

# Chatham-Kent Local Settlement Strategy & Action Plan



*Prepared by: Dipti Patel & Gina Zhang*



# **Chatham-Kent Local Settlement Strategy & Action Plan**

The Local Settlement Strategy and Action plan looks into the issues of Chatham-Kent newcomers from settlement and employment services perspectives. The strategy is developed based on the research and community consultation process undertaken by the Local Immigration Partnership project in collaboration with its Partnership Council members.

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## 1. Immigration and Local Immigration Partnership Initiative

### 1.1 Introduction

Throughout its history, immigration has been a vital source for economic development and social well-being in Canada. Currently, approximately one in five persons living in Canada is born overseas. In particular, in rural areas such as Chatham-Kent, immigrants can help businesses address labour shortage issues, provide professional services that are in demand (e.g. physicians and other health care professionals), and start new businesses as entrepreneurs which create jobs. An influx of immigrants can also help communities deal with declines in population due to aging and out-migration of youth to urban areas. Therefore, immigration is an important contributor to population sustainability, economic development, and cultural vitality for Canada's communities and regions today.

For the purpose of this report, the term "immigrant" refers to any individual born in a country other than Canada and who currently resides in Canada, but does not include visitors or foreign students who intend to leave Canada. The term "newcomer" is generally used to refer to immigrants that arrived in Canada within the last 5 years. The terms "immigrant" and "newcomer" are sometimes used interchangeably.

### 1.2 Local Immigration Partnership Initiative

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. The LIP initiative is implemented in two phases. Phase 1 involves the establishment of a Community Partnership Council and the development of a Local Settlement Strategy. Phase 2 involves the development of a detailed implementation work plan based on the Local Settlement Strategy.

### 1.3 Chatham-Kent Local Immigration Partnership Project

The Chatham-Kent Local Immigration Partnership (C-K LIP) is a Citizenship and Immigration Canada (CIC) 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 under 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 a 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.

#### **1.4 Formation of the Local Immigration Partnership Council**

As one of the project deliverables, 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 Citizenship and Immigration Canada (CIC), Ministry of Citizenship and Immigration (MCI), 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. A list of names and affiliations of the Partnership Council members is attached as Appendix 1.

##### **1.4.1 Process of Building the Partnership Council**

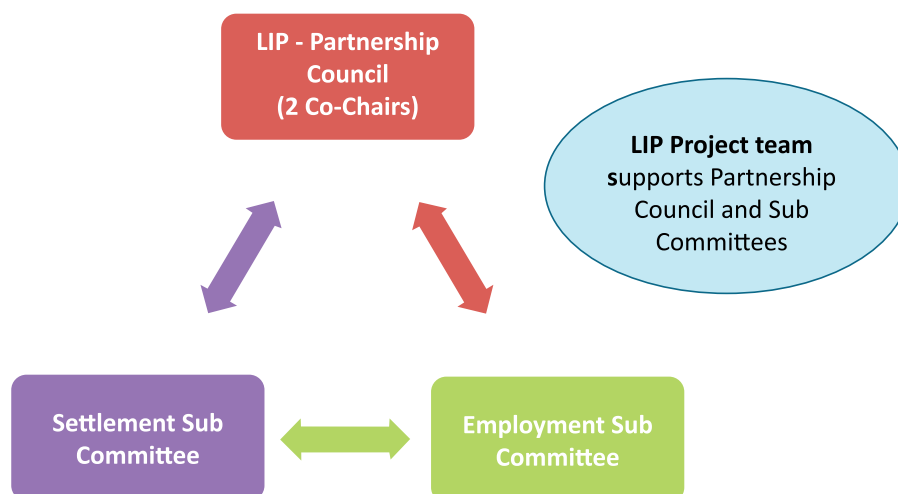
C-K LIP Project is consultative in nature and required the establishment of a Partnership Council to achieve its goals. The C-K LIP project team undertook various steps to build the Partnership Council. The goal was to create a cohesive group that was representative of the various sectors essential for providing seamless services to newcomers to successfully integrate them into the community, be it for work or personal life.

The steps undertaken to establish the Partnership Council were as follows:

- 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, e.g. definitions, categories of immigrants, data, critical policies and processes of immigration, and acronyms. 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.

### 1.4.2 Partnership Council Structure



### 1.4.3 Partnership Membership

Sector Representatives	# of Reps	Rationale
Municipality	2	Representation would include GIS/Web portal to interface LIP planning to the Municipal strategic plans related to immigration
Settlement & Language Service Provider Including Francophone Community	6	Adult Language & Learning South Essex Community Council - Leamington Mennonite Central Committee - C-K Centre Communautaire Francophone, Windsor (Windsor Essex Kent) – CIC funded regional Francophone settlement service provider who will cover Chatham-Kent (replaces ACFO C-K ) Chatham-Kent Public Library – Access to print and electronic media resources in several languages for the newcomers and resource materials for ESL and other programs, access to 11 communities, meeting space for Settlement services
Employment Skills & Training	3	Ontario Works, Goodwill Employment Centre and St. Clair College employment related services/programs
Labour Market & Economic Dev agencies	4	Representation from Workforce Planning Board, Community Futures Development Corporation, C-K Chamber of Commerce, Business Improvement Areas for their focus and support to small businesses/entrepreneurs
Sector specific employers	3	Geographical/top sector representation from the employers who attract and hire professional immigrants
Health Sector	2	Representation from the CKHA hiring committee for physicians Local Health Integration Network (LHIN)
Education	6	Representation from all school boards (English and French) for their work on diversity policy/settlement workers in school initiative and for English language assessment
Community Organizations	2	United Way – lead at provincial level working on immigrant issues and 211 service initiative
		Cultural Coalition of Chatham-Kent– worked on several newcomer related projects in partnership with Municipality
Others	1	Migrant workers – Diocese of London (Research on Migrant workers in Essex, Kent and Lambton counties)
<b>Total</b>	<b>29</b>	

## 2. Immigration and Demographics

### 2.1 Profile of Chatham-Kent

Chatham-Kent is a city-status; single-tier municipality located in the heart of Southwestern Ontario, with a population of 104,075<sup>1</sup>. Chatham-Kent covers a land area of 2,500 square kilometers, with Lake Erie on the south and Lake St. Clair on the west. There are three major US border crossings within an hour's drive. Chatham-Kent has a blend of communities, from urban centers to rural settings. The communities of Chatham and Wallaceburg represent just over half of the population, and the remaining population is scattered throughout small communities and rural areas (see Figure 1).

Its economy has long been driven by manufacturing and agriculture. With the downturn of the economy in 2009, particularly in the automotive industry, Chatham-Kent has been experiencing a high unemployment rate. The area is diversifying its economic base and building new strengths in business process outsourcing, next-generation energy and retail/commercial industries.

Figure 1: Chatham-Kent Communities



<sup>1</sup>2011 Census Data, Statistics Canada.

