skills and achieving professional goals; and
- retention, including effective ways to promote cultural awareness and to engage executive support for diversity.

An appendix lists a selection of documents that could serve as further resources and tools for employers.

The report cautions against any "cookie cutter" solutions, noting that businesses looking to attract and retain immigrant talent must develop their own set of "immigrant-friendly" programs and practices that fit with their own business needs and capabilities. It also notes that some initiatives may not be suitable for businesses located in smaller towns and cities, where limited access to immigrant-service providers, training and development programs, educational institutions, and other community stakeholders may be an issue.

National Working Group on Small Centre Strategies (2007). *Attracting and Retaining Immigrants. A Tool Box for Smaller Centres.* Retrieved Feb. 2010 from:

http://www.icavictoria.org/community/toolbox-ideas-0, http://integrationnet.ca/english/ini/wci-idca/tbo/index.htm.

Topics covered include Canada's population picture, the importance of community consensus and how to build it, Canada's immigration laws, getting organized, important key factors like family ties, employment and housing, attracting people whether immigrants or others, and the many attributes of a welcoming community and how to develop them. It also includes resources and "best practices" from across Canada in the areas of preparing the host community (e.g., community development, identifying a champion), creating employment, housing, language training, enhancing opportunities through financial incentives, creating welcoming communities and the implementation of early settlement supports. The report cautions that it is meant to generate ideas that can be adapted to a local community context. The tool box also offers critical tools that can be used to assess a community's state of readiness.

Triple S. Community-building. 2005. Smart Settlement: Current Dispersion Policies and a Community Engagement Model for Sustainable Immigrant Settlement in Ontario's Smaller Communities. A PROMPT Discussion Paper. Toronto: Policy Roundtable Mobilizing Professions and Trades (PROMPT).

This document proposes a model for sustainable settlement in smaller communities. The authors argue that sustainable and inclusive settlement outcomes can only be achieved through a process in which immigrants are recognized as citizens with global identities and as partners in the enterprise of community building and economic development. Cities must work closely with immigrant communities and provide an enabling environment for newcomers to address their initial needs. More significantly, cities must play an active leadership role in connecting immigrants to community building initiatives.

The model focuses on horizontal relationships between migrants and receiving communities - as opposed to vertical relationships between employers and immigrants, and between host communities and newcomer migrants. It is a model of community building rather than attracting and utilizing immigrants as labour commodities. Critical to these horizontal relationships, the model presumes that immigrants and other migrants will play a direct role in shaping their place within the community. In this model, immigrants will themselves be actors - they will not merely be "acted upon" by others.

There are three key building blocks for cities to promote sustainable immigrant settlement, all of which must be proactive:

- 1. local leadership, e.g., a champion such as the mayor
- 2. local systems/institutions, especially city institutions
- 3. collaborative Local Educational and Training Institutions

In summary, there are a number of key steps that communities can undertake in order to jump start action to support the goal of achieving long term sustainable settlement of immigrants and to build inclusive communities:

1) Exercise active leadership either directly through a senior elected official or appointed community facilitator with extensive authority and influence in the community.

2) Undertake extensive education of the local community about the economic and social context of community building, and especially the potential role of immigration in revitalizing or enhancing the fortunes of the community.

3) Undertake a number of show-case initiatives to demonstrate the benefits to community of the fresh new ideas contributed by immigrants, the scope of work needed to support community building, and the partnerships and resources required to make community building initiatives succeed.

4) Share with the broader community the progress and outcomes of showcase initiatives.
5) Embark upon a community visioning process and agree on key initiatives and a set of desired outcomes related to the sustainable settlement of immigrants in the context of community building.
6) Set up a local structure of working groups to implement key initiatives in the areas of: a) eliminating barriers to settlement through the collaboration of local and external institutions; b) enabling social connections; and c) promoting learning and advancement of human capital. d) Then, monitor progress towards sustainable settlement outcomes.

7) All of this work needs to be carried out with the active participation and input of newcomer communities.

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This Canadian report describes research conducted to explore current perspectives on immigrant integration and innovative strategies that engage receiving communities in the settlement process. In addition to a literature review, the Public Policy Forum surveyed policy makers and practitioners in different communities and regions. The three main criteria for selecting a program were: innovation in program design, excluding established public sector initiatives; mutual responsibility between immigrants and the receiving community; and proven effectiveness based on outcomes and/or participation rates. Based on this research, it identified six vital components of promising practices in integration: accessibility for all relevant and interested newcomers; adaptability to changing needs; collaboration among community stakeholders; empowerment of newcomers to participate actively in society; and holistic approach that addresses multiple priority areas. The report provides examples of exemplary programs in six priority areas: employment programs and services, access to information, language acquisition, cultural understanding, role of the school system (K-12) and social support.

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Environmental Scan

Presented to Guelph Wellington Local Immigration Partnership

Prepared by Sarah V. Wayland, PhD Owner, Wayland Consulting

April 20, 2010

FINAL REPORT

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1.0 Introduction and Overview

"We envision a caring, equitable community where everyone thrives."

The above vision statement was formulated by the Guelph Wellington Local Immigration Partnership (LIP), formed in 2009 to develop a local strategy to support immigrant settlement and integration. This LIP is one of numerous similar initiatives taking place across the province. As well, it is indicative of the growing awareness across Canada that basic settlement services alone are not sufficient for promoting inclusive communities. Communities must also be concerned with achieving fundamental and longer-term objectives, including social engagement, sense of belonging, social cohesion, and strong citizenship.³

Certain fundamentals lie at the core of a community "where everyone thrives." As noted in the literature review that preceded this environmental scan, attraction and retention of immigrants to smaller urban areas will be achieved when diverse economic opportunities are available to newcomers, and the broader community and society provides a welcoming environment that includes appropriate social supports. Ultimately, communities attract and retain newcomers by (1) identifying and removing barriers; (2) promoting a sense of belonging; (3) meeting diverse individual needs; and (4) offering services that promote successful integration, with successful integration defined as the "ability to contribute, free of barriers, to every dimension of Canadian life – economic, social, cultural and political."⁴

At the same time, every community across this country possesses a distinctive configuration of the characteristics that matter to newcomers. These are a product of location, history, economic health, existing population demographics (age distribution, gender balance, educational levels), and more. For example, immigrants very often settle close to existing networks of family and friends, so locales that are ethnoculturally diverse might prepare for such diversity to grow. Each of these factors will influence the specific ways in which communities go about their efforts to become more welcoming.⁵

The purpose of this report is to identify and describe the distinctive configuration of the characteristics of Guelph and Wellington that matter to newcomers (immigrants and refugees, sometimes referred to as "new Canadians"). As an environmental scan, it considers a range of factors that will influence the direction and goals of the Local Immigration Partnership. This scan is based on five main areas of focus:

- 1. the views of local ethnocultural communities about settlement priorities and responsibilities
- 2. analysis of assets that support settlement and employment
- 3. local labour market analysis
- 4. barriers to employment for immigrants from various perspectives

³ V.M. Esses, L.K. Hamilton, C. Bennett-AbuAyyash, and M. Burstein, *Characteristics of a Welcoming Community*. Prepared for the Integration Branch of Citizenship and Immigration Canada, (Welcoming Communities Initiative, 2010), p. 8.

⁴Citizenship and Immigration Canada, Integration Branch, *Immigrant integration in Canada: Policy objectives, program delivery, and challenges*, (2001).

⁵ Esses et al., p. 12.

5. overviews of service delivery, including gaps in service

This report is structured along these five areas of focus. The labour market analysis has been divided into two chapters, the first providing a general overview of Guelph Wellington and the second highlighting the place of immigrants within the labour market, including barriers to employment.

This information was gathered from a variety of local sources:

- 1. interviews with 20 persons who were knowledgeable in one or more of the above areas (All names are listed in the appendix to this report.)
- 2. consultations with close to 200 members of ethnocultural communities and service providers working with newcomers
- 3. survey of service providers
- 4. various reports and documents (listed in full at the end of this report)
- 5. websites of governments, organizations, and places of employment

Unless otherwise noted, information presented in this scan is taken from the content of key informant interviews. Wherever written sources such as reports were used, they are noted in footnotes.

2.0 The Views of Local Ethnocultural Communities⁶

Between February and March 2010, 21 community consultations were scheduled in various venues throughout Guelph and Wellington County with a total of 190 participants. These sessions were guided by the Local Immigration Partnership (LIP) vision statement.

The consultation questions related to the LIP project's vision statement and were intended to identify priority areas for service provision and strategy development. The three questions were:

1. Please rank the eight general categories in terms of their importance to the integration of newcomers/immigrants in Guelph Wellington (choose up to three):

- Language and ESL
- Medical Care and Health
- Housing
- Employment/Financial Stability
- Transportation
- Initial Orientation/Information and Social Supports
- Education/Training
- Other

2. What are the responsibilities of the Guelph-Wellington community to ensure that it is a caring and equitable community where everyone thrives?

3. What are the responsibilities of newcomers/immigrants to ensure that Guelph-Wellington is a caring and equitable community where everyone thrives?

The largest and fastest growing immigrant communities in Guelph Wellington were selected to be included in the study in addition to other specifically identified ethno-cultural groups. The groups were Chinese, East Indian, Pakistani, Sri Lankan, Iranian, African, Afghan, Filipino and Vietnamese. In addition, the Muslim and Sikh communities, the Francophone community, newcomer/immigrant youth, immigrant women, foreign-trained professionals, county service providers and an open session for the Guelph-Wellington community at large were scheduled. Bus tickets and childcare were made available to all participants.

Ethno-cultural facilitators were recruited from each of the target groups. These individuals attended a training and orientation session and were responsible for facilitating the community consultations, recording the findings and producing a summary report. Ethno-cultural facilitators attempted to ensure that participants came from a diverse cross section of Guelph-Wellington's immigrant groups in order to have representation from different cohorts in the community.

A summary of the responses to the three consultation questions is presented below.

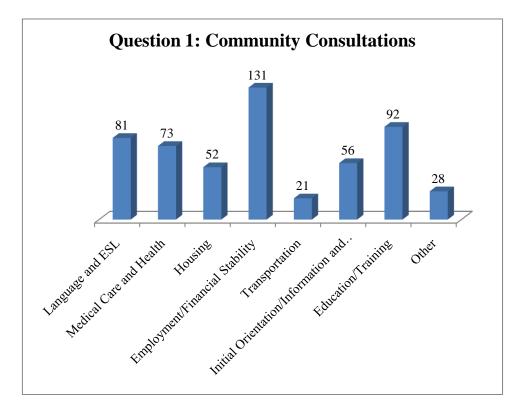
⁶ This section is abbreviated from the full report by Tom Lusis, Project Animator, entitled *Immigration Partnership Community Consultations: Summary Report* (April 1, 2010). The full report is available from the Local Immigration Partnership.

2.1 Factors important to settlement

Question 1. Please rank the eight general categories in terms of their importance to the integration of newcomers/immigrants in Guelph Wellington.

The highest rated priority area identified in question 1 of the community consultations was employment/financial stability. The second highest priority area was education/training followed by language/ESL. The lowest priority areas were transportation and "other". These trends are displayed in Figure 1^7 .

Some of the categories identified as "other" included; cultural acceptance and thinking that diversity is a strength, temple and place of worship, culture, peaceful community and low crime rate, a Hindu Temple in Guelph, school supports, recognition of (newcomer/immigrant) academic levels of education, and racism and discrimination.



2.2 Responsibilities of Guelph Wellington community

Question 2 What are the responsibilities of the Guelph-Wellington community to ensure that it is a caring and equitable community where everyone thrives?

This question integrated the vision statement of the LIP project and was meant to stimulate discussion about what participants felt were the responsibilities of the Guelph-Wellington community at large in supporting/facilitating the social and economic integration of newcomers/immigrants in the community.

⁷ The numbers displayed in Figure are based on data from approximately 90% of the community consultation summary reports. All summary reports indicated the ranking of the categories by participants however several did not record the number of stars/dots allocated to each category.

There were six primary themes identified in the responses. The selection of these themes was based upon the number of times they emerged in facilitator summary reports:

- Labour market issues and suggestions. This was the most common theme in all of the summary reports and reflects the high priority placed on employment/financial stability in question 1. Many newcomer/immigrant communities spoke about the barriers they faced in Guelph-Wellington's labour markets. These include a lack of Canadian experience, as well as non-recognition of foreign credentials and work experience. As a result, many foreign-trained professionals accept work outside of their fields of study and expertise. Groups also spoke of the impact of such de-skilling and loss of social status on depression, stress and domestic violence. Some suggestions to overcome labour market barriers included job shadow and placement initiatives as well as mentorship and bridging programs.
- 2) The need for welcoming/orientation support. Many groups felt that there was a lack of orientation services or supports in Guelph Wellington for newcomers/immigrants. Newcomers often had a hard time finding information on their legal rights, housing, health care, and how to find a job or obtain a drivers license. Some suggestions on how to address this issue were a "one-stop" information centre, an orientation package about the City of Guelph at public libraries, the shopping mall and schools, orientation sessions at City Hall and a welcoming centre. However it should be noted that "Initial Orientation/ Information and Social Supports" rated fifth as a priority area in the rankings for Question#1.
- 3) Several groups stated that Guelph-Wellington lacks multicultural or community centres. These institutions were seen as important places where ethnic associations could meet and hold their cultural events. It was also suggested that these centres could be a place where newcomers, lacking any contacts in the city, could gather information about life in Guelph, expand their social networks and find the necessary assistance to make their social and economic integration easier.
- 4) Public education about immigration. Multiple community consultations expressed the need for a public education campaign about immigration. There was a general feeling across various groups that the community at large lacked an understanding about why immigrants come to Canada, the difficult experiences many face in their home countries, and the contributions immigrants make to the economy of Guelph-Wellington. Some suggestions included an individual approach to education (e.g. newcomers/immigrants should take every opportunity to educate/teach/raise awareness of their culture), institutional approaches such as programs in schools and workplaces, and through the local media (e.g. the Guelph Mercury could highlight one ethnic community per month in a story).
- 5) The role of the municipal government in Guelph. In several sessions the City of Guelph was identified as a key institution which could promote immigration through partnerships, promotional materials and human resources policies. Some suggestions were that there should be a department in the municipal government tasked with supporting the social and economic integration of immigrants, an internal hiring policy which promotes diversity, more municipal signs indicating where to find resources for immigrants, and partnerships between municipal departments and newcomer/immigrants groups to organize clubs/groups and networking opportunities.

6) Issues related to the provision of English as a Second Language (ESL) services. The two main issues associated with the ESL services in Guelph Wellington related to geography and childcare. Participants felt that the location of ESL facilities was problematic in that students typically had to travel too far to get to the schools. For younger students, this meant that they had to leave the community where they had friends and were comfortable to attend a school at the other end of town where they had no social networks and felt isolated. In terms of childcare issues, many felt that ESL schools needed more childcare facilities so newcomers/immigrants with children could attend the classes.

