



# Executive Summary – Local Settlement Strategy



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## EXECUTIVE SUMMARY

### Local Immigration Partnership

The Local Immigration Partnership (LIP) Initiative is a result of collaboration between Citizenship and Immigration Canada (CIC) and Ontario Ministry of Citizenship and Immigration (MCI) under the Canada-Ontario Immigration Agreement (COIA). The overall objective of the LIP initiative is to identify the groups that will coordinate and enhance local and regional service delivery to newcomers in Ontario while promoting innovative and efficient use of resources.

### Chatham-Kent Local Immigration Partnership Project

The Chatham-Kent Local Immigration Partnership (C-K LIP) is a Citizenship and Immigration Canada funded program. It was awarded to the Municipality of Chatham-Kent for the period October 2010 to March 2012, under the supervision of the Economic Development Services Division. A project team was established whose mandate was to coordinate and support the Partnership Council, manage the work of the Partnership Council to develop the Local Settlement Strategy, and meet the reporting requirements and financial accountability to CIC. The Project was later moved to the supervision of the Municipal Department of Community Development.

Through the C-K LIP project, the municipality will connect sectors that are critical to the successful integration of recent immigrants, including settlement services, labour market development, education, health and social services, to create a comprehensive and meaningful Local Settlement Strategy.

In Phase 1, C-K LIP thoroughly researched to understand (1) the profile of newcomers to C-K; (2) identify current supports and services for immigrants in the community (3) conduct labour market analysis and (4) identify the barriers and challenges that immigrants face when settling in Chatham-Kent. This comprehensive research has provided a solid foundation for the development of a Local Settlement Strategy which aims to:

- Improve access to effective services that facilitate immigrant settlement and integration
- Improve access to regional and local labour market for immigrants and newcomers
- Strengthen local awareness and capacity to integrate immigrants and newcomers

### Chatham-Kent Local Immigration Partnership Council

As one of the project deliverables, Chatham-Kent Local Immigration Project (C-K LIP) established a Partnership Council. The process was completed between January and April 2011. The goal of the Partnership Council is to be the primary consultative body that works collaboratively with the community stakeholders to develop a Local Settlement Strategy.

The Partnership Council had two sets of representation: Members and Resource representatives. Members with voting rights included a wide range of stakeholders, including service providers from the settlement, education, economic development, social services and employment service sectors of the community.

The resource representatives did not have voting rights and consisted of representatives from funding ministries including CIC, MCI, Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), Ontario Ministry of Training, Colleges and Universities (MTCU), and Ontario Trillium Foundation (OTF). The Partnership Council serves as a regular platform to explore what it means for service providers and stakeholders to share information and resources to create sustainable services for newcomers.

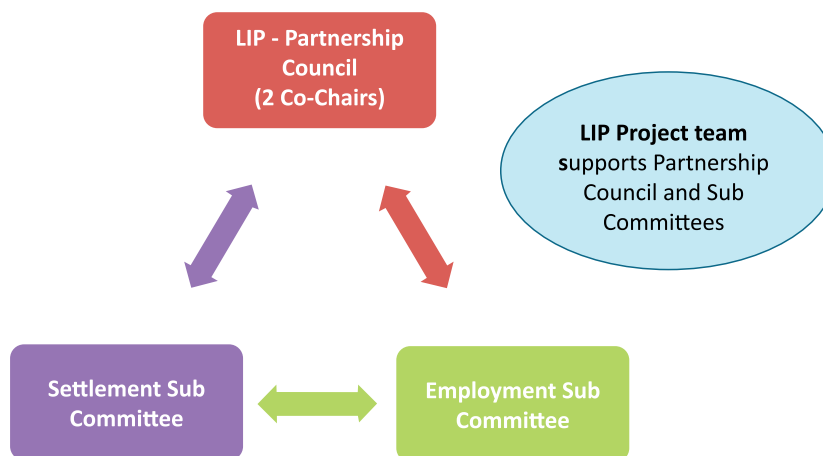
### Process of Building the Partnership Council

The C-K LIP project team undertook the following steps to build the Partnership Council. The goal was to create a cohesive group that was representative of the various sectors essential for providing seamless services to newcomers to successfully integrate them into the community, be it for work or personal life.

- Stakeholder mapping: Extensive research was conducted to map out stakeholders representing local and regional settlement service providers, as well as universal service providers such as health, education, employment, and social services. Critical stakeholders were identified, and a profile of each key partner was created to assess the level of organizational capacity in service delivery to fit the needs of Chatham-Kent's recent immigrants.