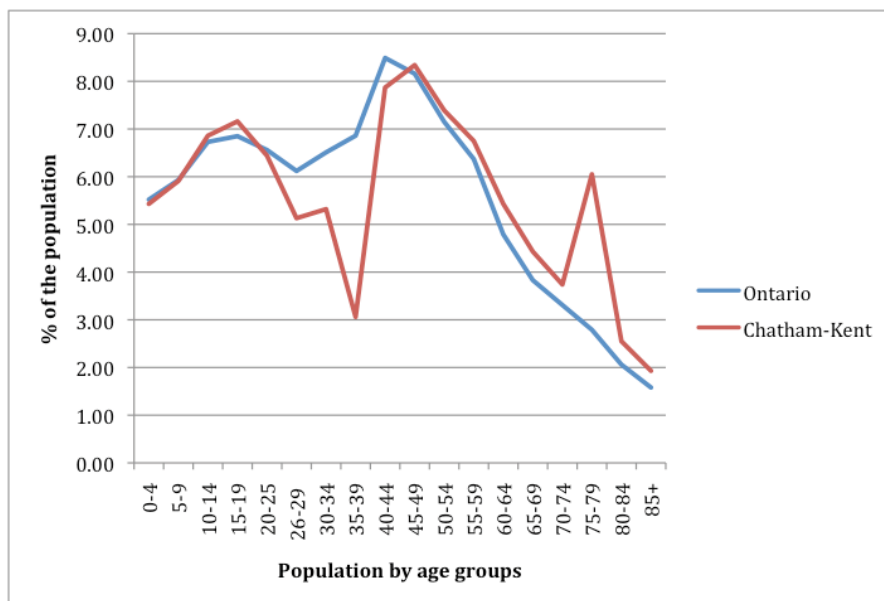
Please note, at the time of writing this report, only information regarding population and dwelling counts in 2011 Census was released by Statistics Canada. Unless otherwise indicated, other statistical information about Chatham-Kent's immigration profile comes from Statistics Canada's 2006 Census data.

## 2.2 Demographics

Over the past several decades, Chatham-Kent's population remained relatively steady at around 110,000. In 2011, the population of Chatham-Kent census agglomeration (CA) was 104,075, representing a percentage change of -4.2% from 2006.

This compares to the national growth of 5.9% and to the average growth among all CAs of 4.2%. In the previous census period, the growth in Chatham-Kent from 2001 to 2006 was a moderate increase of 0.8%, far below the provincial growth rate of 6.6%. The population trend is consistent with its neighboring areas of Sarnia-Lambton and Windsor-Essex, and demonstrates similar demographic trends of aging populations, declining birthrates, and youth out-migration to urban centres. Successful settlement and integration of immigrants is essential for a community's viability and economic prosperity. Immigration can be a very viable strategy to help address the demographic shift and the increase in labour market demand.

Figure 2: Proportion of population by five-year age groups, Chatham-Kent and Ontario, 2006  
(Source: Statistics Canada 2006 Census Data)



- According to the 2006 Census, the percentage of population aged 65 and older in Chatham-Kent, accounted for 15.9% of the total population, higher than the Ontario average of 13.6%.
- Shift of age structure of Chatham-Kent: Chatham-Kent's senior population (aged 50 years and older) is larger in proportion and has increased at a slightly faster rate than the Ontario average. This trend in the age 50 group is expected to continue as the "baby-boom" population (born 1946 to 1964) continues to age over the next 20 years.
- Chatham-Kent has a slightly larger proportion of its population aged 18 and younger than the Province. As a result, Chatham-Kent has a somewhat greater proportion of people who are not yet in the workforce and a greater proportion of people who are likely to leave the workforce over the next decade.

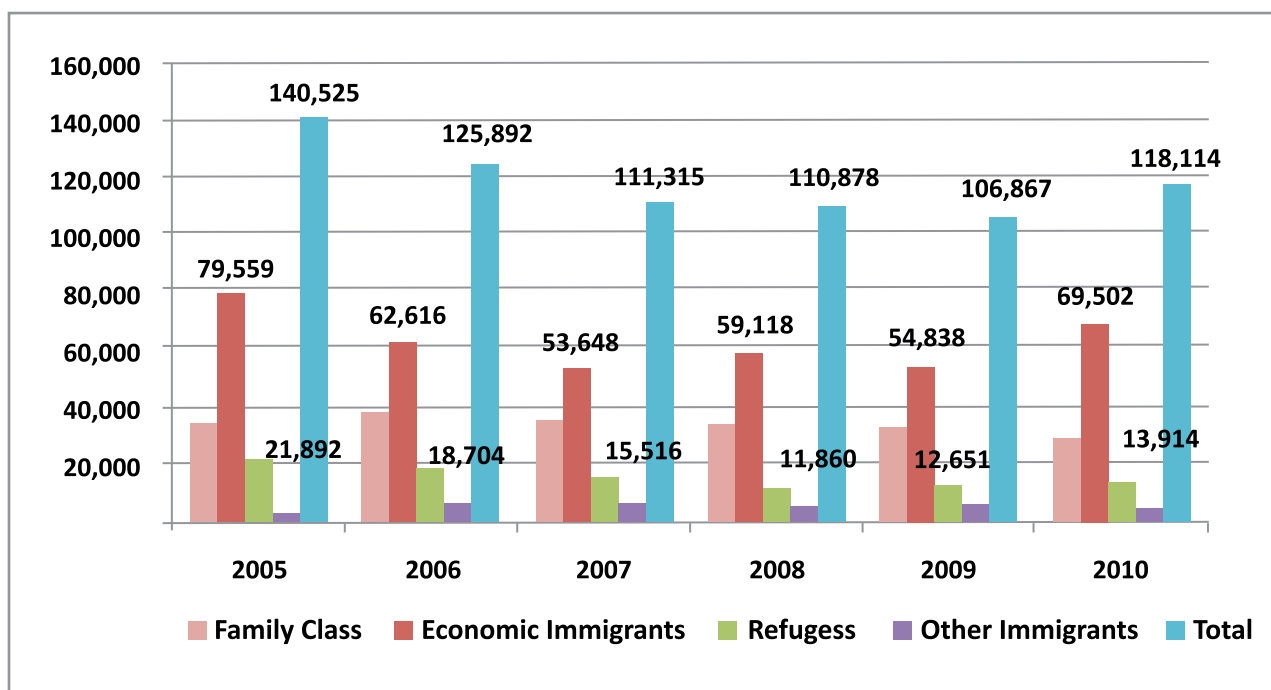
## 2.3 Ontario – Immigrants Profile

The immigration process itself significantly contributes to the Canadian economy. The profile of immigrants to Canada and Ontario is changing in terms of categories in recent years. As depicted below during 2005 – 2010, there is a decline in the total number of newcomers coming to Ontario. The economic class immigrants account for the majority of the total immigration population in Ontario, followed by family class, with a steady decline in the refugee category (Figure 3).

This changing profile of the immigrant categories has an impact on settlement services both in terms of demand for settlement services as well as its scope. The economic immigrants coming to Canada are highly skilled with professional qualifications and experience. There is a mismatch in terms of the settlement services that have a predominant focus on language skills.

This macro profiling of the immigrant has an important impact on Chatham-Kent, which was in the past considered a major refugee centre. Usually, the decision for immigrants to move to rural areas is based on social connections, such as the presence of family/friends, as well as infrastructure to facilitate their integration. Thus, rural areas, such as Chatham-Kent need to provide adequate settlement and employment services to varied categories of immigrants coming into the community.