2.3 Responsibilities of newcomers/immigrants

Question 3 What are the responsibilities of newcomers/immigrants to ensure that Guelph-Wellington is a caring and equitable community where everyone thrives? There were three primary themes in the responses given for this question:

- Volunteerism. Almost all of the community consultations identified the need for newcomers/immigrants to volunteer in the local community. This was seen as an advantage for newcomers/immigrants and the community at large. Volunteering would allow newcomers/immigrants experience Canadian culture, gain Canadian experience while positively contributing to the society in which they now live.
- 2) Capacity Building. Many of the groups participating in the community consultations highlighted the need for established immigrants to help newcomers, members of their own ethnic community and other immigrants in general. They stressed the need to support others through sporting or social activities, educating newcomers about the English language and cultural differences in Canada and the creation of peer groups for people with shared experiences (e.g. newcomer youth or individuals from war torn countries).
- 3) Integration. Many of the participants felt that it was the responsibility of newcomers/immigrants to integrate into Canada's multicultural society. It was suggested that newcomers/immigrants should be open-minded and develop an equal respect for all cultures in Guelph-Wellington. Rather than remaining among their own cultural/ethnic groups, newcomers/immigrants were encouraged to develop a balance between practicing one's own culture and taking part in Canadian society. Cultural (e.g. music, dance, art) and sporting events were identified as a potential means of capacity/community building as these activities are not as reliant on language but share a common appreciation by those who participate in these activities.

2.4 Key findings from ethnocultural communities

Project animator Tom Lusis identified the following key findings from the community consultations:

• The top three priorities areas identified in the community consultations were employment/financial stability, education/training and language/ESL.

- All newcomer/immigrant communities identified barriers in the Guelph-Wellington labour market. Some suggested strategies to overcome barriers included job shadowing/placement initiatives and mentorship/bridging programs.
- A general welcoming/orientation initiative/package providing information about living and working in Guelph-Wellington as well as the types of cultural associations in the area was identified as a need.
- Multicultural/community centres where ethnic associations can meet, celebrate cultural events, and where newcomers can find support to increase their social networks and enhance their socioeconomic integration was identified as a need.
- A public information campaign focusing on the role immigration plays in Canadian labour markets and population growth, and about the contributions newcomers/immigrants make to Guelph-Wellington was identified as a need.
- Local municipal government was identified as a key institution to foster the socio-economic integration of newcomers/immigrants through programs and support materials.
- The distance clients travel to language programs and a need for more flexible childcare were identified as potential accessibility issues with ESL Services.
- Volunteerism was seen as a key way in which newcomers/immigrants could contribute to Guelph-Wellington while gaining Canadian experience and learning about Canadian culture and the society in which they live.
- Many participants in the community consultations stressed the need for established immigrants to help newcomers. This form of capacity building included support groups, sporting activities and teaching newcomers about Canadian culture.
- Many participants recognized that newcomer/immigrant integration is a two-way process. Newcomers/immigrants need to be prepared to integrate into Canadian society and be open to the other cultures found in a multicultural country.

The main themes identified from questions 1 and 2 suggest that there are considerable barriers to the economic integration of newcomers/immigrants in Guelph-Wellington and that there are gaps or short-comings in some areas of important service provision. The main themes in question 3 suggest that many newcomer/immigrant communities are prepared to contribute to the process of making Guelph-Wellington a caring and equitable community where everyone thrives through volunteerism, building the capacity within their communities and promoting social integration into Canadian culture and society.

3.0 Taking Stock of Local Assets and Challenges

3.1 Local assets

A variety of civic and business leaders who were interviewed identified various community assets or strengths of Guelph and Wellington that would make it attractive to immigrants. It was also noted that most of these same assets would make Guelph and Wellington attractive to anyone. Although key informants were asked about "Guelph and Wellington," most of the responses focus on Guelph specifically. The following assets were identified:

- Ongoing and projected growth of local economy and population, expected to grow from 120,000 in 2010 to 170,000 in 2031
- Stable, fairly diversified economy that is witnessing some gains in the manufacturing sector after the downturn
- Good university, with a world-class reputation in some fields of study
- Educated population (see Composite Learning Index)
- Modern amenities and services of a larger city (e.g., public transportation, places of worship) while maintaining the feel and prices of a smaller community.
- Vibrant arts and culture scene, with a wide variety of regular and frequent offerings, ranging from art on the street to more traditional experiences
- Safe place to live, with low crime rates
- Reputation as a "green city"
- Great quality of life for most residents
- Natural beauty
- Solid heritage and long historical roots
- Strong housing starts that offer a way for newcomers an easy way to become established in new neighbourhoods.
- Good housing mix
- Proximity to Toronto
- Active citizenry, with high volunteer rates. Certain pockets of citizens GIA, Citizenship Committee, Multicultural Festival -- proactively wanting to make Guelph a better place. An openness and excitement about change.
- Growing diversity within existing population base; immigrants are moving to Guelph
- Not a tourist destination per se, but certain sectors of the local economy (biotech, agriculture) attract visitors from around the world
- Overall goodwill within the local service provider community, and awareness of need for partnerships
- Some local employers have a positive view of immigrants and a good track record of hiring and promoting them.

University-based assets

- University of Guelph international recruitment office, focusing on India, Caribbean, Mexico, and the US. University personnel engage in extensive travel to these areas for recruitment.
- University of Guelph has worldwide reputation as a leader in agricultural and environmental sciences. Environmental engineering program is considered one of the best in the world.
- Open Learning ESL program is unique in Canada. Students come from abroad to learn English and live with local families. Many of these students return to stay with home stay families and pursue higher education at University of Guelph.
- Office of Intercultural Affairs has various supports for international students, including LINK: peer to peer matching for all international students with Can-born students. (See below.)
- There are very specific scholarship programs for international students.
- Through WUSC, small program that sponsors 5-10 refugee students to come to Canada and study at University of Guelph. We find them shelter and clothing and help them acquire landed status.
- Faculty recruitment office helps set up banking, mortgage, access to social services, places of worship, etc. is like a specialized settlement service.

Assets according to Conference Board of Canada

In *City Magnets II: Benchmarking the Attractiveness of 50 Canadian Cities*, released January 2010, the Conference Board of Canada analyzes and benchmarks the features that make Canadian cities attractive to skilled workers and mobile populations. This report ranks cities for 41 features grouped across seven different categories: Society, Health, Economy, Environment, Education, Innovation, and Housing. Two findings of this report are of particular interest to this scan:

- Overall, the Economy category appears to matter the most in the decision to locate, followed by Society and Environment.
- Guelph ranked 13th in terms of overall attractiveness to migrants. (In this report, "migrants" is used broadly to include all geographically mobile persons, born in Canada or elsewhere.) It ranked as high as 4th in the Education category, and as low as 33rd in both Health and Environment categories.⁸

City of Guelph website

The City of Guelph website currently boasts that recent national surveys indicate that Guelph, Ontario is one of the smartest cities in the nation, a safe city, and the most caring city in Canada. It is ranked among the top ten places to live in Canada.

3.2 Local challenges

Local civic and business leaders also identified a number of challenges facing Guelph and Wellington in terms of attracting and retaining immigrants. These include:

⁸ The City of Guelph owns a copy of this report. See page 69 for an overview of Guelph's score in all categories.

- Competition with, and insularity from, Kitchener Waterloo area.
- Uncertainty over how to encourage newcomers to the area, and how to be welcoming.
- Recent controversies such as the opposition to building of a Sikh temple reveal differences of opinion about diversity. One person stated: "A part of us is not inclusive; some personalities don't like change. The more unfamiliar, the bigger the fear." This person went on to state that these issues must be addressed through long term, broad community engagement, including a return to basic Canadian principles about our Constitution, human rights legislation, and religious tolerance.
- Getting the word out that Guelph is open for business and a great place to live. Opposition to building of Sikh temple does not reflect the views of most people in Guelph.
- Lack of diversity at the University, including student body, faculty, and administration, and in terms of course content. "Diversity" at University of Guelph often refers to rural v. urban, or sexual orientation.
- Danger of the City of Guelph being spread too thin in terms of being able to embrace all the various issues it is promoting in the broader community can it 'walk the talk'?
- 2009 *Vital Signs* report released by Guelph Community Foundation showed a growing gap between rich and poor. Due to the economic downturn, the number of EI claimants and recipients of social assistance rose in 2009.
- Housing identified as "Achilles heel" in Guelph, namely affordability issues and lack of adequate social housing
- Skills mismatch between educated, professional immigrants and the kinds of jobs that are available. This area is still focused on heavy metal in terms of advanced manufacturing and lack "green" jobs.
- City of Guelph website does not contain photos that depict ethnocultural diversity, nor text that describe any diversity. The "Living in Guelph" section (about "about Guelph" subsection) does not contain any information about who lives in Guelph.

3.3 Findings on happiness

In addition to community-level assets and challenges, one might also reflect on the individual, both the individual as recent immigrant, refugee, or new Canadian and the individual who is already well established in the community and whose family may have lived in the area for generations. If we want to create a place "where everyone thrives," what does that mean for the individual?

Individuals vary greatly in terms of social skills, earning power, intellectual ability, health, and the like. But, if asked the question, most individuals share the common goal of happiness. In recent years, the interest in happiness has grown exponentially, in part due to the realization that a half century of escalating consumption has not brought North Americans any increased sense of well-being.

Working with Statistics Canada and internationally, UBC Economist John Helliwell has found the following about happiness:

- Making more money does not ratchet up happiness very much, once the ability to afford basic necessities of life is met. Material consumption is not as important as most would believe.
- Relationships with family and friends and even joining community groups are more related to happiness and satisfaction than material wealth.

- This holds true in the workplace as well. In terms of happiness, having a bad job (repetitive, below one's skill level, lack of trust in co-workers and supervisors) is actually worse than having no job at all. And in the end, that affects productivity in the workplace and the bottom line.⁹
- Happiness has positive impacts your health.
- Doing things for other people also increases happiness.

According to Helliwell, creating the conditions for happiness is not just a matter of spending public money. Rather, happiness springs from the community itself -- as he puts it, "time spent on the playground."¹⁰ The clear connection between happiness and social capital, including the happiness engendered by helping others, seems a good starting point for any initiative to make a community more inclusive.

3.4 Key findings about characteristics of Guelph Wellington

- In a report released January 2010, the Conference Board ranked Guelph 13th among Canada's 50 largest cities in terms of overall attractiveness to mobile populations (Canadianborn and foreign-born).
- Local assets include ongoing and projected growth of local economy and population; a stable, fairly diversified economy; a good university, with a world-class reputation in some fields of study; an educated population; modern amenities and services of a larger city while maintaining the feel and prices of a smaller community; and a vibrant arts and culture scene. It was noted that these same assets would make Guelph and Wellington attractive to anyone, not just immigrants.
- Local challenges include competition with, and insularity from, Kitchener Waterloo area; uncertainty over how to encourage newcomers to the area, and how to be welcoming; fear of change and of diversity; and a lack of diversity at the University of Guelph.

4.0 Local Economy and Labour Force

4.1 Labour force characteristics

The Wellington County labour force grew by 8.9% between 2001 and 2006, to a total of 114,500.¹¹ This is slightly higher than the 8.2% growth rate of the Ontario labour force.¹² Wellington County also has a higher labour force participation rate than Ontario (71.6% vs. 67.1%), and lower unemployment rate (4.5% vs. 6.4%) than Ontario.¹³ The differences in the participation and unemployment rates are true for both males and females.

⁹ Jill Lambert, "The economics of happiness." *Canadian Business Online*, May 9, 2005. ¹⁰ Ibid.

¹¹ The City of Guelph is included in all data presented for Wellington County in this section. Unless otherwise noted, the following analysis is based on 2006 Census data.

¹² Workforce Planning Board of Waterloo-Wellington-Dufferin, *Trends, Opportunities, Priorities (TOP) Report* (January, 2009).

¹³According to Statistics Canada, the participation rate represents the labour force expressed as a percentage of the population 15 years of age and over. The participation rate for a particular group (age, sex, etc.) is the labour force in that group expressed as a percentage of the population for that group. The more that a particular group is involved in

Industries in the local labour force

Compared to Ontario, the Wellington County labour force has relatively more workers in the following industries:

- manufacturing
- education
- agriculture (concentrated in the County, not City of Guelph)

The manufacturing sector is the largest industry in Wellington, employing 22% of the total labour force (second in Canada only to the Waterloo Region). In the larger area of Wellington-Dufferin-Simcoe, employment in manufacturing industries declined by 8% between 2005 and 2008.¹⁴

There are relatively fewer people employed in the following industries:

- health care
- business services
- finance & real estate
- retail trade
- other services

As shown in Table 4.1, the two largest industries are manufacturing and retail trade, and these had lower growth relative to the overall growth in the labour force. Among the larger industries, most growth was seen in the service-type industries (such as professional/scientific/business services and health care/social assistance). Among smaller industries (those with less than 4,000 workers), most growth was for administrative and support (waste management and remediation services) and the real estate/rental/leasing sectors.

Table 4.1: Labour Force Change by Industry, Wellington County, 2001-06

	2001	2006	Change (%)
Total labour force	105,095	114,470	8.9
All Industries	104,170	113,575	9.0
Industry-Not applicable	925	890	-3.8

the labour market, even if unemployed and searching for work, the higher the participation rate. The unemployment rate represents the number of unemployed persons expressed as a percentage of the labour force. The unemployment rate for a particular group (age, sex, etc.) is the number unemployed in that group expressed as a percentage of the labour force for that group.

¹⁴ Workforce Planning Board of Waterloo-Wellington-Dufferin, *Workforce Focus* (May, 2008).

Manufacturing	24,675	25,410	3.0
Retail trade	10,060	10,515	4.5
Educational services	9,415	10,255	8.9
Health care and social assistance	8,575	9,680	12.9
Professional, scientific and technical services	5,790	6,815	17.7
Construction	5,850	6,475	10.7
Accommodation and food services	5,775	6,245	8.1
Wholesale trade	4,820	5,395	11.9
Other services (except public administration)	4,500	5,320	18.2
Transportation and warehousing	4,280	4,625	8.1
Agriculture, forestry, fishing and hunting	4,440	4,460	0.5
Administrative and support, waste management and remediation services	3,020	4,290	42.1
Public administration	3,700	3,990	7.8
Finance and insurance	3,430	3,615	5.4
Arts, entertainment and recreation	2,050	2,055	0.2
Information and cultural industries	1,655	1,870	13.0
Real estate and rental and leasing	1,275	1,605	25.9
Utilities	565	580	2.7
Mining and oil and gas extraction	135	230	70.4
Management of companies and enterprises	170	150	-11.8

Source: Statistics Canada, 2006 Census. Use with permission from the Waterloo Wellington Training & Adjustment Board.

The number of enterprises in Wellington County has grown by about 800 firms from 2003 to 2009 (Table 4.2). The vast majority (almost 80%) of employees work in relatively small businesses. These shares have not changed much over the past 6 years.

Firm Size (# of employees):	June, 2003	June, 2007	Dec. 2009	June, 2003	June, 2007	Dec. 2009
	#	#	#	%	%	%
0	8,384	8,862	8,535	59.1	59.2	56.9
1-4	3,168	3,165	3,326	22.3	21.2	22.2
5-9	1,012	1,314	1,359	7.1	8.8	9.1
10-19	740	781	882	5.2	5.2	5.9
20-49	539	512	571	3.8	3.4	3.8
50-99	180	177	172	1.3	1.2	1.1
100+	165	149	157	1.2	1.0	1.0

Table 4.2: Employers by Size of Firm, Wellington County, 2003-09

Among enterprises with fewer than 100 employees in Wellington County, retail trade and manufacturing are clearly the two largest industries in terms of total employees (Table 4.3). But a number of other industries also employ a significant portion of workers.