- The C-K LIP project team carried out 27 one-on-one discussions with the short-listed stakeholder principals to understand their organizational structure, representation on their boards, professional networks, and linkages.
- To facilitate an understanding of the project goals, processes and commitments needed from the Partnership Council members, the C-K LIP project team created a draft “Terms of Reference” (TOR) which was circulated to all potential stakeholders for their input. The process of creating a TOR was crucial so that subsequent deliberations of the Partnership Council to run smoothly.
- Many stakeholders on the Partnership Council were participating in immigration-related issues for the first time; therefore it was critical for the C-K LIP project team to invest in providing relevant information related to immigration, new programming initiatives, immigration policy changes, and consultations going on at the Provincial level. This was facilitated by making presentations or involving guest speakers. The transfer of constant information between the C-K LIP project team and the Partnership Council members was a capacity building exercise and created awareness about the services and practices beyond the boundaries of Chatham-Kent.
- C-K LIP is a two-phased initiative; therefore it is crucial that the stakeholders are involved at the initial planning stage. To achieve project goals and meet the short timeline, the C-K LIP project team actively involved the Partnership Council members in identifying project priorities, proposing a Partnership Council structure model, and involving them in primary data collection processes.
- Based on the demographics, immigrants’ profiles and the participation of organizations at the Partnership Council, the C-K LIP project team proposed the formation of sub-committees. To help the Council make an informed decision, the Project Team provided three Partnership Council models from neighbouring LIP projects (London-Middlesex, Windsor-Essex, and Huron County) for their consideration and deliberation.
- Consensus was reached among the Council members and two sub-committees were formed: the Settlement Services Sub-Committee and the Employment Sub-Committee.
- The Project Team constantly shared with the Partnership Council new programming initiatives, immigration policy changes, and consultations occurring at the Provincial level. This was facilitated by making presentations or involving guest speakers. Partnership Council members were informed about:
  - ▶ Immigration level planning consultation of CIC
  - ▶ Benchmarking Community Attractiveness to Newcomers - Rural Ontario Institute and Conference Board of Canada initiative
  - ▶ Let’s Talk – Interpretation interactive wiki development – CIC initiative
  - ▶ Presentation by Union Gas in successfully making a business case of hiring immigrants into their workforce
  - ▶ Presentation by Access Centre, London on licensing and accreditation services for regulated professions in Southwestern Ontario
- During Phase 1, a total of six Partnership Council and four Sub-Committee meetings were conducted. The meetings provided an avenue for open and creative discussion to develop coordinated, comprehensive and strategic approaches to develop a Local Settlement Strategy for the integration of newcomers into the community.

## Partnership Council Structure



## Research Model

To better understand the settlement services issues from the perspective of policy makers, service providers, and immigrants themselves, the C-K LIP team used a community-based research approach.

This involved combining different tools and methods to collect and analyze the data and information from both primary and secondary sources, in order to develop a comprehensive Settlement Strategy and Action Plan. The research was conducted between March and December 2011 and involved multi-layered data collection process involving the following three parts:

- 1) Review of Literature of approximately 47 research studies and reports. Topics covered include labour market outcome and trends, immigration statistics at federal, provincial, regional levels, Immigration policies, settlement service policies and its implications to service delivery, and settlement and integration patterns in Canada and in the region.
- 2) Secondary Data Collection through Statistics Canada, Citizenship and Immigration Canada, the Conference Board of Canada, Farm Start, HealthForceOntario, the Ministry of Citizenship and Immigration and Rural Economic Development Data and Intelligence (REDDI). Local information and statistics of existing programs, immigration trends, migrant workers, and newcomers was gathered from the Chatham-Kent Workforce Development Board, Chatham-Kent GIS data, Adult Language and Learning, Diocese of London -Migrant Workers Ministry ,C-K Global Experience @ Work, Centre Communautaire Francophone, among other sources.
- 3) Primary Data Collection: The profile of the newcomers, and the priorities emerging from the review of literature and secondary data collection guided the primary data collection methodology including a survey of 90 employers, 8 focus group discussions, and program review of 4 local and regional settlement agencies. The Employment and Settlement sub-committees met four times to discuss and finalize data collection plans, provided logistical support, interpretation services, participated and engaged clients and staff for participating in research activities.