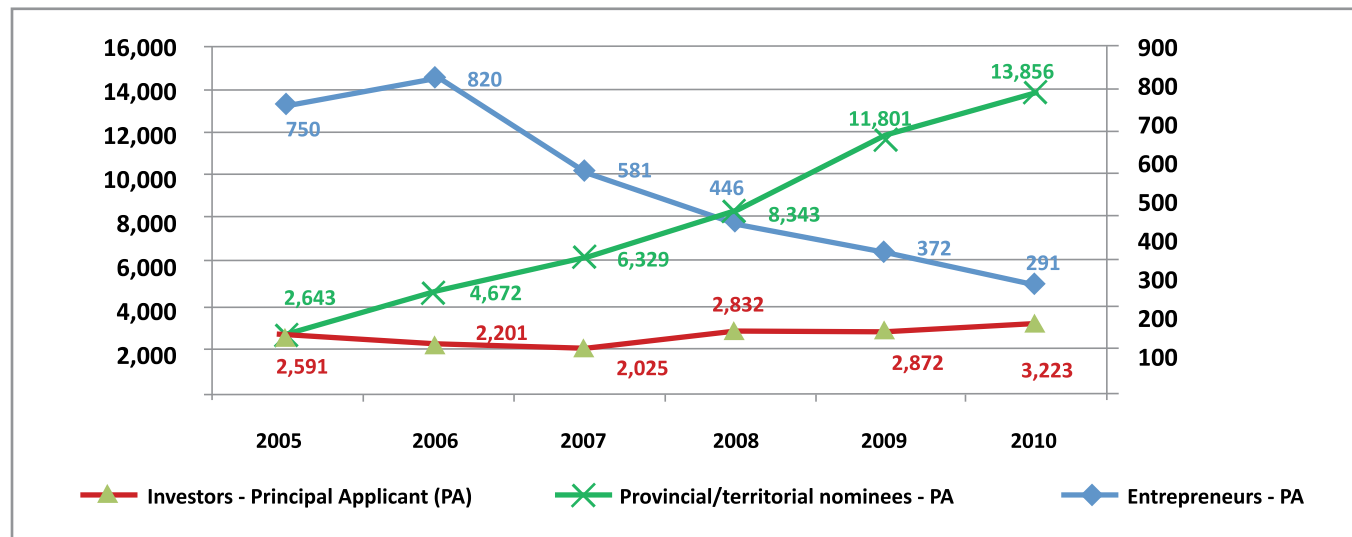
Figure 3: Permanent Residents in Ontario by Class (Source: Facts and Figures 2010- Immigration Overview: Permanent and Temporary Residents, CIC)



The following graph (Figure 4) depicts the trend for Business Immigrants from 2005 to 2010 at the federal level. There was a steady increase of Provincial/Territorial nominees' from 2005 to 2010. The investor category, though small in number, provides a major boost to the Canadian economy, as the business investor categories consists of individuals who invest \$800,000 and have a net worth of \$1.6 million. Each year it brings in several billion dollars in investments. The entrepreneur category, which includes immigrants who each invest \$300,000 in businesses, is steadily declining.

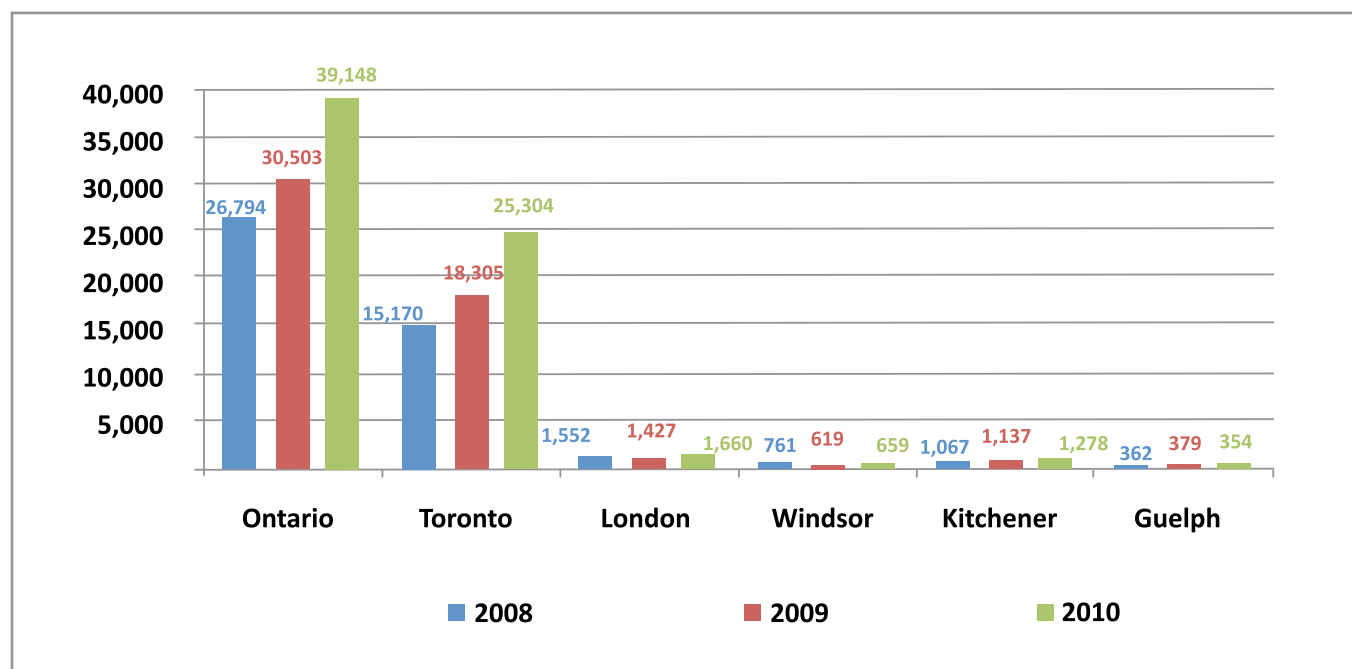
This is important for the smaller rural community to understand before they aspire to attract business immigrants to their community in hopes of boosting the local economy.

Figure 4: Business Immigrants Trend (Source: Facts and Figures 2010- Immigration Overview: Permanent and Temporary Residents, CIC)



In 2010, Ontario attracted 39,148 international students (Figure 5). The average tuition fee for international undergraduate students is three times higher than Canadian citizens<sup>2</sup>. Each student can contribute approximately \$25,000 to \$35,000, including living expenses and tuition fee to the economy per year, therefore, making it a growing “business” in Canada. Though most foreign students are concentrated in Toronto, a small portion could bring big economic benefits to Chatham-Kent. Considering the existence of St. Clair College-Thames Campus and the University of Guelph-Ridgetown Campus within the community, there are a range of opportunities for foreign students to explore, provided the right courses are offered and networking with countries that send the highest number of students to Canada, like China and India, is undertaken.

Figure 5: Foreign Students in Ontario (Source: Facts and Figures 2010- Immigration Overview: Permanent and Temporary Residents, CIC)



<sup>2</sup>Tuition Fees for International Undergraduate Students, Canadian Federation of Students

## 2.4 Historical trends of immigrants in Chatham-Kent

Historically, Chatham-Kent became known as a place of refuge for many fugitive slaves who escaped from the United States in the 1800s. It was quoted as “the coloured man’s Paris”, and enticed both free blacks and slaves from all over North America to settle along the Thames.<sup>3</sup>