Industry:	Employees	Employees	
	#	%	
Retail Trade	8,390	12.9	
Manufacturing	7,458	11.5	
Construction	6,036	9.3	
Accommodation & Food Services	5,770	8.9	
Health Care & Social Assistance	5,202	8.0	
Professional, Scientific & Technical Services	4,972	7.7	
Wholesale Trade	4,294	6.6	
Other Services (except Public Administration)	4,188	6.5	
Agriculture, Forestry, Fishing & Hunting	3,349	5.2	
Finance & Insurance	2,813	4.3	
Administrative & Support, Waste Management & Remediation Services	2,813	4.3	
Transportation & Warehousing	2,548	3.9	
Real Estate, Rental & Leasing	2,416	3.7	
Management of Companies & Enterprises	1,460	2.3	
Arts, Entertainment & Recreation	1,019	1.6	
Educational Services	800	1.2	
Information & Cultural Industries	620	1.0	
Public Administration	399	0.6	
Utilities	226	0.3	
Mining, Quarrying & Oil and Gas Extraction	112	0.2	
Total	64,885	100	

Table 4.3: SME¹⁵ Labour Force by Industry, Wellington County, December 2009 (% Share of Total SME Labour Force)

Table 4.4 displays the largest few specific industries (using 3-digit NAICS classifications) within the largest, broader industrial classifications.

¹⁵ Firms with fewer than 100 employees.

	<20	<20 20-99		Share of Rank among	
	Employees	Employees	Employees	Total SME	SME Total
Retail Trade:					
Food and Beverage Stores	847	676	1,523	2.4	11
Clothing and Clothing Accessories Stores	815	388	1,203	1.9	18
Motor Vehicle and Parts Dealers	423	634	1,057	1.6	20
Manufacturing:					
Fabricated Metal Product Manufacturing	487	1,091	1,578	2.4	10
Machinery Manufacturing	271	759	1,030	1.6	21
Food Manufacturing	189	559	748	1.2	31
Construction:					
Specialty Trade Contractors	2,622	1,073	3,695	5.7	3
Construction of Buildings	1,153	444	1,597	2.5	9
Heavy and Civil Engineering Construction	263	479	742	1.2	32
Accommodation & Food Services:					
Food Services and Drinking Places	1,893	3,316	5,209	8.0	1
Accommodation Services	110	450	560	0.9	38
Health Care & Social Assistance:					
Ambulatory Health Care Services	1,933	796	2,729	4.2	4
Nursing and Residential Care Facilities	183	1,223	1,406	2.2	15
Social Assistance	480	587	1,067	1.7	19

Table 4.4: SME Industrial Subsectors, Wellington County, December 2009

Occupations in the local labour market

Another view of the local labour market can be gleaned from examining the prevalence of different occupations. Each of the industries presented earlier in this section contains many different occupations within it, and occupations cut across various industries. For example, "business, finance & administration" type workers can work in manufacturing, education, health, etc.

Compared to Ontario, the Wellington County labour force has relatively more workers with occupations in the following areas (Table 4.5):

- social science; education; government service and religion (especially in Guelph)
- trades; transport and equipment operators and related occupations agriculture (in the County)
- those unique to processing; manufacturing and utilities (especially in Guelph)
- those unique to primary industry (especially in Guelph)

There are relatively fewer workers in the following occupations:

• management

- business; finance and administration
- sales and service

Table 4.5: Labour Force by Occupation, Wellington County, 2006 (% Share of Total Labour Force)

Occupational Category:	Wellington County	Ontario	
	%	%	
Sales & service	20.4	23.5	
Business, finance & administration	15.7	18.6	
Trades, transport and equipment operators & related	15.3	14.1	
Occupations unique to processing, manufacturing & utilities	11.8	7.2	
Management	9.5	10.3	
Social science, education, government service & religion	9.0	8.4	
Natural, applied sciences & related	6.0	7.0	
Health	5.0	5.3	
Occupations unique to primary industry	4.6	2.6	
Art, culture, recreation & sport	2.7	3.1	

In Guelph specifically, the largest single manufacturing industry (in terms of number of establishments) is the fabricated metal products, which are typically medium-sized businesses, followed by machinery and transportation equipment. Machine operators make up the largest number of manufacturing occupations, followed by assemblers and labourers.¹⁶

4.2 Qualitative assessment of local labour market

Information in this section is drawn from interviews with local persons who are knowledgeable about the local economy and labour market. Key informants identified a number of strengths and weaknesses of the local economy, as well as what they viewed as important local issues and trends.

Strengths of the local economy

• Guelph much more stable than some other cities of its size because economy is fairly diverse.

¹⁶ Workforce Planning Board of Waterloo-Wellington-Dufferin, *Workforce Focus* (May, 2008).

- Manufacturing does comprise one-fourth of the local employment base (v. Ontario at 16%), but the manufacturing is diverse.
- Also, the downturn in manufacturing may have bottomed out. Guelph's dominant manufacturing employer Linamar has recalled many layoffs and is expected to hire 400+ positions this spring.
- Linamar is a multinational corporation, but it is locally owned and has its headquarters in Guelph. Although it is looking at diversifying into other markets, it has a commitment to the Guelph region.
- High percentage of workers with postsecondary education.
- Guelph usually has lower than average unemployment rates compared to province and country, though they may be higher now due to decline of manufacturing. (This is somewhat difficult to ascertain as there is no separate statistical unit for Guelph but is included in with Kitchener Waterloo, Barrie, and more.)
- There is a local economic development plan. The City's Prosperity 2020 plan includes 5 sectors to focus on developing:
 - o agro-innovation
 - renewable energy
 - o advanced manufacturing (transitioning out of so much reliance on automotive sector)
 - professional and IT
 - cultural industries and tourism¹⁷
- Growing local IT sector, especially downtown: 120 companies in Guelph employ 1000 people in this sector.
- Local agricultural and biotech businesses benefit from proximity to university
- Half of Canada's environmental engineers graduate from University of Guelph, and most stay in the area because there are jobs for them. More jobs than people in this sector.
- Guelph is known worldwide in certain circles (environmental, animal nutrition, etc). University of Guelph has faculty and alumni working all over the world.
- Guelph has two business development districts.
- Guelph has its own railroad track.
- Small to medium enterprises (SMEs) are much more flexible in terms of economic downturn, and close to 90% of employers in Guelph Wellington have fewer than 10 employees (shown in Table 4.2). Locally owned firms have more control over what they do, next steps, than do firms headquartered abroad.
- The flexibility of SMEs in terms of hiring, recruitment, and retention practices provides an opportunity to create practices that are more inclusive of immigrants and other diversity at the local level.

Challenges for the local economy

• Guelph and Wellington are insular from the rest of Southwestern Ontario. They are not part of a regional government or any broader regional economic development body. Guelph withdrew from Canada's Technology Triangle in mid-1990s. Yet Prosperity 2020 says we

¹⁷ Malone Given Parsons, Ltd. in association with Lynn Morrow Consulting. *City of Guelph - Prosperity 2020. Phase 1: Economic Base Analysis Report.* (October 2009). Available on City of Guelph website.

need to exploit more regional partnerships, for example the Southwest Economic Alliance (<u>www.swea.ca</u>).

- Wellington County does not have an economic development arm.
- It can be difficult for outsiders to break into local business networks. There is a "circle the wagon" mentality here. Once you are accepted as a member of the network, however, they are very supportive.
- Too much reliance on auto manufacturing
- City is not known as being business friendly, including City Council, permits and local residents who often oppose business development. There is a very small but very active protest community.
- Mismatch between the skills of local graduates and the skills needed by employers
- Some issues around attraction in certain sectors, e.g., food processing. Part of the problem is that equipment cannot be bought and serviced locally.
- People are moving in to this area without necessarily working in GW. From an economic perspective, they are spending and buying homes but commuting to work.

Important issues pertaining to the labour force

- Predominance of small to medium size enterprises: 75% of members of the Chamber have fewer than 20 employees.
- Survey of labour force needs put out by the Guelph Chamber of Commerce in March found these sectors reporting difficulties finding qualified hires: customer service, IT, skilled trades, and general labour.¹⁸
- Shortages also identified in marketing, engineering, health care, and financial services. The latter two are growth areas, so shortages expected to increase. Not enough enrolment in science and engineering courses.
- View that it is more accurate to refer to "skills mismatch" rather than "skills shortages." There are people with university degrees who are taking up entry level positions. People looking for work but may not find work in their fields, or at all. If they come at the wrong time, still won't be any jobs for them.
- Skills requirements are rising across the board, even for general labour positions, putting some older and less educated workers at risk of unemployment. Many workers with less than grade 12 education have already lost their jobs. Some workers may be able to upskill, some will not. Jobs are still there, but shifted dramatically over last 18 months.¹⁹
- Lean operations, automated process are improving productivity but decreasing need for general labour. In food processing, there are fewer employers but there are new jobs being created; some symbiosis among existing industries our local plastic producers may switch over to food as that is a targeted area for growth. (Conestoga College has a new Institute of

¹⁸ This survey had 145 respondents, all members of the Chamber. Its findings provide insight into the needs of some local employers at a particular point in time, but they cannot be extrapolated to the overall needs of all local employers.

¹⁹According to the *Rising Skills* report, three of the 10 broad occupational categories used by Statistics Canada (trades/transport/equipment operators, primary industry occupations and processing/manufacturing occupations), employed 76.9% of those with less than grade 9 education in Wellington County. By contrast, only 6.1% of those with university degrees work in these three occupations.

Food Processing Technologies on its Cambridge campus, a partnership being undertaken with the Alliance of Ontario Food Processors.)

• There will be more emphasis on local and Canadian markets, rather than overseas and USA markets, due to increased shipping costs.

4.3 Key labour force findings

- Strengths of the local economy include diversity (though still heavily reliant on manufacturing), stabilization and even growth in the manufacturing sector, an educated workforce, and niche markets in agricultural, biotech and environmental engineering.
- Weaknesses of the local economy that were identified include insularity from the larger geographic area and not being viewed as "business friendly." Guelph is not part of a regional government or any broader regional economic development body, and Wellington County does not have an economic development arm.
- Manufacturing is the largest industry in the area, and continues to grow slowly.
- Roughly 80% of employers are firms with fewer than 5 employees. Among small and medium-sized enterprises (ie. those with less than 100 employees), roughly half (50.6%, 32,856) of employees work in retail trade, manufacturing, construction, accommodation/food services, and health care/social assistance industries.
- Though some sectors are having difficulty finding employees, experts believe it is more accurate to refer to "skills mismatch" than "skills shortages." This includes a mismatch between the skills of recent graduates and the skill sets needed by employers.
- Rising skills requirements and the growth of the knowledge economy adversely impact workers with low levels of education (predominantly Canadian-born) as well as those who lack recognized credentials (predominantly foreign-born).

5.0 Immigrants in the Local Labour Market

Whereas the previous chapter presented data and views on the Guelph Wellington labour market as whole, this chapter focuses on how immigrants fit into the local labour market. Specifically, it describes local immigrants by employment, education level, occupation, and industry and then briefly discusses rural immigrant workers. Next, it identifies barriers to employment for newcomers, makes suggestions for improving labour market outcomes, and identifies what employers stated as benefits of hiring immigrants. Finally, it describes some diversity –related practices of local employers. It is based on analysis of census data, interviews with local employers, and interviews with other key informants.

5.1 Employment and education levels of immigrants

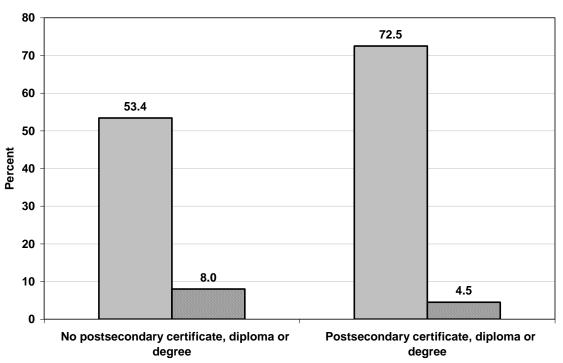
Immigrants in the Guelph Census Metropolitan Area (CMA)²⁰ have a lower labour force participation rate than non-immigrants (64.4% vs. 74.1%), and a higher unemployment rate (5.7% vs. 5.0%).²¹ Education has an impact in terms of labour market outcomes. For example, for immigrants (in Guelph CMA) with a postsecondary certificate, diploma or degree, the labour force participation rates and unemployment rates are better than they are for immigrants without this level of formal education (shown in Figure 5.1).

The educational status of both immigrants and non-immigrants in Guelph CMA is slightly better than it is in Ontario (Figure 5.2).

²⁰ The Guelph CMA is slightly larger than the City of Guelph in terms of population. According to 2006 Census population values, Guelph CMA comprised 127,009 persons while the City of Guelph had 114,943 persons.

²¹ See footnote 10 for an explanation of participation rate and unemployment rate.

Figure 5.1: Immigrant Labour Force Participation and Unemployment Rates, Guelph CMA, 2006



■ Participation rate ■ Unemployment rate

However, in Wellington County at large the share of the population with a university degree (for almost all age categories) is slightly less than that in Ontario. Relatedly, the share of the population with less than completed high school is slightly higher than it is in Ontario.²²

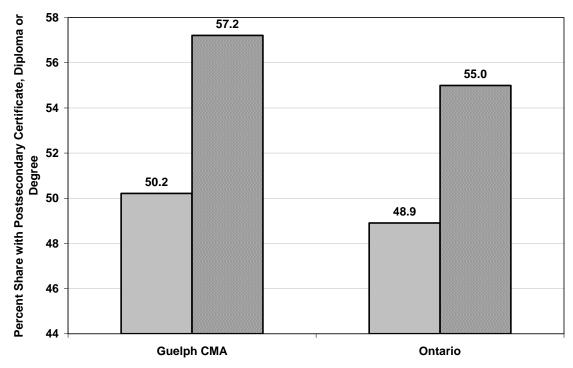
In terms of visible minority status, non-immigrant, visible minorities in Guelph CMA have a lower labour force participation rate compared to Guelph at large (68.9% vs.71.7%). But immigrant, visible minorities have a higher participation rate (74.2%). Non-immigrant and immigrant visible minorities in Guelph CMA have relatively high unemployment rates (11.8% and 7.7% respectively)

Among those who are working in the Guelph CMA, visible minorities are slightly more likely than non-visible minorities to work full-time as oppose to part-time (79.1% vs. 76.7%). Among Canadian-born visible minorities who are employed, just over half (59.5%) work full-time, while roughly three-quarters (76.2%) of the rest of the Canadian-born non-visible minority population works full-time. In other words, among the Canadian-born, visible minorities are less likely to be working full time compared to whites. Among immigrants, on the other hand, being a visible minority has little effect on the work situation: roughly 80% of both visible and non-visible minorities have full-time employment.

Figure 5.2: Educational Outcomes by Immigration Status, Guelph CMA, 2006

²² Workforce Planning Board of Waterloo-Wellington-Dufferin, *Trends, Opportunities, Priorities (TOP) Report* (January, 2009).

□Non-Immigrants □Immigrants



In terms of the share of the population, there are noticeably fewer immigrants in Wellington County than in Ontario (17% vs. 28.3%), with the proportion of the population in the City of Guelph being slightly higher than it is (21.1%) than it is in the County. Not only are there fewer immigrants in the County relative to Ontario, the immigrants in Wellington have been in Canada longer than the provincial average (Figure 4.3). Whereas 17.1% of the provincial population are considered to be recent immigrants (arriving 2001-2006), 13.9% of Wellington County's immigrants and 15.8% of the City of Guelph's immigrants are recent immigrants.