## Summary of Research Findings

### Profile of the Newcomers to Chatham-Kent

- **Anglophones and Francophones:** Anglophones and Francophones, refers to newcomers whose mother tongue is English and French respectively and for many Anglophones and Francophones, it is sometimes a secondary migration from urban centres. They include immigrants under Economic Categories, Family Class, Conventional and Sponsored Refugees.
- **Low German:** The Low Germans are 2nd or 3rd generation Canadian citizens from Latin America and other provinces in Canada.
- **Temporary Foreign Workers:** Migrant workers coming from Caribbean nations and Mexico under Seasonal Agriculture Worker's Program (SAWP) and workers coming from Guatemala, Jamaica and Thailand under Low Skill Workers Program (LSWP).

## Chatham-Kent Labour Market Analysis: Perspective of Immigration & Immigrants

Competitive Advantage Analysis (CAA) Tools 2001 – 2006	Workforce Development Planning Board (WDPB): 2006 - 2011
<p><b>Top 3 sub-sectors creating 2,065 jobs in C-K between 2001 to 2006 were:</b></p> <p>Business Support Services : 1,385 jobs Religious/Civic/Social organizations: 285 jobs Grocery stores: 190 jobs</p>	<p><b>Top growing industries in C-K: Health Care Industries</b></p> <p>Nursing &amp; residential care facilities: 295 jobs Natural Gas distribution: 262 jobs Financial Investment Activities: 222 jobs</p> <p><b>WFDB Top Three occupation in Health Care industry forecast (2011 -16)</b></p> <p>Personal Support Workers: 80 Registered Nurses: 77 Licensed Practical Nurses: 19</p>
Ontario Population Needs-Based Physicians Simulation Model findings for Erie St.Clair LHIN – 2012	Community Attractiveness to Newcomers
<p><b>Family Physician shortage: 44</b> <b>Diagnostic Radiology: 13</b> <b>Cardiology: 03</b></p>	<p><b>C-K performance compared to similar Census Division signifies below average rating on Health, Education, Economy, Amenities and Overall.</b></p>
WDPB Employers' Survey Findings	
<p>Survey Findings:</p> <ul style="list-style-type: none"> <li>▶ Employers surveyed had limited experience in hiring newcomers</li> <li>▶ In the past year, 7 responding firms claimed to have hired newcomers to C-K. The firms represented manufacturing, health care, advanced manufacturing, business process support and value-added agriculture</li> <li>▶ Challenges stated by the employers were             <ul style="list-style-type: none"> <li>• Language</li> <li>• Recognition of education – firms were struggling to figure out the paperwork between foreign universities and local accreditation authorities in Canada</li> <li>• Employers were looking for newcomers only for casual work</li> </ul> </li> </ul>	

### Conclusion:

- Economic downturn has changed sectors with job growth prospects in C-K, as seen by comparing CAA data and WDPB data
- Health Care Sector is forecasting positive job growth
- Union Gas Ltd.(a natural gas distributor company) /GreenField Ethanol hires internationally trained engineers
- Chatham-Kent is attracting internationally trained doctors, engineers and IT professionals in small but increasingly growing numbers
- Future demand for accreditation and licensing services, professional networking and mentorship programs in Chatham-Kent
- Ontario Population Needs-Based Physicians Simulation Model identifies shortage for Erie St.Clair Local Health Integration Network (LHIN) of Chatham-Kent. LHIN also closely works with HealthForceOntario for hiring of internationally trained professionals in the regulated health professionals
- The Chatham-Kent economy also depends on agriculture and related sectors and this sector at present and future is heavily dependent on Low German, migrant workers from SAWP and Low Skill programs.