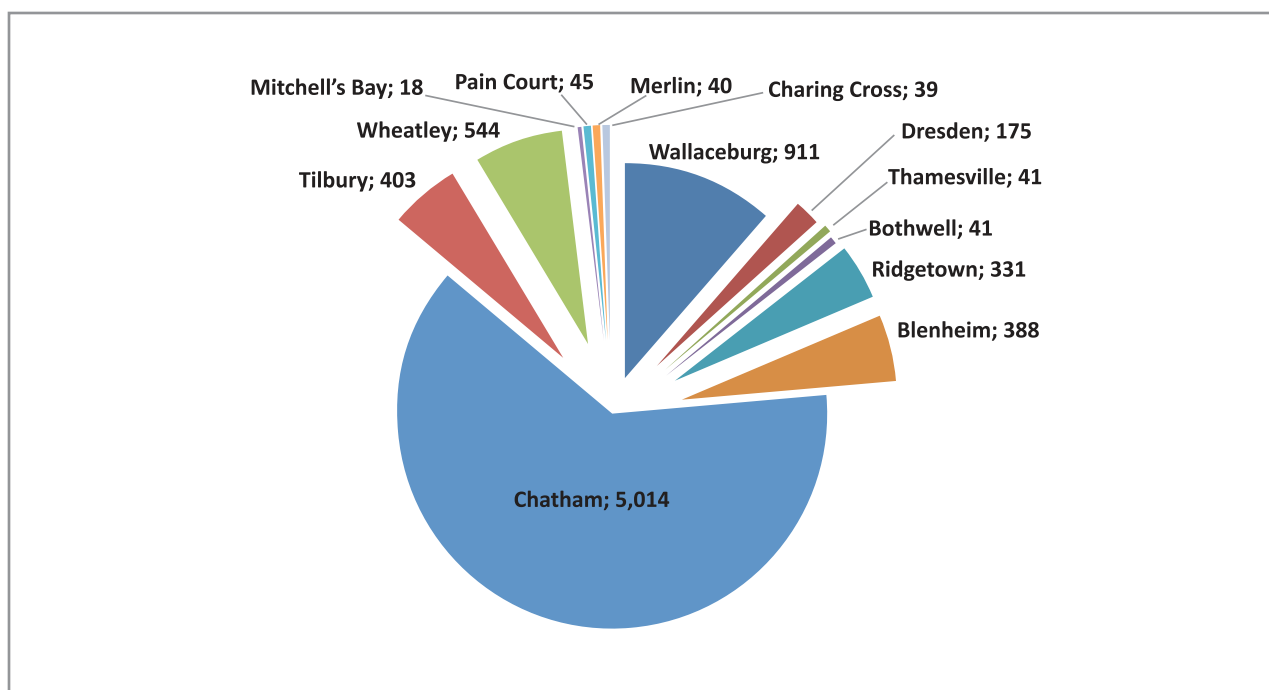
Traditionally, Chatham-Kent had been attracting immigrants from Europe, Central America and the United States. Most of the immigrants in Chatham-Kent came to Canada under the family class category and many of them were, at some point, agriculture workers that married in Chatham and were sponsored by their husbands or wives. Some of them applied for refugee status and were able to become permanent residents when their claim was accepted.

Chatham-Kent has attracted a limited number of immigrants in recent years. According to the 2006 Census, 10,830 immigrants were reported to reside in Chatham-Kent. This figure represents approximately 10.1% of the total population of Chatham-Kent in 2001. It is thus challenging to provide services to a relatively small number of immigrant groups in such a large geographic area.

### 2.4.1 Geographic Distribution

In 2006, there were 10,830 immigrants living in Chatham-Kent. Among them, Chatham attracted half of the immigrant population, followed by Wallaceburg, Wheatley, and Tilbury (Figure 6). The balance of the immigrant population was dispersed throughout the remaining smaller communities.

Figure 6: Immigration in Chatham-Kent (Source: Statistics Canada 2006 Census Data)

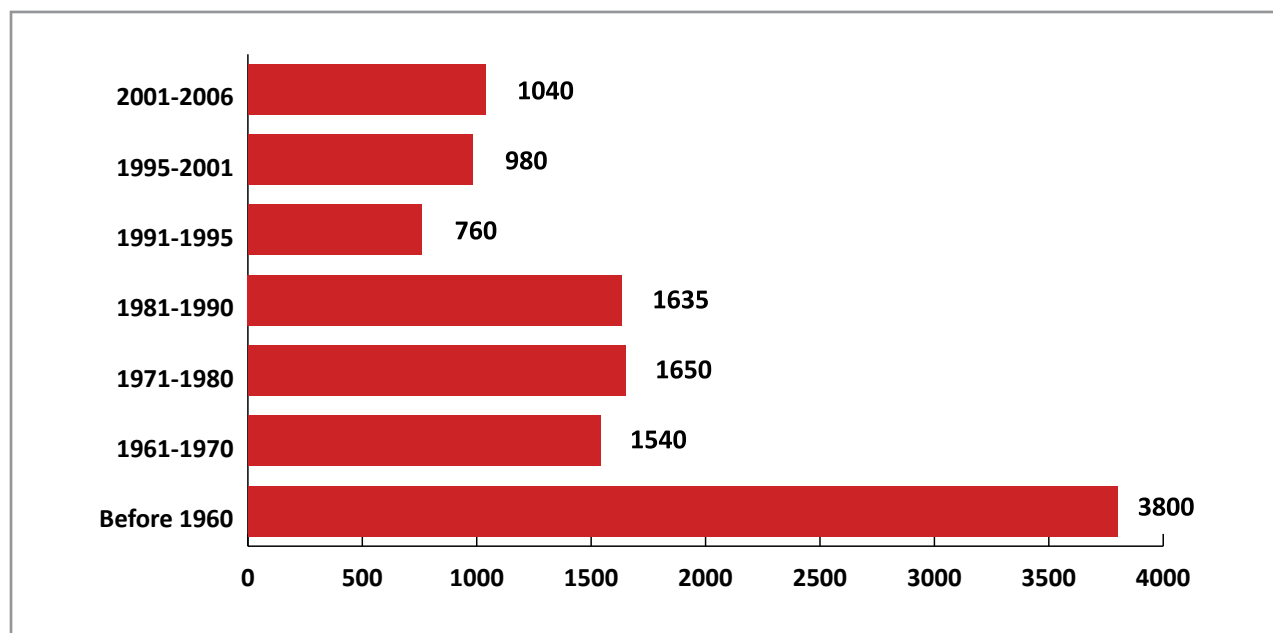


<sup>3</sup> Reverend R.R. Disney of the A.M.E. Church, United States.

### 2.4.2 Time of Immigration

Chatham-Kent enjoys a rich history of cultural influx and diversity, however, the overall number of immigrants has declined since 1960 (Figure 7).

Figure 7: Time of Immigration (Source: Statistics Canada 2006 Census Data)



### 2.4.3 Age

Figure 8 shows the age groups of the immigrant population in Chatham-Kent. Twenty-nine percent of the immigrant population is within the prime working age category (25-44). Thirty-nine percent of the population is under the age of 15.