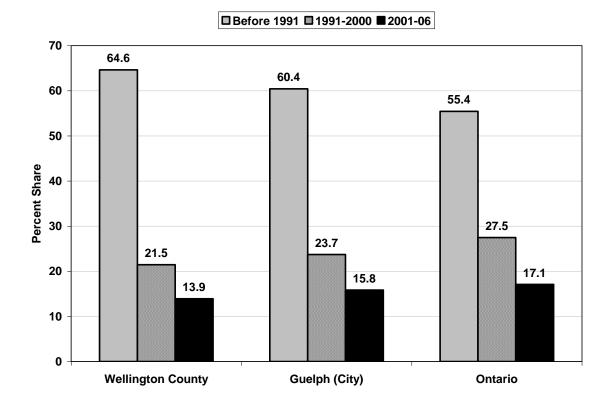


Figure 5.3: Immigrants by Period of Immigration: Wellington County, Guelph & Ontario

Recent immigrants are more likely than earlier arrivals to have a bachelor's degree or higher (67.4% vs. 41.7%). They also more likely than non-immigrants to have achieved this level of education (41%).²³

5.2 Education-employment mismatch

The three most common fields of study for the recent immigrants were:

- Architecture, engineering and related technologies (24.4%)
- Business, management and public administration (17.7%)
- Physical and life sciences and technologies (13.1%)

Although immigrants are on average better educated than non-immigrants, they tend to be employed primarily in manufacturing industries (31.7% for recent immigrants, and 26.1% for settled immigrants) compared to non-immigrants (16.1%). Sales and service occupations are the most common type of work for recent immigrants, especially in the first few years upon arrival to Canada.

²³Most of the data in this section is adapted from Workforce Planning Board of Waterloo-Wellington-Dufferin, *Immigrant Employment by Field of Study In Wellington County* (May, 2008). Recent immigrants earn significantly less than non-immigrants across all education categories, but established immigrants earn comparable salaries to those of non-immigrants (and even noticeably more for the highest education category).

There is a clear mismatch between the type/field of education an immigrant has compared to the work they actually do. More specifically, immigrants (both recent and settled) are underrepresented in the occupational fields relative to their field of study. For example, of those immigrants whose field of study was education, only 59.8% of settled and 11.1% of recent immigrants are employed in "educational services." In comparison, 73.8% of non-immigrants with this field of study are employed in this industry.

In summary, manufacturing and sales and service/retail industries occupations seem to be the "fall-back" for immigrants regardless of their level and field of study.

Despite the lower income levels of recent immigrants, newcomers are not likely to rely on social assistance from the province. According to data obtained from Wellington County, in the fall of 2009, only 88 people or 30 cases (families) receiving Ontario Works had moved to Canada since January 1, 2007. At the end of 2009, there were 1,814 cases in total in receipt of Ontario Works. According to this data, recent immigrants comprise 1.7 % of the local Ontario Works caseload.

5.3 Rural workers, including temporary foreign workers

Wellington County has significant employment in the agricultural sector, but it does not have significant numbers of foreign workers who come to work under the Seasonal Agricultural Workers Program. In 2008, only 34 people were hired under this program in Wellington County, out of a total of 18,554 persons in Ontario. The 34 persons worked in the field vegetable, greenhouse vegetable, and nursery industries.

However, the county does hire workers under the Pilot Project for Occupations Requiring Lower Levels of Foreign Training (NOC C & D), largely in mushrooms, poultry-catching, and fish-bait industries. No detailed data is available on these workers, but anecdotal evidence indicates that workers under this program come from all over the world, and their numbers are certainly higher. For example, late in 2008, fifty migrant workers – mostly women from Guatemala -- were laid off from the Rol-Land Farms Guelph-area mushroom operation.²⁴ Layoffs were followed by eviction from their company-provided rental housing and repatriation to their homeland. This one example illustrates the precarious circumstances under which these workers toil.

Temporary foreign workers have a work permit that ties them to a particular employer, thereby rendering themselves vulnerable to various types of abuse. It is possible to change employers under the program, but it is very difficult to do so. United Food and Commercial Workers Union Canada (UFCW) is the primary Canadian organization assisting seasonal agricultural workers, but it does not have a presence in Wellington County. (The closest centres are in Simcoe or Bradford.)

Fuerza Puwersa, a student organization at the University of the Guelph, has a mandate to work with migrant workers. Formerly Student Support for Migrant Workers-Guelph, *Fuerza/Puwersa* (meaning 'strength' in Spanish and Tagalog) is an all-volunteer grassroots group of community members in

²⁴ These Workers need Special Protection, December 28, 2008, *The Guelph Mercury*.
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Guelph dedicated to exposing the injustices faced by migrant workers, "no status" people, and racialized working-class immigrants.

Other rural workers include Mexican Mennonites. Though they are in essence immigrants, many of these persons actually arrive with Canadian passports, thus rendering them ineligible to access CIC-funded settlement services. They have a claim to Canadian citizenship through their parents and grandparents who left Canada en masse in the 1930s to avoid having to enrol their children in public schools. Today, they are returning to escape the mounting drug-related violence in Mexico. They speak low German and often migrate as an entire family. As such, they may have difficulty finding rental housing in rural areas.

In the survey of service providers conducted for the Local Immigration Partnership, most services located in rural and small communities in Wellington County reported little to no contact with new Canadians except in the Mount Forest/Drayton area. Conversation with staff at the Driver and Vehicle License Issuing Office in Mount Forest, revealed that they see some Mexican Mennonites employed by large farms in the Drayton/Moorefield area who come to the office with interpreters. New Canadians from Holland who have purchased farms in the area, and in the past few years, staff note a perceived increase in Korean and Chinese clients. The office contacts the MPP's office for translation assistance if the need arises. Further to above, the Arthur Food Bank reported seeing a small number of Filipino men and women who are employed by a local abattoir. It is not know if these small immigrant populations are settling in the area permanently or if they are in Canada as temporary workers.

The biggest issue for farm workers is social isolation. Many live in employer-provided housing at their work sites, and usually must walk or cycle to get to nearby communities.

5.4 Barriers to employment

National level findings

Despite the high levels of education held by recent immigrants to Canada, they have not fared as well as their predecessors in terms of employment and earnings. National research on labour market integration has found that many immigrants have difficulty obtaining employment that is commensurate with their skills and experience. Various factors contribute to poor labour market outcomes, many of which have been identified in relevant research. These include:

- Insufficient recognition for foreign credentials, particularly from newer source countries whose numbers have increased in recent decades (e.g, China, Middle East, Latin America, and others outside the British Commonwealth)
- Barriers to working in the regulated professions
- Lack of Canadian work experience
- Cultural differences and lack of knowledge of Canadian workplace practices
- Lack of access to appropriate settlement services
- Discrimination and lack of awareness about immigrants by employers
- Absence of professional networks
- Lack of pre-migration education about working in Canada
- Ongoing difficulties experienced by many people of colour in the labour market

• Barriers affecting women in particular (namely, lack of financial resources to maintain a prolonged job search and pay for upgrading, lower levels of language proficiency, and childcare needs)

In sum, numerous factors influence the labour market integration of newcomers, including occupation, race, culture, country of origin, and gender.

Local findings

In February and March 2010, the Local Immigration Partnership held 21 **community consultations** with almost 200 immigrants and persons who work with immigrants in Guelph and Wellington. Though the consultations focused on settlement and integration in fairly broad terms, labour market issues were the most common theme arising in the consultations, including barriers to employment. Many newcomer/immigrant communities spoke about the barriers they faced in Guelph-Wellington's labour markets. These include a lack of Canadian experience, non-recognition of foreign credentials and work experience, and feelings that they are victims of discrimination. As a result, many foreign-trained professionals accept work outside of their fields of study and expertise. Groups also spoke of the impact of such de-skilling and loss of social status on depression, stress and domestic violence.

A recent study of local employment services, the **Guelph-Wellington Needs Assessment Project Final Report**,²⁵ included sections on the employment service needs of newcomers. The barriers identified in the research for this report were:

- lack of Recent Canadian Work Experience, noting that even temporary agencies ask for Canadian experience
- language skills, including occupation-based language:

"The lack of good English, including workplace language, is a clear impediment for some newcomers in finding work in Canada. Although only a few of the newcomers who participated in the sessions self-identified their language skills as a barrier, it became apparent during the sessions that some people, although they may have impressive work histories, struggle to communicate clearly in English."²⁶

• Difficulties with credential recognition for internationally-trained professionals, and with recognition of international work experience. Newcomers pointed to this as the most frustrating barrier they faced, stating that they had been unable to get even to the interview stage with employers, or to get phone calls returned. They also complained of difficulties of navigating credential recognition processes, and how much time and expense were required.

Service providers consulted for the same study confirmed the various barriers facing internationally trained professionals and stated that bridging programs within the county were desperately required to support professionals lacking Canadian experience but who were unable or equipped to access such programs in the Toronto area.

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 ²⁵ Guelph-Wellington Employment and Training Committee (GWETC). *Dialogue with Job-Seekers and Employers in Guelph-Wellington: What They Need, What Helps the Most, What Changes Are Needed. Guelph-Wellington Needs Assessment Project Final Report.* November 2009.
 ²⁶ Ibid., pp. 20-21.

A final source of information on local barriers to employment were **employers** consulted for this environmental scan. Employers identified language and communication issues as very important. One employer noted that his staff needed to be good at record keeping, written documentation, and also counselling and referrals which require soft skills. It was noted that the Ontario Health and Safety Act requires communication skills for safety reasons. Finally, several employers noted that some immigrants appeared to lack confidence when communicating in English, and that this was not desirable in positions that have high levels of interpersonal communication and teamwork. This tied into another point raised by employers: the need to better understand expectations of Canadian workplaces. It was expressed that, due to cultural norms, immigrants can be too deferential and may not be used to egalitarianism expected in Canada, including relations between men and women. Immigrants sometimes need to be educated about professional expectations such as promptness and being a team player.

Other barriers identified by employers were Canadian experience requirements, transportation issues (especially for jobs outside of Guelph), inadequate resumes (that may not identify relevant experience), and the lack of social networks that get them into the hidden job pool. It was also noted that the same job may have a different name in other countries, and sometimes same job titles mean different things. As such, there is a real need for better foreign credential recognition and better communication about what are the immigrant's actual skills. None of the employers interviewed regularly relied upon any credentials assessment services.

Several employers noted that their most important criteria for hiring is whether or not the candidate can do the job. Any doubts about a candidate's performance may cost him or her the hire. Employers are for the most part risk averse. Not surprisingly, at least one employer noted that there is a comfort level in hiring what's familiar. Within the context of a homogeneous workplace, such attitudes clearly disadvantage immigrants.

Finally, it was noted that immigrants often seek volunteer work as a way of getting Canadian experience. Though this is a good practice, according to a manager of employment services in Guelph, the number of volunteer positions in local organizations has not expanded to fill the rising demand. This can also be a barrier to employment.²⁷

5.5 Suggestions for improving labour market outcomes

Persons consulted for this research identified a wide range of supports that would help immigrants in the labour market, including:

- Encourage immigrant professionals to join appropriate business, professional or civic association, and also seek out relevant volunteer experience.
- Create work experience programs such as job shadow and placement initiatives.

²⁷It should be noted that this is the experience of one manager concerned specifically with newcomers seeking volunteer positions with the ultimate goal of employment in mind. At the same time, the Volunteer Centre of Guelph Wellington has seen a rise in the number of available volunteer opportunities over the last number of years, and it continues to increase, according to the Centre's Executive Director. As of April 19, 2010, there were 42 organizations in Guelph and Wellington County with 136 opportunities available and 1,478 volunteers needed (email interview, 19 April 2010).

- Create mentorship programs.
- Add more bridging programs that offer upgrading to help newcomers become "job ready." These intensive programs gave participants Canadian occupation-specific training to supplement their existing credentials and skills.
- Improve awareness and accessibility of language classes, including ESL in the workplace
- Government needs to improve foreign credentials recognition.
- More pre-arrival language assessment and training
- Recruiting of more low skill workers who are not competing for jobs with Canadian graduates
- Marketing piece: show examples of employers giving first job to an immigrant and benefits of that loyalty
- Involving the local Chamber of Commerce in any relevant initiatives. This would be good for members of the Chamber as well as for the broader community.²⁸
- Create local "swat teams" that can act as consultants to local employers in order to help them grow and become more diverse, e.g., language training onsite, cultural training on site, identifying skills that could be upgraded on site. This idea builds on the principle of "thin wall education," so that training happens in the community rather than on a campus.
- From the perspective of labour movement, issues of workplace safety, wages, and hours are of great importance, and these all affect immigrants and temporary foreign workers. However, labour has difficulty connecting with these people as they are often precariously employed.

The *Guelph-Wellington Needs Assessment Final Report* also identified the need for some of the supports mentioned above such as linkages to mentors who can help them understand how the Canadian system works, and offer networking opportunities. According to the *Needs Assessment*,

Newcomers who had been successful in finding work described the importance of networking in their own job-search, and of becoming connected with people in their own ethnic community who could provide them with insights and connections.

Other suggestions were to receive information on the Canadian labour market, and specific companies; create a single point of access to information on how to obtain Canadian accreditation; offer chances to hear directly from employers about how to find jobs; and create more opportunities to practice workplace language skills. According to the report, programs are needed that will help newcomers improve their language skills in a real workplace environment, reflecting the idiomatic language used in specific fields (e.g. medical, engineering, financial, hospitality). In one of the concluding sections, the report states:

Newcomers who participated in the consultations were unanimous in their view that the reality of finding work in Canada was disappointingly different from their expectations when they came to this country. Although they were willing to take whatever steps necessary to find work in their chosen fields, many were resigned to finding whatever work they could in the near term, to provide for their families.²⁹

²⁸ In fact, the Guelph Chamber of Commerce has just started Global Experience at Work project in partnership with Conestoga, Lutherwood, Naylor McLeod and others. Goal is to connect 200 internationally trained individuals to employers.

²⁹ Guelph-Wellington Employment and Training Committee (GWETC), pp. 56-57.

Employment has been identified as one the most pressing concerns of newcomers. There are many excellent suggestions for improving access to employment. Ultimately, hiring and retention is the decision of an employer. As such, any advances in this area must involve employers.

5.6 The benefits of hiring immigrants

Despite all the barriers listed above, and the supports suggested to help newcomers enter the labour market at a level commensurate with their skills, employers identify many strong reasons why they like hiring immigrants. Large-scale studies and national reports by the Conference Board of Canada, Maytree Foundation/TRIEC, Royal Bank of Canada and others make the "business case" for hiring and retaining immigrants and diverse populations. In this section, we focus on the reasons listed by employers in Guelph-Wellington. Employers interviewed for this study mentioned the following benefits of hiring immigrants:

- Immigrant hires help us to connect with our clients because we have a diverse client base.
- We want to reflect the population we serve; staff should reflect our local demographic, especially from a customer service perspective.
- Hard working, strong work ethic, and appreciate employment differently.
- Immigrants make loyal employees they are grateful to be given a chance to prove themselves.
- "We believe that immigrants and internationally trained individuals have high levels of engagement and employee satisfaction."
- We see lots of advantages in hiring immigrants and are willing to benefit the barriers put up by other employers.
- Immigrants refer friends and family to work here. They only refer the best because their own reputation is on the line as well. They want to make a good impression, and it helps us. In this way, diversity leads to more diversity.
- We are intolerant of intolerance. Negative comments about immigrants or ethnic groups would not be welcome here.
- At Orientation for all new hires, we share the story of our founder who has his own immigration story.
- We use hands-on testing as part of the hiring process, so that immigrants can show us their skills rather than just describing them.
- We rely on employees from different countries to trouble shoot, make contacts, and translate cultural norms with clients and suppliers from the same country. They love being called upon to help out our firm in this way.
- We were once asked to go to China, so we took some of our own staff who were Chinese. They were so pleased to go back to work and even live there for a time, and it really helped our firm. It was a win-win situation.
- We learn from those we hire, so we learn more from people who have a variety of backgrounds and experiences.
- Products of different educational systems bring new points of view, new ways of approaching problems.
- To fill future workforce shortages. Immigration will help when the employment pool gets down to a certain level.
- Immigrants are more willing to move up the ladder, to do whatever jobs are needed while working on English. They are not insistent on starting at the top.