## Settlement Services Related Findings

Settlement Services	Gaps
Orientation	<ul style="list-style-type: none"> <li>- Lack of linkage between cultural groups and Settlement Service Providers (SSPs)</li> <li>- Lack of legal translation, interpretation and notarized services to newcomers at low cost</li> <li>- Access to relevant and current information</li> <li>- Lack of one point service approach for rural communities with vast geographical boundaries</li> </ul>
Language/Skills	<ul style="list-style-type: none"> <li>- Lack easy access to language assessment in rural areas</li> <li>- Lack of different learning formats to suit newcomer needs (i.e. professional, conversational etc)</li> <li>- Flexible time schedules/ transportation</li> <li>- Eligibility criteria create overlap of programs from different Ministries</li> <li>- Funder restrictions on eligibility</li> <li>- Present model needs to critically review its format in light of the changing policy for Temporary Foreign Workers (TFW) and expectation of International Trained Professionals (ITPs)</li> </ul>
Labour Market Access	<ul style="list-style-type: none"> <li>- Current employment programs not geared up for meeting clients needs and expectations</li> <li>- Unclear partnership mechanism between regional and local SSPs and other employment agencies</li> <li>- Systemic barriers to employment (Canadian experience, accreditation and licensing)</li> <li>- High demand for meaningful programs and access to professional networking</li> <li>- Limited time for frontline staff to update knowledge about programs</li> <li>- Disconnect between employment programs and labour market outcome</li> </ul>
Welcoming Communities	<ul style="list-style-type: none"> <li>- Language and cultural barriers for integration in the community</li> <li>- Lack of awareness of programs/activities available</li> <li>- Lack of opportunities for service providers to connect to share resources</li> <li>- Lack of community cultural groups to support volunteers and its connection to SSPs</li> </ul>
Policy and Program Development	<ul style="list-style-type: none"> <li>- No clear role of SSPs</li> <li>- Non utilization of project monitoring data to realign programs</li> <li>- Transition from research to action has a long incubation period</li> <li>- Lack of standardized system to measure outcomes</li> <li>- No defined role of regional SSPs networks for policy advocacy</li> <li>- Research and Program Development support</li> </ul>

## Recommendations

### Inter-Ministerial collaboration

- Collaborate with Ministry of Training, Colleges and Universities, Ministry of Citizenship and Immigration, and Citizenship and Immigration Canada to:
  - ◊ Review client eligibility criteria
  - ◊ Review language assessment and language programs – Language Instruction for Newcomers to Canada (LINC) English as a Second Language (ESL) and Literacy Basic Skills (LBS)
  - ◊ Streamline the measurement of settlement service outcomes by reviewing Immigration Contribution Accountability System (iCAMS), Employment Ontario Information System (EOIS) system and developing a common reporting system
  - ◊ Coordinate employment services in rural communities by creating common resource like an employers database for various internships, summer jobs and mentorship programs to avoid duplication
  - ◊ Promote diversity training among school board staff
- Collaborate with Ministry of Agriculture, Food and Rural Affairs – Post-graduate University Student Internship which includes newcomers
- Collaborate with Ministry of Health and Long Term Care/Fairness Commissioner's Office for licensing of regulated health care professions, and HealthForceOntario for hiring newcomers in the professions facing skill shortages

**Chatham-Kent community asset mapping**

- The asset mapping reveals the strategic strength of C-K is its educational institutions, such as St. Clair College, Guelph University-Ridgetown Campus and Lambton-Kent District School Board –these institutions have the potential to attract international students
- Top employers in Chatham-Kent include C-K Health Alliance and Union Gas Ltd, who hire internationally trained physicians, engineers and IT professionals
- Model companies like Union Gas Ltd has modified its recruitment processes, successfully partnered with Skills International, and conducts diversity training for its employees at all levels
- As demonstrated in the labour market analysis, health care regulated and non-regulated professions, and agriculture and value-added agricultural sectors, have the potential to attract newcomers at low skill and highly specialized skill levels