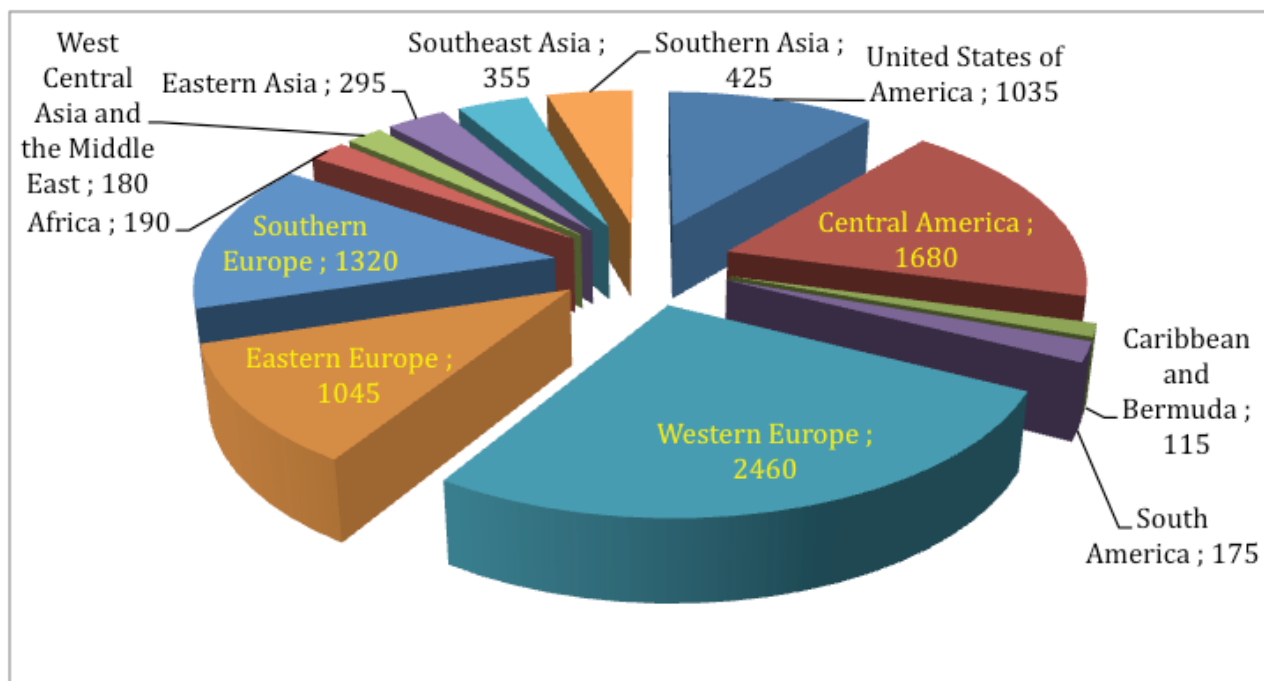
Figure 8: Immigrant Population Age Group (Source: Statistics Canada 2006 Census Data)

Age at Time of Immigration	Number of Immigrants	Percentage of Total Immigrant Population
Under age 5	1,730	16%
5-14	2,525	23%
15-24	2,965	27%
25-44	3,090	29%
44+	520	5%

### 2.4.4 Regions of Origin

Of the 10,830 immigrants in Chatham-Kent, most come from European countries and the United States, accounting for 68% of the immigrant population (Figure 9). Historically, the majority of the European immigrants came from the United Kingdom, Italy, and Germany. Recently, more immigrants residing in the area have come from different parts of the world. Local settlement agencies indicated that the top countries of origin were Vietnam, Mexico, Colombia, China, Korea, Jamaica, and India. Out of the 1,040 immigrants that arrived between 2001 and 2006, the top three countries of origin were India, Egypt and Iran.

Figure 9: Immigration Population by Regions of Origin in Chatham-Kent (Source: Statistics Canada 2006 Census Data)

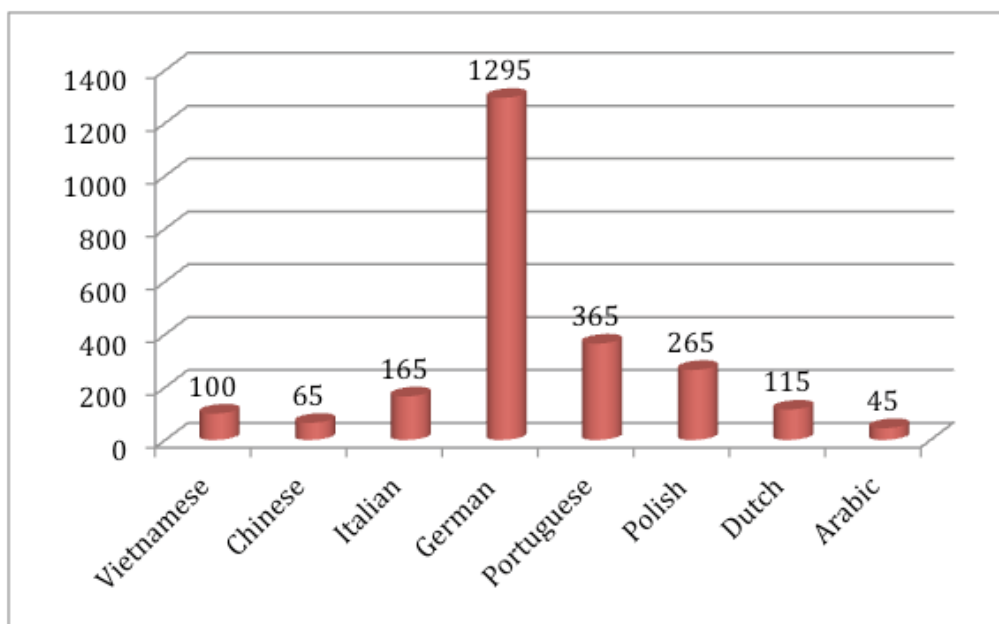


#### 2.4.5 Language

The vast majority of the Chatham-Kent population uses English as the dominant language in daily communications. However, over time, other primary languages are becoming prevalent in Chatham-Kent. Figure 10 shows the top ten languages spoken most often at home, with German being the most prominent.

The Low German language is associated with a large number of Low German speaking immigrants who works in agriculture sector of Chatham-Kent.

Figure 10: Top Ten Non-Official Languages Spoken at Home (Source: Statistics Canada 2006 Census Data)



### 2.4.6 Education

In comparison to the level of education of Canadian-born Chatham-Kent residents, immigrants are more likely to have a college or university degree.

Figure 11: Level of Immigrant Education Attainment in Chatham-Kent in 2006

(Source: Statistics Canada 2006 Census Data)

Degree	Chatham-Kent residents	Immigrants
University Certificate or degree	8.6%	10.3%
College or other non-university certificate and diploma	21%	15%
Apprenticeship or trade certificate or diploma	8.6%	9.2%
High school certificate or equivalent	30%	22%

### 2.4.7 Employment

According to the 2006 Census, the unemployment rate among immigrants in Chatham-Kent was 7.2%, consistent with the overall unemployment rate in the region. With the recent economic recession, the overall unemployment rate has jumped to 9.4%, well above provincial and federal levels.

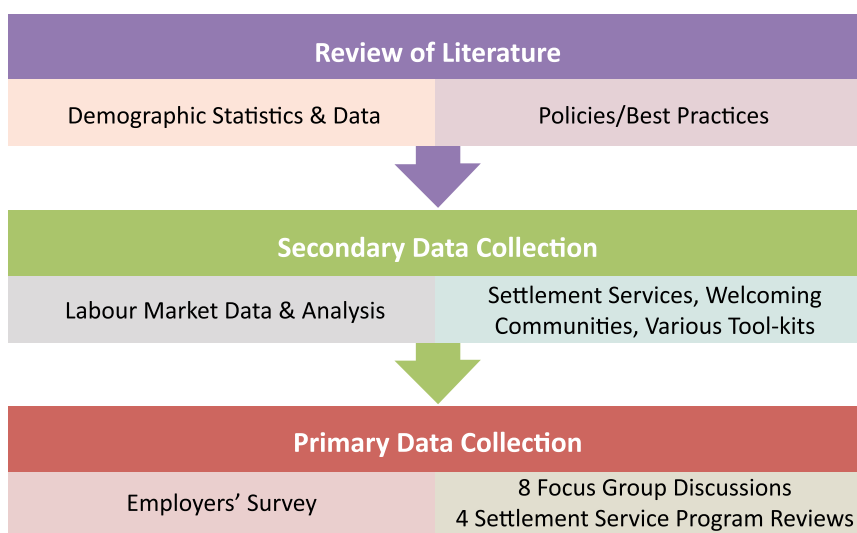
However, health care regulated and non-regulated professions, and the agriculture and value-added agricultural sectors have the potential to attract newcomers at both the low and highly specialized skill levels to fill the labour shortage, e.g. farm workers to physicians, engineers and IT professionals.