Several employers noted that they always made hiring decisions based on merit. They did not mind of the person was an immigrant or not, just that they had the personality and skills to do the job. One even stated that they looked for personality more than training. For many positions, the employer can offer the training but cannot alter a person's personality or attitude.

5.7 Best practices in employing diversity

Employers identified a number of workplace practices that encourage diversity and make the environment more conducive to hiring and retaining immigrants. These include:

- Anti-Oppression Work Group that meets monthly to talk about and act upon various barriers for marginalized groups, both as employees and clients. The group is responsible for promoting anti-oppression values in the workplace and promoting conversation about inclusion. Participation is not mandatory, but senior staff has a strong presence in the group.
- All new hires are given a book Anne Bishop's book *Becoming An Ally: Breaking the Cycle of Oppression in People.* They are expected to read the book and implement its contents.
- Taking multiple steps to increase diversity on board of directors. In the end, this organization has been very pleased with the result. Said the employer: "It's ok to be symbolic in the beginning, as long as it's not seen as the endpoint. You have to start somewhere."
- Multilingual messaging inside the front lobby. Brochures have been translated into five languages.
- Employee Opinion Survey and Employee Handbooks are available in different languages.
- Making materials available in different languages.
- Use a "language bank," a list of what languages are spoken by various employees. If customers need service in a different language, we see if the appropriate employee is on duty and if so call them to assist.
- Potluck lunches with ethnic food that provide opportunities for cultural exchange in a very safe atmosphere.
- Checking dietary restrictions in advance of workplace-related meals/celebrations
- Mentorship programs for all new hires (not limited to immigrants)
- Planning for the future by developing "talent strategies," a proactive approach to hiring and filling labour force shortages, already being experienced in some other parts of the country.
- Lots of employers looking at diversity as part of succession planning. Successful firms are looking to have a diverse demographic so that workforce does not all retire at once: age, gender, skills, etc. They are "hiring for difference, not sameness." This creates a dynamic workforce. Immigration is one piece of a larger thrust for diversity.
- Under the proposed Employment Standard of the Accessibility for Ontarians with Disabilities Act (AODA), most employers will have to implement **employment standards** that ensure an absence of barriers for those with disabilities. We are taking advantage of this requirement to implement a broader employment systems review that will consider not only those with disabilities, but also a wide range of diverse groups such as immigrants that face workplace-related barriers. This will include a review of many aspects of employment, from job postings and hiring procedures to promotion and development decisions.
- We intend to create a **diversity steering committee of employees** that will help to develop our diversity strategy and be involved in the employment systems review. This self-selected

group will help design the diversity training that will be taken by all employees, hopefully by the end of this year. Training will likely consist of a half day or full day session.

- Our **Diversity Strategy** contains a plan for a workforce audit or employee census. This is still in the planning stages, but it would yield specific information about the diversity of our workforce.
- In partnership with Naylor McLeod, we have had three immigrant interns working for us. These were two week, unpaid placements. We know these are "baby steps," but they give some Canadian experience while also increasing awareness among our own employees about immigrants. We are looking to provide more of these short term placements.

5.8 Key findings about immigrants and the labour market

- There are relatively fewer immigrants in Wellington County compared to Ontario, and they are also more settled than those in Ontario.
- While recent immigrants are better educated than non-immigrants, there tends to be a mismatch between their field of education and their industry of employment.
- Recent immigrants are better educated than non-immigrants, but there is often a mismatch between their field of education and their industry of employment.
- Wellington County has significant employment in the agricultural sector. Foreign workers are more likely to be employed under the Pilot Project for Occupations Requiring Lower Levels of Foreign Training as opposed to the Seasonal Agricultural Workers Program. They are largely employed in mushroom, poultry-catching, and fish-bait industries. No data is available on these workers.
- Barriers to employment identified include: lack of social networks connecting immigrants to jobs, inadequate language skills, Canadian experience requirements, cross-national differences in occupational titles
- Employers identified numerous benefits of hiring immigrants, including: helps connect with diverse client or customer base; strong work ethic; to fill future workforce shortages; products of different educational systems bring new points of view, new ways of approaching problems; loyalty, gratitude for the opportunity.
- Local employers had numerous practices to recognize and promote diversity in the workplace, including multilingual materials for clients and employees, mentorship programs for all employees, relying on the linguistic and cultural competence of employees to translate and problem solve; potluck meals, diversity training, and making short-term work placements available for immigrants.

6.0 Services

Newcomers to Canada may rely on a wide variety of services after moving into a community. Some of these may be settlement services, e.g., initial orientation and language classes, which are generally funded by governments specifically to assist immigrants and refugees. Other important services available to everyone, e.g., public transit or community health centres. Both types of services can be very important to the settlement experience. The challenge is to ensure that a wide range of services are available and accessible for newcomer populations.

In this chapter, we describe the core settlement services funded by the federal and Ontario governments, list the local service providers who provide settlement programming, present data on local services that are utilized by immigrants, including a recent survey of service providers. This chapter also identifies gaps in services based on demographic data, service provider data and interviews. Finally, it includes an assessment of the service delivery climate, existing partnerships and prospects for future partnerships.

6.1 Description of core settlement services

These services are funded by the federal or provincial government in Guelph and Wellington specifically to serve immigrants and refugees. The following are funded by Citizenship and Immigration Canada:

- **Immigrant Settlement and Adaptation Program (ISAP):** provides reception, initial needs assessment, referral to community services information/orientation, interpretation/translation, solution-focussed counselling, and employment related services and service bridging. This service is offered by Immigrant Services as well as by Wellington County.
- Language Instruction for Newcomers to Canada (LINC): provides English language instruction to eligible adult immigrants to facilitate their social, cultural, economic and political integration into Canada.
- Enhanced Language Training (ELT): intended to help newcomers, who are eligible clients, enter and remain in employment commensurate with their skills and qualifications. This ELT initiative provides labour market levels of language training, including job-specific language training, to enable newcomers to find and retain jobs commensurate with their qualifications and skills. The ELT initiative also includes a bridge-to-work component, such as mentoring and job-shadowing.
- **LINC Assessment Centre**: provide eligibility screening based on client immigration status and linguistic assessment rating in one of 7 LINC levels or a literacy level, if appropriate, and referral to appropriate CIC funded programs in the community.

Through the Ministry of Citizenship and Immigration (MCI), the Ontario government funds:

- Newcomer Settlement Program (NSP): The Newcomer Settlement Program provides funding to community-based not-for-profit organizations across Ontario to make sure that newcomers get the information and help they need to live, work and learn in Ontario.
- Language Training (English): Participating District School Boards that receive ESL or FSL funding will deliver ESL or FSL training providing English or French language instruction to assist adult learners in improving the four language skills (speaking, listening, reading and writing) they need to settle, find jobs, pursue higher education and participate in the

community. Participating District School Boards that receive CL funding will deliver Citizenship and Language training providing English or French language and information about Canada's history, geography, government, and may include Ontario-specific culture, heritage, laws, rights and responsibilities to prepare adult applicants for the citizenship test or interview, to broaden their knowledge of Canada and Ontario and to encourage participation in the community.

• Labour Market Integration (LMI): bridging programs that help internationally trained professionals obtain licensure and employment within specific fields. Programs offer prior learning assessment, academic training, occupation-specific language training, mentoring, work experience and employment services.

6.2 Settlement service providers in Guelph Wellington

Many organizations in Guelph and Wellington have clients are service users who are immigrants and refugees. Fewer organizations actually offer programs or services that specifically address the various needs of such newcomer groups. The latter are listed in this section of the report.

Organizations serving newcomers have different areas of focus. They can be grouped into several categories:

- Settlement and immigrant serving agencies, which offer settlement services and serve immigrant and refugee populations exclusively.
 - Immigrant Services Guelph Wellington (ISAP, LINC assessment, NSP)
 - Wellington County (ISAP)
- Language training providers, which offer courses in English or French as a Second Language and serve immigrant and refugee populations
 - Naylor-McLeod (ELT, LINC)
 - Upper Grand District School Board (LINC, ESL)
- **Employment service providers**, some of which have a broader clientele base than immigrants and refugees but which offer specific supports for newcomers
 - Lutherwood (Job Search Workshop through ISAP)
 - Naylor-McLeod (Job Search Workshop through ISAP)
- **Community health clinics**, which do not require provincial health insurance coverage to receive services, and as such attract new arrivals, who cannot obtain OHIP coverage during their first three months in Canada, as well as persons living without status in Canada (refugee claimants whose cases were denied, visa overstayers, and the like)
 - o Guelph Community Health Centre
- Other, such as public library systems and bridging programs that offer various programs and supports for newcomers
 - Veterinary Skills, Training and Enhancement Program (VSTEP)
 - Future Watch: Green Opportunities

6.3 Data on local services used by newcomers

Newcomers access a much wider variety of services than those listed above. In order to have a better knowledge of the services used by newcomers in Guelph and Wellington, several inventories of services have been compiled in recent years:

A 2007 survey of service providers by the United Way Guelph-Wellington found that community services, including those geared towards newcomers, are for the most part located in the City of Guelph. Fewer than three in ten service organizations in Guelph and Wellington offered any programs specifically to the needs of newcomers.³⁰

The 2008 *Directory of Services for New Canadians in Guelph* was a project of the Guelph Inclusiveness Alliance and produced by Community Information Guelph. It listed 87 organizations that provide services in a variety of areas.

More recently, again using the large database through Community Information Guelph, an 'inventory of services for new Canadians' was produced for the LIP. This specialized view of the Community Information Guelph database included human service organizations or programs located in Guelph and Wellington County that provide:

- Immigrant-specific services
- Organizations that are in receipt of funding to provide culturally inclusive services (includes groups that may receive funding to offer inclusivity training to their board/volunteers and Staff)
- Services that newcomers are likely to need within their first two years of arrival. This will include nonprofit and government services related to transportation, health, mental health, employment, housing and education.

The entire Community Information Guelph database includes about 1,900 records in its public view while the collection to support the LIP inventory view is 191.

Survey of service providers

Using this specialized database, Community Information Guelph then worked with the LIP to survey local service providers. In February 2010, notice of this online survey was sent out by email to approximately 170 contacts in community agencies, and an additional 30 agencies were contacted by phone. In terms of response, 83 persons/ organizations started the survey and 46 or 55.4% of initial respondents completed the survey. Responding agencies represented a good cross-section of large agencies and small organizations, all three levels of government, and nonprofits in key areas such as health, housing, food, and community supports.

The first question of the survey asked, "Is your organization specifically mandated/funded to provide services or programs to immigrants/new Canadians? In response, 14 organizations or 17.5% of respondents stated "Yes" and 66 organizations or 82.5% replied in the negative. The next survey question asked, "Does your organization have programs/services that are accessed by immigrants/new Canadians?" In response, 52 organizations or 77.6% of respondents stated "Yes"

³⁰United Way of Guelph & Wellington. *New Canadians in Guelph and Wellington: A Guelph Inclusiveness Alliance Initiative. What Local Service Providers and New Canadians Are Saying About Immigration and Settlement* (December 2007), p. 18.

and 15 organizations or 22.4% replied in the negative. More than 4 in 5 organizations then stated that new Canadians could access all their programs, not just specific ones.

These survey results indicate that only a minority of organizations in Guelph and Wellington provide any programs specifically for newcomers, but that newcomers are accessing services at three in four community organizations. In other words, newcomers access services far beyond those that target them specifically.

Respondents listed 46 services or programs that are being accessed by immigrants/new Canadians. These included a wide range of programs, such as information and referral, language classes, job search supports, housing service, food banks, health-related services, policing, counselling, a Senior's group, and others.

Of the programs identified as being accessed by immigrants/new Canadians, 61% included some supports such as childcare, cultural interpretation, or transportation assistance to remove barriers to accessing services. The various supports offered were cultural interpretation (36%), transportation (20%) and childcare (16%) and translation (9%).³¹ On the other hand, 39% of programs offered no supports to participants to enable them to access services. Keeping in mind that these are services that were identified and then self-selected as being ones utilized by newcomers, it is highly likely that these services offer proportionally more supports than do most of the services and programs offered in Guelph and Wellington. In other words, the incidence of supports needed by newcomers actually being available within the larger population of services is certainly lower than 61%.

<u>Close to two-thirds of these programs had eligibility requirements for accessing them.</u> Requirements were based on age, sex, place of residence, income, immigration status, employment status, OHIP coverage, and more. Some programs could only be accessed by referral. Although eligibility requirements can enhance the match between the needs of clients and the services offered, they may also in fact limit access for some people who need a particular service but are not deemed eligible.

6.4 Gaps in service

Demographic data suggests that there are immigrant subgroups with specific service needs that should be addressed, and further data is needed about some populations:

- Unemployment and underemployment is a reality for recent (as compared to non-recent) immigrants.
- There has been substantial growth in racialized (visible minority) communities especially Arab.
- There is a high proportion of recent immigrants living in Onward Willow, West Willow Woods, and Parkwood Gardens. Recent immigrants are characterized by high educational qualifications, relatively low incomes, and 63% are from Asia and the Middle East. The service needs of these populations include settlement supports (orientation and language training), employment services, housing supports, and access to health care. These populations face linguistic, cultural, and financial barriers to accessing services.
- There is no data indicating what percentage of immigrants and recent immigrants are children, though this has implications for service needs/gaps.

³¹ Totals are more than 100% because some services offer multiple supports.

• There is no data that categorizes newcomers to the area by immigration class. Permanent residents who land in Canada do so under three general categories: economic class, family class, and refugees/protected persons. It is widely recognized that economic class immigrants are more likely to lack social networks, family class immigrants are more likely to need extensive language supports, and that refugees usually have more acute needs stemming from pre-migration experiences of conflict and trauma. Refugees were very seldom mentioned during the course of the scan. To ascertain service gaps affecting different classes of immigrants, further research is needed on the breakdown of newcomers to Guelph and Wellington by immigration class.

Service provider data indicates:

- only a minority of immigrant-specific services (4 of 23) focused on long-term social integration and inclusion (e.g., LIP, Future Watch, Ontario Community Builders, Be the Change³²)
- lack of diversity within organizations and lack of cultural and linguistic competency are major issues and potential barriers to effective engagement and service delivery
- There are no befriending, matching, or mentoring programs such as the HOST program.
- There are very few employment programs that include work placements to help immigrants gain Canadian experience.
- Job seekers lack individualized, personal attention. They want to feel that their needs are being understood, and the solutions being presented were tailored specifically to address those needs. Without exception, if a service was seen to be individualized, it was seen to be more effective.
- Geographic proximity and/or transportation barriers to services could not be ascertained.
- There was little information on the accessibility of other services vital to newcomer integration e.g., affordable housing, criminal justice, health, recreational, or on policies to promote integration and inclusion.

Interview data indicated that:

- Seniors are an underserved population, including long term care for diverse populations.
- Youth are an underserved population.
- Need for education of immigrants about education system and their right to question/engage with teachers. At the high school level, some youth are being tracked according to their ethnicity rather than by ability. Parents do not understand what tracking is, and how this will affect their child's prospects for higher education. They do not know how to advocate for their children, and that they can have input into their children's educational choices.
- There are not enough opportunities to access sports and recreation by immigrant groups, especially youth.

³² Be the Change is a program designed to benefit new immigrants and communities. It recruits new immigrants and trains them in eight community development skills that will enhance their capacity to organize and mobilize others to develop home-grown projects that will solve common issues facing

their groups, community or neighbourhood. Funded by the United Way, it is offered by Immigrant Services Guelph Wellington.