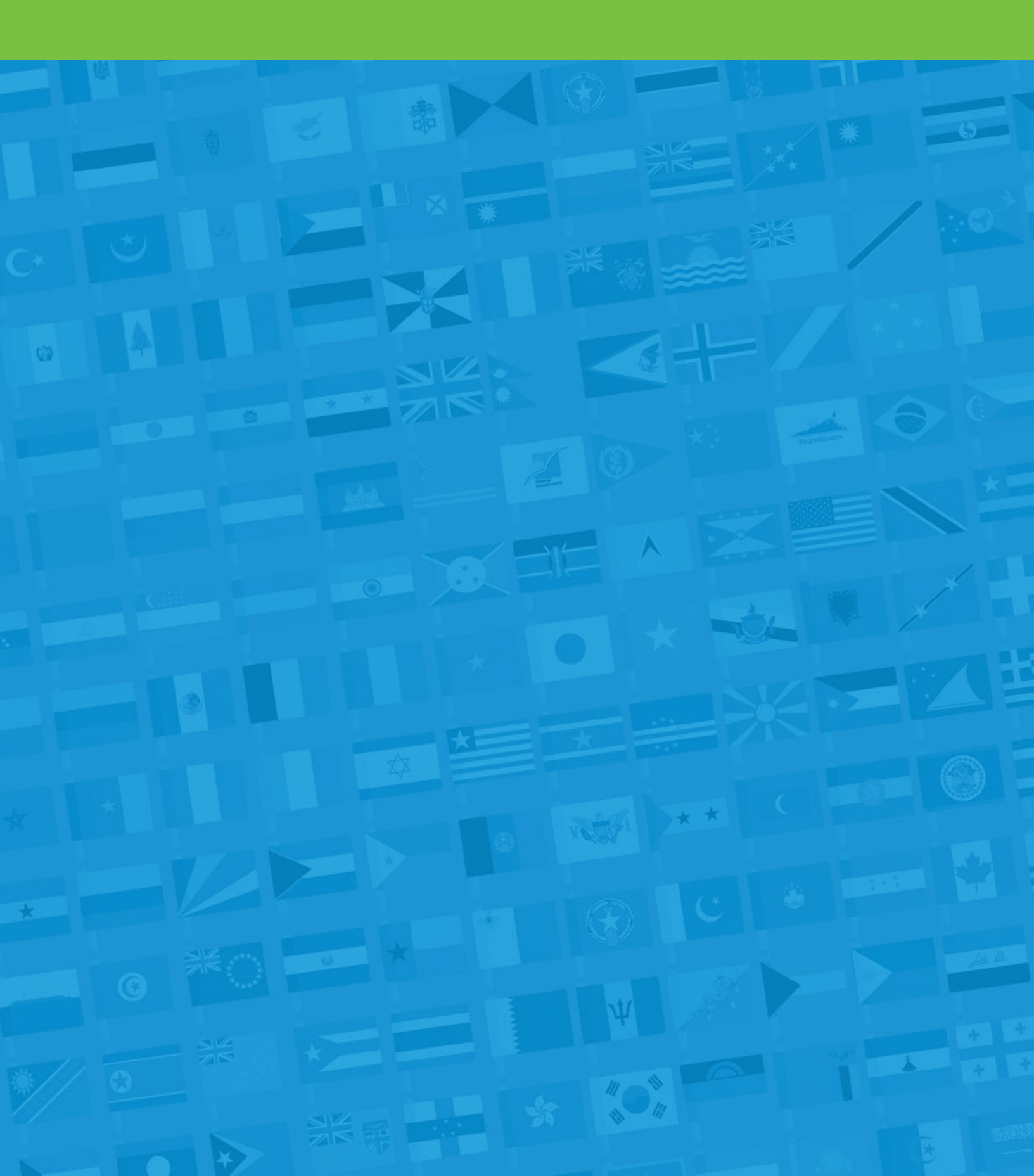
**Improving Settlement Services**

- Move from traditional English language training to support language training for professionals
- Experiment with virtual training models for language learning. Collaboration with non-traditional service providers such as Frontier College to provide services to migrant workers beyond traditional service hours
- To improve labour market outcome for newcomers, both local and regional service providers have to identify the means to reach out to newcomers in the community by meeting their service expectations and linking them with cultural groups to identify local solutions to issues like transportation
- Municipal role is critical in advocating with funding ministries to improve and enhance settlement services which meets the needs of the rural community and create immigration related expertise and resources
- Municipality has an important role to promote coordination and collaboration within existing sector poised for economic growth and facing a shortage of skill sets, e.g. C-K Health Alliance, LHIN, HealthForceOntario, Access Centre and WIL (Women Immigrants of London Resource Service Centre) for newcomer loan for accreditation
- Participate in key policy discussion and access planning tools and data for improving services at provincial and federal level
- Access to information related to immigration processes: sponsorship, permanent resident card renewal, citizenship, new immigration law for temporary foreign workers, Super Visa et al and their possible implications on settlement service planning
- Establish partnership and collaboration guidelines, cost sharing and referral mechanism between local and regional service providers
- Establish cultural directory /professional networks to integrate newcomers into the community

**Settlement and Employment Service Providers role**

Will need to provide services and linkages to employers as well as newcomers in the following areas:

- Accreditation and licensing support and network with regional service providers
- Professional mentorship and internship program needs to be supported and continued
- Creating linkages with regional, provincial and federal key stakeholders like
  - o Canadian Council for Technologist and Technology – Canadian Technology Immigrant Network
  - o Ryerson University – Signpost
  - o Canadian Immigrant Integration Program
    - ▶ Translation, interpretation and notarized services for newcomers at low cost
    - ▶ Linking cultural groups so that newcomers have ethnic network to support them in their settlement needs
- Create awareness about existing resources for hiring of newcomers e.g. Skills International, Career Bridge and HealthForceOntario



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