### 3. Research Model

To better understand the settlement services issues from the perspective of policy makers, service providers, and immigrants themselves, the C-K LIP project 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 project research thus aimed to:

- Build a profile of immigrants/newcomers, stakeholders at local and regional levels, as well as settlement service providers in Chatham-Kent by examining existing literature and statistics
- Identify labour market strategies that help immigrants/ newcomers access economic opportunities and employment
- Identify needs and gaps in settlement and integration processes to promote strategic partnerships between service providers

The research was conducted between March and December 2011 and involved a multi-layered data collection process involving the following three parts:



#### 3.1 Review of Literature

The project team conducted a review of literature, involving approximately 47 research studies and reports. Topics covered labour market outcomes, immigration statistics at federal, provincial, regional levels, immigration policies, settlement service policies and their impact on service delivery, labour market trends and settlement and integration patterns in Canada and in the region. This extensive review helped place Chatham-Kent immigration settlement and integration in the broader context of the experiences of immigrants across Canada.

#### 3.2 Secondary Data Collection

To better understand and analyze the available resources of toolkits, best practices and models, the project team collected secondary data 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). Taking the advantage of the fact that Chatham-Kent was selected to participate in the project of Benchmarking Rural Small Town Community Attractiveness for Newcomers, developed by Rural Ontario Institute and the Conference Board of Canada, the project team was able to access sound data and information to augment its understanding of comparable measures to attract and retain newcomers in an efficient and cost-effective way.

Local information and statistics on existing programs, immigration trends, migrant workers, and newcomers was gathered from the Chatham-Kent Workforce Planning Board, Chatham-Kent GIS data, Adult Language and Learning, Diocese of London-Migrant Workers Ministry, C-K Global Experience @ Work, and Centre Communautaire Francophone, among other sources.

### 3.3 Primary Data Collection

The profile of newcomers, and the priorities emerging from the review of literature and secondary data collection, guided the primary data collection plan and methodology.

The Partnership Council reached a consensus to form two sub-committees, namely Settlement and Employment, to develop a data collection plan.

The role of the sub-committees was formulated and agreed upon. The Employment and Settlement sub-committees met four times to discuss and finalize data collection plans, provide logistical support, interpretation services, participated and engaged clients and staff in research activities.

The primary data collection tools included both quantitative and qualitative data collection tools. In all, employer surveys, eight focus group discussions and four program reviews of local and regional settlement service providers were conducted.

#### 3.3.1 Employer Survey

The C-K LIP project team collaborated with the Workforce Planning Board (WFPB), a project funded by MTCU. The WFPB surveyed of Chatham-Kent employers and incorporated questions related to hiring, integration and retention of newcomers in their companies. A total of 90 employers, participated in the survey.

#### 3.3.2 Focus Group Discussions

The purpose of the Focus Group Discussions (FGD) was:

- To understand settlement service needs and integration challenges of newcomers to C-K
- To explore front line settlement workers' experiences in implementing settlement services
- To understand systemic issues, policy implications and service delivery from the Settlement Service Providers' (SSP) perspective

Tools:	Focus Group Discussion Guide/Consent Forms/Letter of Invitation
Resources:	Expert Facilitators, Interpreters – Low German, Thai and Spanish and Recorder
Logistics support:	Employment & Settlement sub-committee member organizations, Agriculture Employers

All necessary precautions were taken to ensure the trustworthiness and credibility of the data, such as detailed notes to ensure transferability. For FGD guide details, refer to Appendix 2.

### 3.3.3 Settlement Services Program Review

In 2008-09 CIC introduced a new Modernized Settlement Approach to enhance settlement programming and improve programming accountability. The modernized approach is a shift in how CIC and Settlement Service Providers (SSPs) address the needs of newcomers, and how settlement initiatives are delivered and administered. Settlement programming has moved from separate programs (i.e., Language Instruction for Newcomers to Canada, Immigrant Settlement and Adaptation Program, and Host) to a cohesive settlement stream. The approach is activity and outcome-based to ensure settlement programming is responsive and flexible to meet client needs.

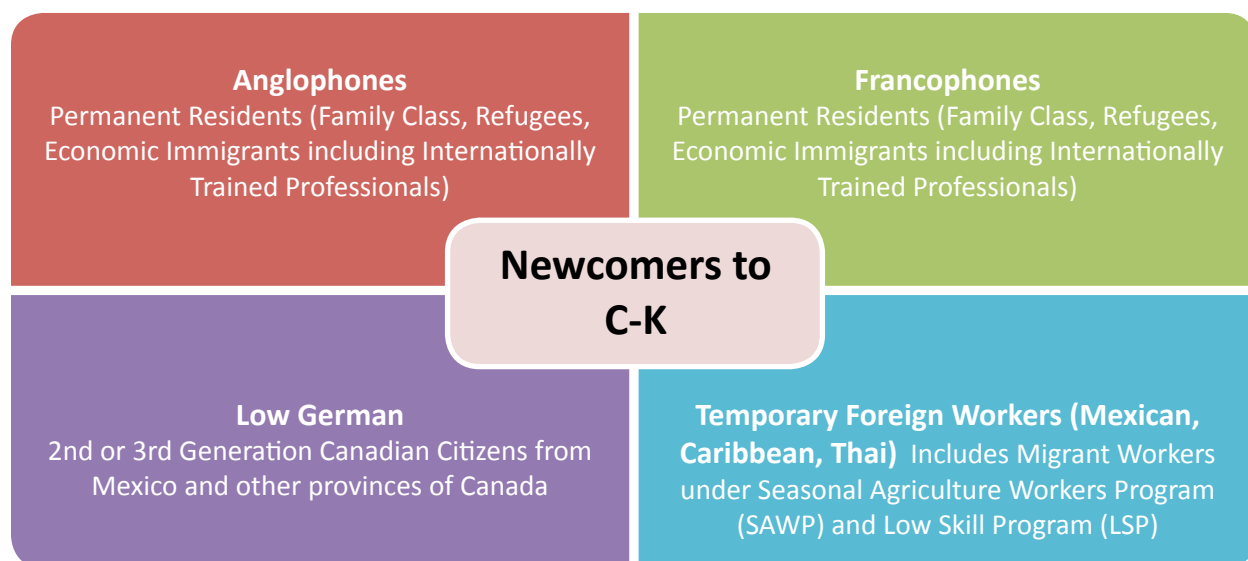
In order to understand how the Modernized Settlement Approach is enhancing settlement programming and improving accountability, as well as being responsive and flexible to meet client needs, C-K LIP conducted the program review illustrated in the following table.

The participating SSPs at local and regional levels included the Mennonite Central Committee (MCC), Adult Language and Learning (ALL), South Essex Community Council (SECC) serving Wheatley & Tilbury, and the Centre Communautaire Francophone (CCF).