- Need for more interpreters, even interpreters who could travel from service to service as needed
- Need for culturally appropriate services, e.g., ethnic match and cultural sensitivity on the part of service providers.
- There are now fewer employment service providers due to transformation of Employment Ontario services this year. It is too soon to tell how this will impact newcomer populations.
- Few immigrants are accessing services in Wellington County, so there is little awareness of immigrant realities. Need for education, greater awareness in the County. At present, newcomers may be welcomed with a package, but need to do more.

Key informants cited two main challenges for service provision to immigrants and other newcomers:

- Meeting increased demands for service. Influxes of new immigrants and refugees create service demand, but service providers are often caught unprepared for any such increases. This underscores the need for coordination when an influx happens.
- **Increasing awareness of services**. Many clients come based on word of mouth it is more effective than advertising but how can new populations that may lack these social ties to services be reached?

6.5 Sample inclusive practices

These are examples of inclusive practices that were found during the research process. It is not a comprehensive list, but it is included to show some examples of good work that is taking place in Guelph and Wellington.

- Interpreters are available for all services provided by Women in Crisis Guelph-Wellington, including Sharing Our Experiences, a 20-week support group specifically for women born outside of Canada. The interpreters come from the Kitchener-Waterloo Multicultural Centre which has specific funding to assist in cases of women abuse. As such, there is no cost to Women in Crisis or the service users. In 2008, 25 to 30 different languages were heard in the group sessions.
- The website of the Guelph Community Health Centre is available in four languages. The Centre also has over 80 trained interpreters to help clients communicate with health care providers and community health workers. Thirty-two languages and dialects are represented in the Cultural Interpretation Program. Once a year, training is offered to community members wishing to become cultural interpreters.
- Ball for All recreation program at Onward Willow. This is an open door recreation program held in the evenings, giving children and youth a free place to come exercise, socialize, and learn basketball skills.

6.6 Culture of service provision and partnerships

"Partnership" can have multiple meanings. In Schedule 1 of the LIP materials, Citizenship and Immigration Canada states that partnerships are formed and enhanced by the participation of multiple stakeholders in planning, and by the co-ordination of service delivery in the areas of settlement, integration, language training and labour-market integration. In brief, the focus is on the planning and coordination of service delivery.

Examples of local partnerships

Interview data indicated that Guelph enjoys a good track record of collaboration and partnership on various issues of importance, for example, the Poverty Elimination Task Force. In addition to the LIP, several relevant local partnerships were identified in the scan. Some of these, such as the Guelph Inclusiveness Alliance, exist for an indefinite period of time and may pursue different projects that fit the mandate of the coalition. Others form for a specific time period to provide a particular program or service. Finally, there is one example of higher-level planning council that leverages its knowledge and networks in support of various local initiatives.

1) The **Guelph Inclusiveness Alliance (GIA)** is a multicultural coalition of more than 30 service provider organizations and persons focusing on making Guelph a more welcoming place for immigrants in need of support. The GIA produced the 2007 research entitled *New Canadians in Guelph and Wellington: What Local Service Providers and New Canadians Are Saying About Immigration and Settlement*. It has also shared information with the Wellington-Dufferin-Guelph Public Health (WDGPH), which provides GIA with epidemiological expertise and brings a determinants-of-health perspective to the coalition's work. According to a case study in 2008 *Initial Report on Public Health* by the Ontario Ministry of Health and Long-term Care, "Through the GIA, Wellington-Dufferin-Guelph Public Health is attempting to identify and reduce health inequities among Guelph's diverse populations, tailor its programs and services to better meet local needs, and share its knowledge and expertise with community partners."

2) Intercultural Leadership Advisory Board, Initiated by MP Frank Valeriote in 2009, and includes Mayor Karen Farbridge, Liz Sandals, Lloyd Longfield, Roger Manning, Alastair Summerlee, Don Drone, Martha Rogers, Rob Davis and Marva Wisdom.

Mission Statement: to actively support and advance efforts in the community, where they currently exist or may be created in the future, that

a) welcome existing and new immigrants to Guelph; and

b) promote cross cultural exchange and dialogue; and

c) encourage that application of ideas arrived at through intercultural dialogue

to aid in the social, economic, educational, health, wellness and spiritual advancement of our residents.

3) Global Experience is a two-year initiative of the Guelph Chamber of Commerce to facilitate the transition of internationally trained professionals into skilled jobs. This initiative is being conducted in partnership with Conestoga College, Lutherwood Employment Services, and Second Chance.

4) Onward Willow Better Beginnings Better Futures is part of the Shelldale Community Centre and is central to the activities of 13 agencies located in the Centre. Collectively partners provide collaborative, co-located services to community families. This unique model of service delivery has received national and international attention as a best practice.

These examples show that, at least among participants in the above initiatives, there exists a real commitment within Guelph to enhance the profile of newcomers to the area as well as improve their prospects for settlement and integration. As one key informant stated, "There is a real intent, a sense

of common purpose." Beyond these examples, it is generally felt that service providers in Guelph and Wellington work well together, with respect and regard for each other.

Nonetheless, there is often an element or competition among persons and organizations with similar interests and mandates as they often find themselves in competition with each other for clients, staff, and funding dollars. This is inherent to the system and occurs in every community that is home to multiple service providers. In Guelph and Wellington, the most explicit example of this is the recent funding of ISAP services through Wellington County. Whereas ISAP used to be offered by Immigrant Services Guelph Wellington only, there are now providers of the same CIC-funded program. Though there is a need for services that are delivered in a variety of ways and in different locations, this dual funding of ISAP services may have created some duplication of service at the local level (according to perceptions of some key informants).

Competition and conflict are especially likely to emerge in times when all service providers feel under-resourced, whether due to declining revenue streams or increasing demand for services. It becomes difficult to talk about collaboration and partnership in such a climate. Although funders like the idea of partnerships, effective partnerships are most often the product of long-term relationships and shared visions. Partnerships that form with the sole objective of acquiring a grant can be unequal and problematic.

Prospects for partnership

Key informants identified of partnership ideas and collaborative needs that would assist newcomers to Guelph and Wellington. The main theme was the need to expand capacity by creating linkages between the settlement sector and other service providers. It was stated that settlement services have great expertise and that they need to be more closely linked with other programs, e.g., volunteer programs, school programs, early childhood, seniors. There could be a lot of linkages formed with the university and sharing of learnings with the City of Guelph. There is work that can be done together, but people need to transcend their silos.

On a related point, there is no evidence of collaboration between service providers and local university faculty who have an interest in immigration and settlement. University faculty stated it was hard to "break in" to the service provider network. There seems to be an assumption that the two do not wish to work together when actually it might only take some communication and invitations. There has been some cross-fertilization of ideas, however: the University has representatives on the GIA, and students and faculty members participated in the November 2009 GIA symposium.

An expanded role for the GIA was also mentioned. This could entail expanding in terms of numbers and scope of organizations represented, or in terms of becoming more of a planning council.

Finally, key informants cautioned that advance work will be need to be done to reduce any fragmentation, competition that may emerge in Phase 2 of LIP.

In sum, service provider data indicated that many service providers are willing to form partnerships and prevent duplication or parallel services. There was also a need to build capacity within mainstream institutions to become more culturally competent.

6.7 Key findings about services

- A survey of local services providers found that only a minority of organizations in Guelph and Wellington provide any programs specifically for newcomers, but that newcomers are accessing services at three in four community organizations. In other words, newcomers access services far beyond those that target them specifically. As such, there is a need to build capacity within mainstream institutions to become more culturally competent.
- Of the programs identified as being accessed by immigrants/new Canadians, 6 in 10 included some supports such as childcare, cultural interpretation, or transportation assistance to remove barriers to accessing services. It is thought that the incidence of such supports would be much lower in the larger population of general social services.
- Close to two-thirds of these programs had eligibility requirements for accessing them. Requirements were based on age, sex, place of residence, income, immigration status, employment status, OHIP coverage, and more.
- Most of the major provincially and federal funded settlement services are available locally, with the exception of the HOST program. There is no befriending or matching program that links newcomers with more established residents.
- Service gaps were also identified with respect to seniors and youth, opportunities for work placements, and more intensive employment supports.
- Another service gaps is the paucity of programs focusing on longer term integration of immigrants and refugees. A notable exception is the Be the Change community development program at Immigrant Services Guelph Wellington.
- Service provider data indicated that many service providers are willing to form partnerships and prevent duplication or parallel services. There are some strong examples of existing partnerships with an immigration and diversity focus, but few that include service delivery.

7.0 Conclusions and Next Steps

This report began by introducing the Local Immigration Partnership Council vision statement of "a caring, equitable community where everyone thrives" and very briefly reviewing recent thinking on how communities can attract and retain newcomers. The scan proceeded by identifying the needs, gaps, and strengths of Guelph Wellington as this community works to become more inclusive of immigrants.

The findings in this report are based on interviews, consultations with ethnocultural communities, and labour market analysis. They also incorporate and build upon the findings of existing relevant local studies conducted by the Guelph Inclusive Alliance, Workforce Planning Board of Waterloo-Wellington-Dufferin, and the Guelph-Wellington Employment and Training Committee. This is intended to set the stage for the actual strategy development that will be the next phase of LIP activity.

In this concluding section, findings from the report will be integrated into some summative key findings. Starting from the premise that a thriving community is a connected community, the following are some findings from the report that can be turned into community opportunities. Where examples of such opportunities were found in the research, they are also included. Readers are encouraged to examine the body of this report for many other important findings that are not captured in these very high level conclusions.

7.1 Labour market and employment opportunities

Employment was noted as a predominant settlement need of newcomers and immigrant families. Though recent immigrants are on average highly educated, they face significant barriers to find work commensurate with their skills and abilities. Whereas more settled immigrants have income levels on par or even above those of the local Canadian-born population, recent immigrants have significantly lower levels of income, and many live in poverty.

Key finding 1: For newcomers, language skills and familiarity with Canadian workplace culture have increasingly become prerequisites for employment.

 \rightarrow Community opportunity: Better connect employment services to employability.

<u>Examples</u>: work experience options (job shadowing, internships), mentorship programs, occupation-specific language training, bridging programs, relevant volunteer experiences, public education campaigns to employers about demographic trends and benefits of hiring immigrants

Key finding 2: Many newcomers lack social networks to connect them to jobs, especially the "hidden job market" of informal hiring that often characterizes SMEs. Given the large proportion of SMEs in the area – almost 90% of local employers have fewer than 10 employees – this is a highly salient local issue.

 \rightarrow Community opportunity: Better connect newcomers to the social networks that lead to employment.

<u>Examples:</u> membership in professional and civic associations, other professional networking opportunities

Key finding 3: There is some overlap in local labour force needs and skill sets of immigrants. Wellington County, including Guelph, employs relatively fewer people in healthcare, business services, and finance compared to the province as a whole. Local employers are having difficulty hiring in the areas of customer service, IT, skilled trades, marketing, engineering, healthcare, and financial services. At the same time, the most common fields of study among immigrants include engineering and related technologies and business/management

 \rightarrow Community opportunity: Better connect immigrants in professions experiencing shortages to work in their fields.

Key finding 4: Local employers see a variety of benefits to hiring immigrants and have a range of practices to hire, retain, and support diversity in their workplaces.

 \rightarrow Community opportunity: Better connect employers who can learn from each other about employing immigrants.

Key finding 5: For many employers who welcome diversity in the workplace, diversity is one piece of a progressive human resources program for all employees.

 \rightarrow Community opportunity: Better connect employers to good human resources practices.

Example: mobile human resources consultants that can assist SMEs lacking these resources

7.2 Opportunities for service provision

Beyond the immediate settlement needs of orientation and language acquisition, newcomers need to access a full range of community services, including education, healthcare, income and housing supports, and recreation programs. In the community consultations, newcomers indicated that they often struggled to find information on their legal rights, housing, health care, and how to find a job or obtain a drivers license. If communities outside major urban centres wish to attract and retain newcomers, they must work to ensure that services are available to newcomers.

Key finding 6: Immigrants have service needs that are similar to those of the broader population, but they face distinctive barriers to accessing services, including financial, linguistic, and cultural barriers. There is a need to build capacity within mainstream institutions to become more culturally competent.

 \rightarrow Community opportunity: Create accessible, relevant services that meet the needs of newcomer and diverse populations.

• <u>Examples</u>: centralized network of language interpretation services; information provision on community services in multiple languages and venues, e.g., agencies, municipality, university, community centres; orientation package about the City of Guelph placed in public locations such as public libraries

Key finding 7: Guelph is home to several existing partnerships with an immigration and diversity focus, and these relationships can be leveraged to creative innovative, integrated services.

 \rightarrow Community opportunity: Build on existing partnerships to enhance the level of coordination and cooperation in service delivery.

• <u>Examples</u>: a "one stop shop" for immigrant services; creation of a community centre that can serve as a hub for various ethnocultural communities; knowledge exchange and reciprocal programming with ethnospecific and mainstream agencies; engagement and outreach through university partnerships, schools, ethnospecific organizations

7.3 Opportunities for promoting a sense of belonging

Beyond immediate settlement and service needs, newcomers to a community want to be recognized as equals, to participate in civic life, and to have opportunities to contribute to the broader community through volunteering, working and connecting in other ways. This is not dependent on employers and service providers alone but rather involves the broader community.

Key finding 8: Creating an inclusive climate for newcomers in Guelph Wellington depends on harnessing the attitudes and actions of the broader public.

 \rightarrow Community opportunity: Connect newcomers to the broader public, including more established immigrants.

<u>Examples</u>: creation of a new befriending or matching program similar to the HOST program; expansion of local multicultural festival to other artistic, social and spiritual events that celebrate diversity; public education about immigration through local schools and media; modifying existing programs that focus on people who are new to Guelph and Wellington. By tweaking them to include more specific supports to newcomers to Canada, they could become simple but powerful ways to demonstrate welcoming and inclusive community.

- Newcomers Club: This Club exists to welcome women new to Guelph and to act as a place where friendships can be built. It helps to acquaint the newcomers with their new city and promote friendship among members through a variety of programs.
 - Could add a matching/ befriending program or group for new Canadians
- Welcome Wagon: Welcome Wagon welcomes newcomers to the Guelph community. It offers free gifts and free community information such as community maps and information to help newcomers to become connected to their community.
 - Could have extra materials for newcomers to Canada

- City of Guelph waste management: New residents of Guelph receive an information package (and a personal visit?) from city staff about recycling and waste disposal.
 - \circ $\,$ Could pass information about other local services $\,$

In conclusion, the likely success of an initiative such as the Local Immigration Partnership relates to the engagement of -- and benefit to -- all members of the wider community. As captured in the community consultations and key informant interviews, Guelph Wellington has much to offer newcomers, and it will benefit greatly by fully including them in local economic, social, and cultural life.