Organization	Clients Served	Methodology Used	Service sites visited	Session observed	Other details
MCC	Low German (2nd-3rd generation Canadian citizens)	Discussions – MCC staff	Chatham location	Client intake iCAMS reporting	CIC & MTCU and MCC funding- focus on settlement and employment programs for Low German
ALL	CIC eligible clients MCI eligible clients MTCU eligible clients	Discussions with ALL staff	Chatham location	LINC class JSW – client intake	CIC, MTCU funding- focus on language, job search, interpretation services, and settlement services
SECC	Low German Migrant Workers (SAWP) & Low Skilled Workers program	Discussions with staff	Leamington	LINC class	CIC, MCI and MTCU funding
CCF	Francophone	Discussion with Staff  School visit for SWIS Program	Windsor	Conseil scolaire Via Monde École Secondaire EJ La Jeunesse	Settlement Workers in School (SWIS) CCF serves Windsor and Chatham-Kent Francophone communities

## 4. Research Findings

### 4.1 Profile of the Newcomers to Chatham-Kent



**Anglophones and Francophones:** Anglophones and Francophones refer to newcomers whose mother tongue is English and French respectively. For many Anglophones and Francophones, it is sometimes a secondary migration from urban centres.

**Low German:** The Low Germans are 2nd or 3rd generation Canadian citizens from Latin America and other provinces in Canada. During the 90's and early 21st century there has been an influx of Low German newcomers due to the desperate economics in Mexico. Some come for seasonal work, except the Low Germans who come to Canada bring their families and return to Mexico for the winter.<sup>4</sup>

**Temporary Foreign Workers/Migrant Workers:** As the heartland of agriculture in Ontario, Chatham-Kent has attracted around 1,200 migrant workers in agriculture-based operations, such as in greenhouse operations, vegetable and fruit production. Traditionally, these immigrants came from the Caribbean nations and Mexico under the Seasonal Agriculture Workers Program (SAWP). Recently, the workers' diversity has increased dramatically since the introduction of the "Low Skills" program. Low Skills workers come from a variety of countries, such as Guatemala, Jamaica, Thailand, and the Philippines. ***Because migrant workers come to Canada under Temporary Work Permits, they do not have permanent resident status; therefore they do not have access to the same rights as permanent residents and Canadian citizens.***

Though their status may be temporary, migrant workers have become an essential feature of community life yet they have unmet needs, including the inability to access essential health and safety services, translation services, and ESL/LINC training. This may go beyond what employers can reasonably be expected to provide. Services that the migrant workers receive are currently being provided on an ad hoc basis by volunteer groups like the Diocese of London and Frontier College who are greatly limited because of lack of resources to provide outreach. A further study may be needed to investigate what services migrant workers need, and how they might be served through existing settlement services.

<sup>4</sup>For more information about the history of Low German, visit Mennonite Central Committee's website at [www.canada.mcc.org](http://www.canada.mcc.org)

## 4.2 Labour Market Analysis

With the recent economic downturn, Chatham-Kent has experienced a set-back due to loss of its traditional strong foothold in the manufacturing sector, stronger Canadian dollar and serious economic downturn for US economy. Coupled with a traditionally low skilled workforce, an aging population and youth outmigration, Chatham-Kent is forced to consider alternatives to revive its economy. Attraction and retention of skilled immigrants could be a possible solution, especially for a creative rural economy.

The creative economy is an economy driven by knowledge and innovation - by people paid to think; it is as much about architects as artists, programmers as potters, bohemians as brokers, entertainers as entrepreneurs. The creative economy is industry-agnostic and employs creative workers who work across all industries and sectors – including manufacturing and agriculture.<sup>5</sup> The recent newcomers are highly skilled economic immigrants with global experience and networks and an ability to invest in the local economy.

The changing profile of the recent newcomers also impacts the settlement service needs and demands. The rural communities Settlement Service Providers are at a crossroads in terms of:

**Catering to the traditional client groups within traditional service models**

**VS**

**Gearing up for the demands of economic immigrants including internationally trained professionals**

The many labour markets in Canada are indistinctly divided and sometimes overlap. The most obvious types are **geographic and occupational**. The market for unskilled labour would normally be the local area, while that for highly trained professionals would be international. However, there are exceptions. Canada has been importing agricultural workers from Caribbean countries rather than paying wages and providing working conditions adequate to induce Canadian workers to accept jobs in this seasonal industry.<sup>6</sup>

By contrast, because of the surplus of trained teachers in most major urban centers, school boards rarely need to recruit beyond the local area. In this sense, the size of the labour market is determined by worker mobility - the ability and willingness of workers to move from one labour market to another, occupationally as well as geographically.

Legislation may also affect how people choose or are chosen for jobs, e.g. lawyers and doctors are restricted from practicing within a province unless they are certified by that province. Under current immigration laws, subject to some restrictions and to some exceptions under the North American Free Trade Agreement, employers may not seek workers outside Canada unless they can demonstrate that there are no qualified personnel available in Canada. Some union agreements stipulate that employers may not hire from outside the local union. Various professions and technical jobs require certificates attesting to an individual's training, e.g. a university degree or a journeyman's certificate attained by apprenticeship.

The total labour supply is not evenly distributed among regions or even sub-regions, or between rural and urban labour markets. Its size in any local labour market is affected not only by the size and participation rates of the local population and the rate of natural increase, but also by migration into or out of markets. The rate of migration into or out of a labour market varies directly with economic opportunities. The relative growth of the labour force in different regions has reflected Canada's economic development.

<sup>5</sup> [http://pelacfdc.ca/photos/custom/Intro\\_Report2.pdf](http://pelacfdc.ca/photos/custom/Intro_Report2.pdf)

<sup>6</sup> <http://www.thecanadianencyclopedia.com/articles/labour-market>

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

The purpose of the Labour Market Analysis was to:

- Identify sectors with potential for job growth
- Identify skill set shortage in C-K
- Identify local strategic strengths for attracting newcomers into C-K for promoting creative economy

Labour Market Analysis Tools

- Competitive Advantage Analysis (CAA) – OMAFRA – REDDI tool
- C-K Labour Market Analysis – Workforce Planning Board, August 2011
- Ontario Population Needs-Based Physicians Simulation Model – A Case Study
- Benchmarking tools for measuring community attractiveness for newcomers

### 4.4 Findings of the Labour Market 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. For details refer to Appendix 3</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) and Greenfield Ethanol hire internationally trained engineers
- Chatham-Kent is attracting internationally trained doctors, engineers and IT professionals in small but increasingly growing numbers
- Ontario Population Needs-Based Physicians Simulation Model identified shortage for Erie St.Clair LHIN in Chatham-Kent. LHIN also closely works with HealthForceOntario for hiring of internationally trained professionals in the regulated health professionals
- Future demand for accreditation and licensing services, professional networking and mentorship programs in Chatham-Kent
- The Chatham-Kent economy also depends on agriculture and related sectors; this sector is heavily dependent on Low Germans, migrant workers from SAWP, and Low Skill programs. They have very little access to settlement services due to their immigration status as temporary foreign workers.

**4.5 Settlement Services Related Findings**

The findings in this section are based on the eight Focus Group Discussions (FGD) that took place as part of the Primary Data Collection process.

**4.5.1 Low German FGD**

**Participants Profile:** One FGD was conducted for Low German which included 18 participants, 15 spoke only Low German and 4-5 could speak English. They have lived in Chatham Kent from < 1 year to 9 years and were from Dresden, Pain Court, Tupperville, Wallaceburg, Tilbury, Dover Centre, Ridgetown and were permanent residents and Canadian citizens.

**Logistics and Interpretation services provided by:** Mennonite Central Committee staff- Chatham & Leamington office

**FGD Findings:**

- Settlement services most often utilized are especially related to immigration documents, such as permanent resident, Canadian citizenship applications, health card, driving test, citizenship test
- Interested in language training when demand for agriculture work is low
- Use job board at MCC for job search and usually obtain employment through face to face interviews with farmers
- Most of the FGD participants expressed that they did not look for the jobs which ask for qualifications - secondary school certificates and above
- Aspiration is to own farms some day
- Strong ethno cultural support for Low German in the area
- None had access to family doctors (perception of being healthy and not needing doctors)

*Reality check:* Had heard in Mexico, "Go and pick 250 baskets of tomatoes in Canada and you will return a rich man. After 10 years, we are still picking tomatoes."