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Appendix A: List of Persons Interviewed

Sue Bennett, Director, University and Community Relations, University of Guelph Alan Boivin, General Manager, Delta Hotel Guelph Prof. Susan Chuang, Dept. of Family Relations and Applied Nutrition, Univ. of Guelph Ken Dardano, Executive Director, United Way of Guelph and Wellington Rick Eller, Employment Development Services, Lutherwood Karen Farbridge, Mayor of Guelph Sarah Haanstra, Social Planning Director, United Way of Guelph and Wellington Allison Hedges, Director of People Resources, Delta Hotel Guelph Lloyd Longfield, President and CAO, Guelph Chamber of Commerce Jim Mairs, Senior Business Development Specialist, Economic Development and Tourism Department, City of Guelph Daniel Moore, Executive Director, Family & Children's Services of Guelph and Wellington County Dana Nixon, Manager, Staffing and Workforce Planning, Human Resources, City of Guelph Andrea Olson, Executive Director, Guelph Community Foundation Prof. Kerry Preibisch, Dept. of Sociology and Anthropology, University of Guelph Roxanne Rose, Director of Human Resources Canada and USA, Linamar Corporation Janet Roy, President, Premium HR Solutions Jim Scannell, Guelph and District Labour Relations Council Shaun Scott, Director of Human Resources, Linamar Corporation Carol Simpson, Executive Director, Workforce Planning Board of Waterloo Wellington Dufferin Prof. Margaret Walton Roberts, Dept. of Geography, Wilfrid Laurier University

Appendix B: Other Input to the Strategy

Many of the persons interviewed for this scan had advice for those designing the immigration strategy. These included views on strategy design as well as what content should be included in the strategy:

- Keep reinforcing that this is a community project, not a city project.
- We have several ongoing collaborative planning exercises underway in Guelph. Challenge will be around collaborative implementation. What new governance structure can be put in place to move forward?
- Success will come through engagement. Must develop a community-based accountability framework and how to sustain it.
- The "easy out" is to designate the local government as the principal actor, but local governments are too rigid and bureaucratic.
- Focus on local employers and changing their hiring practices.
- Create an online database that includes a list of available immigrant skill sets (similar to www.skillsinternational.ca database)
- Everyone knows about settlement needs and how important they are, but it needs to go beyond the idea of "immigrant deficit." Any strategy must be the responsibility of the community, and it must actually look at the community, and what needs to change, as opposed to looking at immigrants and how we can correct their deficiencies. How has Guelph been running its meetings? Who is included? How do you operate? Could community centres be more inclusive? If existing groups don't open themselves up to newcomers, then traditional trajectory towards community leadership will stop working.
- University should be involved at a high level. Would like to know of the resources available across the board, how to more strategically use the current resources.
- If the question is how to be more welcoming, it's all about jobs and schools. Jobs for the parents, schools for the kids.
- Need to link people beyond the Multicultural Festival, build on this positive event to link communities and cultures further. Can this be promoted at other key times of year, perhaps linked to employment? Would like to see success stories of how newcomers have adapted locally.
- Since we cannot do much about improving foreign credential recognition processes at a local level, why not document some best practices that local employers have used? Employers listen to other employers, not government.
- Need to help promote entrepreneurship among immigrants, build on existing small business start up supports.
- Create a Guelph Workforce Development Council, a policy setting group that would include an immigration component. This Council needs a champion.
- Need to cultivate community leaders by creating a climate of inclusion within existing community and civic organizations, including assigning mentors to help newcomer board members, committee members, politicians, and staff members. Once such a framework for leadership exists, the system will become self-perpetuating. Need to bring ethnic leaders into mainstream institutions. Diversity attracts diversity.

APPENDIX D: Winter Community Consultations: Summary Report



Winter Community Consultations: Summary Report

By: Tom Lusis Project Animator April 1, 2010



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Local Immigration Partnership Project: Community Consultations Highlights

- 1) Between February and March 2010, 21 community consultations were held in various venues throughout Guelph and Wellington County with a total of 190 participants.
- 2) The top three priorities areas identified in the community consultations were employment/financial stability, education/training and language/ESL.
- 3) All newcomer/immigrant communities identified barriers in the Guelph-Wellington labour market. Some suggested strategies to overcome barriers included job shadowing/placement initiatives and mentorship/bridging programs.
- 4) A general welcoming/orientation initiative/package providing information about living and working in Guelph-Wellington as well as the types of cultural associations in the area was identified as a need.
- 5) Multicultural/community centres where ethnic associations can meet, celebrate cultural events, and where newcomers can find support to increase their social networks and enhance their socioeconomic integration was identified as a need.
- 6) A public information campaign focusing on the role immigration plays in Canadian labour markets and population growth, and about the contributions newcomers/immigrants make to Guelph-Wellington was identified as a need.
- 7) Local municipal government was identified as a key institution to foster the socio-economic integration of newcomers/immigrants through programs and support materials.
- 8) The distance clients travel to language programs and a need for more flexible childcare were identified as potential accessibility issues with ESL Services.
- 9) Volunteerism was seen as a key way in which newcomers/immigrants could contribute to Guelph-Wellington while gaining Canadian experience and learning about Canadian culture and the society in which they live.
- 10) Many participants in the community consultations stressed the need for established immigrants to help newcomers. This form of capacity building included support groups, sporting activities and teaching newcomers about Canadian culture.
- 11) Many participants recognized that newcomer/immigrant integration is a two-way process. Newcomers/immigrants need to be prepared to integrate into Canadian society and be open to the other cultures found in a multicultural country.

Local Immigration Partnership Project: Community Consultations Summary Report

Section 1: Introduction

This summary report provides a brief overview of the findings from the Guelph-Wellington Local Immigration Partnership (LIP) Project's Winter 2010 community consultations. These sessions were

guided by the LIP vision statement "We envision a caring, equitable community where everyone thrives". In February and March of 2010, 21 community consultations were organized with a total of 190 participants.

Section 2: Community Consultation Methodology

The research questions for the community consultations were developed by LIP project staff with input from the Environmental Scan consultant Sarah Wayland. The questions related to the LIP project's predetermined vision statement and were intended to identify priority areas for service provision and strategy development.

Question 1 was "Please rank the eight general categories in terms of their importance to the integration of newcomers/immigrants in Guelph Wellington". Participants were given three dots/stars and asked to rank the most important settlement priorities facing their communities. The three dots/stars could be placed in whatever sequence participants felt appropriate (e.g. one star per priority, all stars beside one, etc.). To determine the priority areas LIP staff drew upon previous research conducted by the Guelph Inclusiveness Alliance (GIA). In 2008 the GIA produced a report titled "New Canadians in Guelph and Wellington: What Local Service Providers and New Canadians are saying about Immigration and Settlement". In the report the GIA identified seven main themes related to immigrant settlement in Guelph Wellington including; Access to Information and Initial Orientation, Language and ESL, Cultural Sensitivity and Social Supports, Medical Care and Health, Financial Stability and Housing, Employment, and Transportation. LIP staff revised these themes and devised the following eight general categories of settlement needed were used for the community consultations:

Language and ESL Medical Care and Health Housing Employment/Financial Stability Transportation Initial Orientation/Information and Social Supports Education/Training Other

Question #2 was "What are the responsibilities of the Guelph-Wellington community to ensure that it is a caring and equitable community where everyone thrives?" This question integrated the vision statement of the LIP project and was meant to stimulate discussion about what participants felt were the responsibilities of the Guelph-Wellington community at large in supporting/facilitating the social and economic integration of newcomers/immigrants in the community.

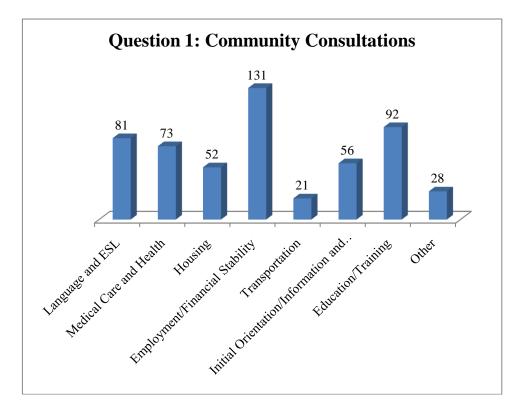
Question#3 was "What are the responsibilities of newcomers/immigrants to ensure that Guelph-Wellington is a caring and equitable community where everyone thrives?" This question addressed the same general themes as question#2 but from the perspective of newcomers/immigrants.

To identify which ethno-cultural groups would be targeted for community consultations the Project Animator used Statistics Canada 2006 Census data to find the largest and fastest growing immigrant communities in Guelph Wellington. The groups were Chinese, East Indian, Pakistani, Sri Lankan, Iranian, African, Afghan, Filipino and Vietnamese. In addition, the Muslim and Sikh communities, the Francophone community, newcomer/immigrant youth, immigrant women, foreigntrained professionals, county service providers and an open session for the Guelph-Wellington community at large were scheduled. Ethno-cultural facilitators were recruited from each of the target groups. These individuals attended a training and orientation session and were responsible for facilitating the community consultations, recording the findings and producing a summary report. Between February and March 2010, 21 community consultations were held in various venues throughout Guelph and Wellington County with a total of 190 participants. When promoting the sessions attempts were made by the ethno-cultural facilitators to ensure that participants came from a diverse cross section of Guelph-Wellington's immigrant groups in order to have representation from different cohorts in the community. For example, in one session the participant's length of time in Canada ranged from three years to 52 years. Bus tickets and childcare were made available to all participants.

Section 3: Summary Question 1 "Please rank the eight general categories in terms of their importance to the integration of newcomers/immigrants in Guelph Wellington".

The highest rated priority area identified in question 1 of the community consultations was employment/financial stability. The second highest priority area was education/training followed by language/ESL. The lowest priority areas were transportation and "other". These trends are displayed in Figure 1³³.

Some of the categories identified as "other" included; cultural acceptance and thinking that diversity is a strength, temple and place of worship, culture, peaceful community and low crime rate, a Hindu Temple in Guelph, school supports, recognition of (newcomer/immigrant) academic levels of education, and racism and discrimination.



³³ The numbers displayed in Figure are based on data from approximately 90% of the community consultation summary reports. All summary reports indicated the ranking of the categories by participants however several did not record the number of stars/dots allocated to each category.

Section 4: Summary Question 2 "What are the responsibilities of the Guelph-Wellington community to ensure that it is a caring and equitable community where everyone thrives?" There were six primary themes identified in the responses given for question 2. The selection of these themes was based upon the number of times they emerged in facilitator summary reports. The original responses from the facilitator reports pertaining to question 2 can be found in the Appendix 1 under the appropriate theme-related heading.

- 7) Labour market issues and suggestions. This was the most common theme in all of the summary reports and reflects the high priority placed on employment/financial stability in question 1. Many newcomer/immigrant communities spoke about the barriers they faced in Guelph-Wellington's labour markets. These include a lack of Canadian experience, as well as non-recognition of foreign credentials and work experience. As a result, many foreign-trained professionals accept work outside of their fields of study and expertise. Groups also spoke of the impact of such de-skilling and loss of social status on depression, stress and domestic violence. Some suggestions to overcome labour market barriers included job shadow and placement initiatives as well as mentorship and bridging programs.
- 8) The need for welcoming/orientation support. Many groups felt that there was a lack of orientation services or supports in Guelph Wellington for newcomers/immigrants. Newcomers often had a hard time finding information on their legal rights, housing, health care, and how to find a job or obtain a drivers license. Some suggestions on how to address this issue were a "one-stop" information centre, an orientation package about the City of Guelph at public libraries, the shopping mall and schools, orientation sessions at City Hall and a welcoming centre. However it should be noted that "Initial Orientation/Information and Social Supports" rated fifth as a priority area in the rankings for Question#1.
- 9) Several groups suggested that there is a lack of multicultural or community centres in Guelph-Wellington. These institutions were seen as important places where ethnic associations could meet and hold their cultural events. It was also suggested that these centres could be a place where newcomers, lacking any contacts in the city, could gather information about life in Guelph, expand their social networks and find the necessary assistance to make their social and economic integration easier.
- 10) Public education about immigration. Multiple community consultations expressed the need for a public education campaign about immigration. There was a general feeling across various groups that the community at large lacked an understanding about why immigrants come to Canada, the difficult experiences many face in their home countries, and the contributions immigrants make to the economy of Guelph-Wellington. Some suggestions included an individual approach to education (e.g. newcomers/immigrants should take every opportunity to educate/teach/raise awareness of their culture), institutional approaches such as programs in schools and workplaces, and through the local media (e.g. the Guelph Mercury could highlight one ethnic community per month in a story).
- 11) The role of the municipal government in Guelph. In several sessions the City of Guelph was identified as a key institution which could promote immigration through partnerships, promotional materials and human resources policies. Some suggestions were that there should be a department in the municipal government tasked with supporting the social and economic integration of immigrants, an internal hiring policy which promotes diversity, more municipal signs indicating where to find resources for immigrants, and partnerships between

municipal departments and newcomer/immigrants groups to organize clubs/groups and networking opportunities.

12) Issues related to the provision of English as a Second Language (ESL) services. The two main issues associated with the ESL services in Guelph Wellington related to geography and childcare. Participants felt that the location of ESL facilities was problematic in that students typically had to travel too far to get to the schools. For younger students, this meant that they had to leave the community where they had friends and were comfortable to attend a school at the other end of town where they had no social networks and felt isolated. In terms of childcare issues, many felt that ESL schools needed more childcare facilities so newcomers/immigrants with children could attend the classes.

Section 5: Summary Question 3 "What are the responsibilities of newcomers/immigrants to ensure that Guelph-Wellington is a caring and equitable community where everyone thrives?" There were three primary themes in the responses given for question 3. The original data can be found in the Appendix 2 under the appropriate theme-related heading.

- 4) Volunteerism. Almost all of the community consultations identified the need for newcomers/immigrants to volunteer in the local community. This was seen as an advantage for newcomers/immigrants and the community at large. Volunteering would allow newcomers/immigrants experience Canadian culture, gain Canadian experience while positively contributing to the society in which they now live.
- 5) Capacity Building. Many of the groups participating in the community consultations highlighted the need for established immigrants to help newcomers, members of their own ethnic community and other immigrants in general. They stressed the need to support others through sporting or social activities, educating newcomers about the English language and cultural differences in Canada and the creation of peer groups for people with shared experiences (e.g. newcomer youth or individuals from war torn countries).
- 6) Integration. Many of the participants felt that it was the responsibility of newcomers/immigrants to integrate into Canada's multicultural society. It was suggested that newcomers/immigrants should be open-minded and develop an equal respect for all cultures in Guelph-Wellington. Rather than remaining among their own cultural/ethnic groups, newcomers/immigrants were encouraged to develop a balance between practicing one's own culture and taking part in Canadian society. Cultural (e.g. music, dance, art) and sporting events were identified as a potential means of capacity/community building as these activities are not as reliant on language but share a common appreciation by those who participant in these activities.

Section 6: Conclusion

The main themes identified from questions 1 and 2 suggest that there are considerable barriers to the economic integration of newcomers/immigrants in Guelph-Wellington and that there are gaps or short-comings in some areas of important service provision. The main themes in question 3 suggest that many newcomer/immigrant communities are prepared to contribute to the process of making Guelph-Wellington a caring and equitable community where everyone thrives through volunteerism, building the capacity within their communities and promoting social integration into Canadian culture and society.

The community consultations were part of the LIP Environment Scan phase of the project. The findings from these sessions will be brought forward for further consideration into the Strategy Development phase of the project.

Appendix A Primary Data for Question 1

The following comments were drawn directly from the facilitator's summary reports and can be considered verbatim answers from the participants at the community consultation sessions.

Labour Market Issues/Suggestions

"Job placement and connections with professional associations

(as suggested by a participant who was a mechanical Engineer having over 10 years experiences that government has to place engineers or highly skilled professionals in the related industry on the same job title they had been working back home as well as government should provide financial support to individuals for at least 6 months and offer companies tax benefits as a reward)."

"Some of these people come with Bachelor Degrees or higher education and they are working at Tim Horton, food service. When they have been professional trained as Veterinarians, Architects, Dentists, Teachers, etc. This experience is very devastating for any individual."

"They (newcomers/immigrants) are requesting a simple test, apprenticeship or a short course to upgrade/revalidate their studies or their foreign licenses for them to get their respective Canadian certification in a short period of time."

"Subsidize employers for hiring immigrants to help them stabilize."

"Depression, mental issues, and domestic violence is really high among immigrant and newcomers and the reason is no employment or financial stability."

No doubt that employment & financial stability rank the first at most of ethnic group's session.

"The Guelph Wellington County has to collaborate with local employers, not for profit organisation, and government agencies to promote and to encourage l'integration and insertion of skilled immigrants in the job market. Some basic strategies of the program are mentorship, the short term professional placements and the sensibilisation of the public."

"Employment - A volunteer centre for profit businesses which include job shadowing would be good. Encourage Guelph organizations to create volunteer opportunities which could lead to employment."

"Proportional representation – companies have spots for immigrants – government could pay for benefits or create incentives for employers. Perhaps tax rebates or subsidize the employer's fees."

"Job Shadow – the first job is the most difficult to find. Before this job perhaps companies or organizations could have spaces for job shadowing and give incentives to companies."

"Guelph/Wellington community should provide mentorship programs for immigrants and newcomers to acquire "technical" language to allow them to apply their skills."

"There has to be more Educational apprenticeship programmes so that people should not lose their hope."

"Need to create job opportunities for newcomers and assistant positions in their fields to create and build in-country experience."

"Mentorship program needed."

"Bridging programs needed."

"Education transfer programs should available and promoted in our communities. Parents who were professionals in home countries are working in factories or fast foods outlets in Canada."

Welcoming/Orientation

"Canadian Culture" training for newcomers – how people dress, how they eat, how they carry themselves – this would help newcomers with initial culture shock."

"An office or an information desk where the immigrant can get information regarding their legal rights as new immigrants, Canadian laws, regulations, housing, ESL schools, health care, where to find a job, driving licences, etc . "

"An information centre or an information desk where immigration can help the newcomers and grant information on how to upgrade their professional licenses and careers. They should also learn how to validate their past studies and university studies in order to get a Canadian license."

"Newcomers should have a guide with information on who to contact for assistance (e.g. community health guide) – priority on Healthcare availability."

"Information sessions on laws, rights, and regulations (invite police and other community services to speak to the groups)."

"Having more outreach program for all newcomers in each city, including families, single, and/or international students."

"Orientation Package for City of Guelph at public library and schools."

"Directions to find Job/Work and now the opportunity surrounding each city if it's industrial jobs or agricultural jobs."

"The welcoming center like a culture-specific community centres is very important because the newcomer can find all initial orientation services in his language."

"The welcoming center could organize workshops about how to access services, links with citizens who could help them become more familiar with their new home; greater sensitivity to their level of English when they access services."

"Arrange orientation session for newcomers at City Hall."

"Feel that there are no real resources at this time. No welcoming committee – if so – it is not user friendly to the culture and not really that accessible."

"Would be helpful if the city could provide a list of newcomers to different cultural organizations so that there is a link to the resource."

"There should be a set procedure in welcoming people into the community and city."

"Welcome/ Settlement Centre: With information on Health Care, Schools, Daycare etc"

"Settlement Info in Public places: eg Brochures in Buses, Mall, Doctor's'offices."

"Immigration packages – there should be a link in the website for newcomers abroad to learn about Guelph."

"Welcome package for newcomers is essential – how do they get information about what is available in Guelph."

"Need to create an agency/information cente for newcomers (information about drivers licence, property taxes should be available in a one stop shop)."

"Linking our community by listing some contact information in websites to support Cultural activities and to offer them personal support or Help."

"Orientation issues for everyone arriving in Canada – orientation package must be available in a visible location. Airport location not useful for outlying areas as package is Toronto focused."

"There needs to exist an orientation package for the permanent community in the area. Welcome sessions given by permanent community members (including potential employers, health representation, education representation etc.) are essential."

Community Centres

"Guelph-Wellington needs an Established Community Centre."

"Establish mechanism to help newcomers with situations (e.g. job-related disagreement/discrimination with employer) – support system within community made up of volunteers."

"Create places where the residents of Guelph have access to information about immigrants to foster awareness, and sharing."

"Provide cultural centres for groups to meet and plan their activities Orientation for newcomers should be an ongoing activity. Newcomers are at different states of their immigration and cannot handle too much information when they are dealing with the overwhelming impact of immigration and the immigration journey."

"A common meeting place for newcomers can help make the process of integration into society easier."

"Free space for Cultural events (Festivities)."

Education About Immigration

"Newcomers feel that there is lack of respect for new immigrants in the community of Guelph. This community need to be patient with immigrants who don't speak much English or who have strong foreign accents. They want to feel part of the Canadian population but they feel rejected."

"People don't understand us or why we came to Canada."

"Must educate and teach others about our experience. People do not understand the difficult backgrounds or experiences we have faced before coming to Canada. If people knew than they would be less likely to bully us or turn their backs to us."

"Take every opportunity to teach others about our cultures and traditions and take time to learn about theirs. "

"If there wasn't a need for newcomers then Canada would not bring us here. We need Canadians to be educated about first generation immigrants."

"Canada is a country of immigrants. Canadians should have an open mind about immigrants. Some Canadians feel that immigrants are occupying their spots i.e. taking their jobs."

"It would be good to show the contribution of immigrants to the Canadian economy and the money they brought here to contribute. We have to bring a lot of savings from our country and we contribute to taxes. We use fewer services like the food bank and social services. The government should inform the present population the real truth about the immigrant contribution to our community."

"Guelph Tribune can introduce one ethnic group in the newspaper per month. Volunteers from different cultures could do the research and then the Tribune could promote different ethnic groups – this help educate second, third or more generation Canadians."

"Community events and workshops should be advertised in local newspapers. There should be an immigrant/newcomer page weekly or bi-weekly."

"Produce more social networking like Host program with Multicultural centres and schools, educate the public (employer, schools, private sector etc) about diversity and what's strength it bring to our great country."

"Create awareness about our culture, religion & festivals and learn more about other cultures."

City Of Guelph

"City should have groups to help various newcomers from different backgrounds (volunteers can also help) - i.e. community-based help service."

"Neighbourhood Groups or City of Guelph should organize clubs/groups for newcomer youth. A place to talk about their experiences, share resources, hangout, etc."

"City should have a policy on Diversity.City should have networks with multicultural (ethnic) groups."

"There should be a department within the City of Guelph that is solely responsible for initiating transitioning immigrants."

"The City of Guelph needs to have more signs up with regards to where the resources for immigrants can be found."

ESL Issues

"ESL and childcare classes – provide more program choices (e.g. job skills development), for those that may not need the ESL class, but who participate to take advantage of the included childcare, or to feel they are participating in something."

"Each school should have its own ESL program. Group felt that going to school outside of their neighbourhoods was unfair and created social barriers. Group members indicated that they felt like outsiders at school and in their home neighbourhoods."

"All ESL courses should be available in the evening for parents that work through the day. Childcare or programming should be available for children while parents are involved in ESL programming."

"Need more ESL schools with childcare."

Appendix B Primary Data for Question 2

Volunteerism

"Donate their capabilities and experience by volunteering and helping those in need."

"Volunteer and find other ways of giving back – unite as a community."

"Volunteers from community for helping support newcomers (e.g. interpreters)."

"Newcomers should volunteer in the city and in their neighbourhoods. People should see newcomers working hard to improve the city."

"Be involved with local Agencies in the city by volunteering"

"He has to help its neighbours working by volunteer. Being part of groups community taking active the politic and social life of the community."

"Join social committees and volunteer - to increase your awareness of the city and community."

"Good citizenship: Volunteering, recycling, environmentally conscious and civic responsibilities."

"Volunteerism will enable immigrants to have direct input to the community while assisting their own."

"Volunteering will provide the much needed Canadian experience."

"Volunteer to meet people to understand cultures. Interaction is important"

"Should increase volunteer/charitable work "

"Volunteering is important so that they have a sense of contribution and ownership in their community"

Capacity Building

"To help the newcomers and my community."

"Programs established to help connect individuals with shared experiences. Support for adults and children who are coming from war torn countries or have experienced violence."

"Opportunities should be developed to participate in activities/sports from their home countries. Group members had games and sports that they feel others would enjoy if they had a chance."

"We must support other newcomers. We cannot be selfish and only take care of ourselves."

"Newcomers need to do outreach in their communities in partnership with city workers or neighbourhood groups. Need to create partnerships to build community." "Newcomers should role model good behaviour to other newcomers and should influence others to do the same."

"Newcomers should work together and support each other regardless of what country you come from. It's important to help all people not just people you already know."

"Take the initiative to learn, re-train and re-educate."

"Our community members can volunteer to teach English and Cultural differences."

"We can organise language programs and competitions for our community members."

"We can encourage everyone from our community to learn or speak English".

"Creation of Peer Driven Teen specific programs for newcomer youth."

"Should get involved with the Multicultural Festival and other celebrations. Take an active role in Canada Day celebrations."

"Building up of stable and strong network in our community by means of Modern technology (Websites, Webpage, Database development)."

Integration

"To take part in and integrate into the Canadian culture and community."

"Be open to other cultures and religions (rather than being ethnocentric). Parents should be better at communicating this with their children."

"To integrate to the society/community/neighbourhood of your new home."

"Understand others culture also."

"Respect diversity."

"Responsible for blending into the culture of Canadians. Introduce ourselves into the community by taking initiative to go out and meet people and gain knowledge"

"Integrate yourself better into the community by learning to live with the different ethnic groups"

"Share their cultural skills- music, theatre, dance with the community."

"Assimilate into the multicultural society"

"Work to develop equal respect for all cultures"

"Work to build a balance between practicing one's own culture and taking part in Canadian culture"

APPENDIX E: LIP Community Consultations Feedback Responses

Participant Demographics						
	MAY 20 th JUN 17 th JUL 22 nd SEP 30 th					
Total Participants	24	30	54			
# not born in Canada	18 (75%)	13 (43%)	30 (56%)			

• 1	1. Have you participated in any other LIP activity (Visioning Activity, Reception, Community Consultations (Winter), Practices of Inclusion Session, Individual Meetings with LIP Staff, etc.)?				
YES	8(47%)	13 (65%)	36(72%)		
NO	9(52%)	7 (35%)	14 (28%)		

2. How did you hear about this consultation?				
Flyer		2 (10%)	8 (16%)	
Local Newspaper		2 (10%)	1 (2%)	
Other	17 (100%) Email Distribution, U of G, Volunteer Centre	16 (80%) Email Distribution, School, County of Wellington	41 (82%) Lip Staff, Work/Networks, GIA, Previous involvement in Consultations	

3. Are there other in	3. Are there other individuals/sectors that should be involved in these consultations?					
YES	8 (47%)	9 (45%)	28 (56%)			
NO	6 (35%)	4 (20%)	6 (12%)			
No Reply	3 (18%)	7 (35%)	16 (32%)			
Individuals/ Sectors that should be involved:	Industries, MP, MPP, Mayor, City Council, Community Group Reps, Employment Agencies	UGDSB, WCDSB, Ethnic Community Leaders, County Business Leaders	Employers/Private Sector, Arts & Culture Sector, Faith Leaders, Action Read, HR professionals, General Public, Early Childhood Educators, Immigrant & Newcomer communities			

4. Did today's process meet your expectations?				
YES	16 (94%)	16 (80%)	46 (92%)	
NO	1 (6%)	1(5%)	2 (4%)	
No Reply	0	3 (15%)	2 (4%)	

APPENDIX F: Ranked Priority Needs/Gaps (FROM MAY 11, 2010 COUNCIL MEETING)

COMMUNITY SERVICES/PROGRAMS	
NEED/GAP	RANKING
Coordinated information/orientation service	24
Access to/ understanding of healthcare systems education systems	23
Access to affordable housing	20
Increased coordination and partnerships in all service sectors, focused on immigrant settlement/integration.	19
Printed/translated Guelph/Wellington orientation information	16
Interpretation services, local, culturally trained, available to service	14
providers	
Support for recent immigrants from established immigrants with similar	11
experiences	
Diversity and cultural sensitivity within service organizations	7
Specific programs/services for newcomer youth	7
Specific programs/services for newcomer seniors	2
Access to recreation and sports programs	2
Limited networking opportunities for newcomers/immigrants in rural areas	2
More research on breakdown of number of immigrants to	0
Guelph/Wellington based on Immigration Class (economic, family, refugee	
class) and needs of refugees	

ENGLISH LANGUAGE TRAINING	
NEED/GAP	RANKING
Employment related English language programs	33
Evening English language opportunities	27
Childcare attached to English language programs	19
Children/Youth English language programs in neighbourhood schools	18
Transportation to English language programs	17
English language programs specifically targeting women	14
More English language classes closer to where people live	7
English language programs specifically targeting seniors	6

EMPLOYMENT		
NEED/GAP	RANKING	
Employment services that are responsive to both employers and immigrants/newcomers needs	28	
Mentorship, job shadowing, bridging, apprenticeship programs	19	
Recruitment /outreach and other employer related policies and practices	19	
Affirmative action / employment equity program	13	

Education/training opportunities that build on immigrants' education/ training/ experience	12
Access to "hidden job pool" through social and networking connections	12
Access by immigrants/employers to credential accreditation	11
Education and support for small business to hire immigrants	10
Lack of (insistence by employers on) Canadian experience	9
Education, training, experience of immigrants not recognized/accepted	7
Opportunities for volunteer experience that could lead to employment	6
Discomfort with or discrimination against immigrants/refugees	4
Immigrants' lack of understanding of Canadian workplace culture	3
Ongoing support for newcomers in the workplace	2

COMMUNITY INTEGRATION/INCLUSION	
NEED/GAP	RANKING
Outreach by social, cultural, recreational groups and neighbourhood groups to newcomers	29
Effort to promote & engage volunteerism within newcomer/immigrant communities	27
Increased efforts by municipal governments and other institutions to diversify their workplaces and to reflect the diversity of the community in their publications, websites, etc.	23
Increased knowledge, respect and understanding among groups from different ethno-cultural backgrounds	21
Host/friendship programs for pairing established residents/families with newcomers	18
Increased efforts by municipal governments to partner with ethno-cultural communities to actively support newcomer/immigrant social, cultural, economic integration	17
Development of and support for ethno-cultural/multicultural community centres	6
Opportunities for social/cultural interaction between established and recent immigrant communities	5
Public education about backgrounds of newcomers/immigrants, why they come here, what they bring/contribute to the community	5
Minimal contact generally in rural areas with newcomers/immigrants	3

APPENDIX G: Top 3 – Priority Settlement/Integration Needs/Gaps

COMMUNITY SERVICES/PROGRAMS		
NEED/GAP	RANKING	
Increased coordination and partnerships in all service sectors, focused on immigrant settlement/integration.	1	
Access to/ understanding of health care and education systems	2	
Access to affordable housing	3	
Printed/translated orientation information		
Coordinated information/orientation service		

ENGLISH LANGUAGE TRAINING		
NEED/GAP	RANKING	
Employment related English language programs	1	
Transportation to English language programs	2	
Children/Youth English language programs in neighbourhood schools	3	
Childcare attached to English language programs		
Evening English language opportunities		

RANKING
1
2
3

COMMUNITY INTEGRATION/INCLUSION	
NEED/GAP	RANKING
Increased efforts by municipal governments and other institutions to diversify their workplaces and to reflect the diversity of the community in their publications, websites, etc.	1
Host/friendship programs for pairing established residents/families with newcomers	2
Outreach by social, cultural, recreational groups and neighbourhood groups to newcomers	3
Increased knowledge, respect and understanding among groups from different ethno-cultural backgrounds	
Efforts to promote & engage volunteerism within newcomer/immigrant communities	