"Farming is in our blood and I would not think of doing anything else."

### 4.5.2 Migrant Workers FGD

**Participants Profile:** Two FGDs were conducted (Blenheim and Bothwell) including 12 Thai workers under the Low Skills Program and 6 Migrant Workers from Mexico under the Seasonal Agriculture Workers Program (SAWP). Two of the Thai workers had worked in Taiwan and New Zealand before coming to Canada and a few Mexican workers had worked in Quebec, Toronto, Calgary, Leamington and Niagara. The length of stay for Thai workers ranged from 5 months to 5 years. Mexican workers, have been coming to Canada, during the agriculture season, for the last 5 -12 years.

**Logistics and Interpretation services provided by:** Dioceses of London, Thai Outreach program and Adult Language and Learning

#### FGD Findings:

- With a new immigration policy for temporary foreign workers whereby the workers coming to Canada under the Low Skills program can stay in the country for up to 4 years, workers are keen to get language training and were aware of Labourer-Teacher program offered by Frontier College
- Like SAWP program, workers need access to the work permit process, as they are paying \$10,000 - \$15,000 to a private immigrant consultant in Thailand and Canada for work permits and it takes them 1 – 1.5 year to repay the loan
- Few of them had access to computers; some employers provided them with internet access for which they paid; others were willing to pay for access to the internet if provided by employer
- Employers help them access medical care/emergency care from Four Counties Health Services (FCHS) located in Newbury. No interpretation and translation services are available at FCHS but they are given a written guide in English/Spanish for a check list of illnesses and symptoms. Most of the workers bring in their own “over the counter ” medication and first aid kits from Mexico
- They are not aware of settlement or interpretation services, but know about the Diocese of London
- Cultural /religious, recreational and integration needs
- Access to Spanish and Thai books, DVD, newspaper TV channels would help workers to feel less isolated
- Enjoy celebrations of Mexican day and church programs

*Consultant Wonders:* At one of the bunkhouses where we were conducting a Focus Group Discussion, the participants acted as welcoming hosts and provided us a meal.

“This generosity on their part made me wonder how many meals they had been offered in the community during their time in Canada.”

*Marie Carter of Diocese of London shared:*

“Migrant workers pay taxes, are major contributors to the economy of a region, and even pay EI (but are not eligible to collect other than for family benefits). Migrant workers far from being ‘charity cases’ are major contributors to the economy of a region.

Migrant Workers will likely grow as a demographic in Chatham-Kent, and it would be important to work on providing services to them. The recent Hampstead accident is a wake-up call to provide emergency medical and health services which matches competencies in relation to their culture and language needs.”

### 4.5.3 Newcomers FGD - Goodwill Career Centre/Ontario Works / Internationally Trained Professionals

**Participants profile:** Three FGDs were conducted including a total of 34 participants. The participants were clients from Goodwill/Ontario Works/Adult Language and Learning/ C-K Global Experience @ Work. The majority of them were internationally trained professionals and the countries they came from included Columbia, Albania, Libya, Cuba, Nigeria, Peru, Guatemala, China, USA, Pakistan, Caribbean, and UK.

**Logistics and Interpretation services provided by:** Goodwill, Ontario Works and Adult Language and Learning staff; interpretation was provided in Arabic and Spanish.

**Facilitation Support provided by:** D'Arcy Farlow – Consultant, Ontario Health Communities Coalition; and Javed Akhtar – OMAFRA intern, post graduate student from Waterloo University, Jeff Kinsella – Resource Person - OMAFRA

#### FGD Findings:

- Participant in Second Career program got financial support to go through the program, but getting a place in daycare for children and the timing of the daycare for evening coursed was the biggest obstacle
- Accessing evening programs at the local college is a problem, especially without access to local transportation
- Language training alone is not considered adequate to obtain employment
- Internationally Trained Professionals (ITP) are disillusioned with barriers at every stage – recognition of qualifications, Canadian experience, accreditation processes being cumbersome, time consuming and expensive and no guarantee that it will lead to employment
- No services available in C-K for accreditation, licensing, mentoring or professional networking
- Participants expressed their frustration with the employment related training which has no relevance to labour market outcomes
- Participants were positive about C-K Global Experience @ Work job shadowing program, but thought it should have been longer in duration to have an impact
- Experience of ITPs who had access to family support locally found it easier to integrate professionally, compared to those who did not have it
- Employment experience differs between metropolitan cities and rural areas. In culturally diverse work environments it is easy to reach decisions, compared to spending half a day in discussions
- Enormous frustrations among ITPs about the wait time and hoops they are put through to get professionally integrated
- ITPs coming to Chatham are a result of secondary migration, and they are able to compare Ontario services with services in other provinces', they find Ontario services "baffling ". e.g. graduated driving license procedure
- Many of the participants preferred to have language training related to their professions – technical terminology, diction etc.
- Some participants noted that newcomers lack transitional skills to get into the Canadian system. Service providers offer only tips compared to what is needed to gain employment or integrate into Canadian society; emphasis was on soft skills here
- Suggested more coordinated settlement and employment services, flexible schedules and creative approaches

One internationally trained professional remarked, “I want a definition of the Canadian experience. Can someone tell me what it is?”

Another remarked, “How do you network when you are new in the community and know nobody in your professional field?”

#### 4.5.4. Settlement Service Workers FGD

**Participants Profile:** Nine participants representing four settlement service agencies provided their perspective and input as frontline workers. The organizations represented were Adult Language and Learning, Chatham; Mennonite Central Committee, Chatham; Centre Communautaire Francophone, Windsor; and South Essex Community Council, Essex County.

##### FGD Findings:

- All settlement workers were immigrants and their strategic strength was their knowledge of other languages and cultures
- Commitment to their jobs stemmed from their own experience and desire to make a difference in the life of newcomers
- Settlement workers provided a range of services to the newcomer clients: settlement services in school, assisting clients at doctor’s appointments, transportation, accessing utility services, documentation translation and interpretation, finding relevant information for the client, and referral to language training
- Some of the settlement workers provided information sessions at different geographic locations once a month
- Settlement workers load is governed by factors like agricultural season, school vacation and ongoing language training schedules
- Service providers coordinate referrals for translation and interpretation services
- Settlement workers use a range of web-based information and training tools to keep themselves up to date on settlement services
- Settlement workers in schools, at times, found difficulty in navigating the school board system and getting accepted as a team member because they were seen as competitors
- Settlement workers in Chatham-Kent refers clients to Windsor for interpretation and translation services; clients have to pay for the services and it requires a longer timeline

Two settlement staff members are currently obtaining their interpretation and translation certificate in Spanish and Arabic, thereby creating a valuable service in a rural community.

The Mennonite Central Committee also helps their clients in translation and interpretation of immigration documents.

Temporary and part-time job opportunities lead to high turnover.

### 4.5.5 Settlement Service Providers FGD: Perspective of Settlement & Non-Settlement Service Providers

**Participants Profile:** Included the Executive Directors and/or staff of both local and regional agencies, including the following: Adult Language and Learning, Mennonite Central Committee, South Essex Community Council, Centre Communautaire Francophone, Boreal College, Diocese of London, Lambton-Kent District School Board, C-K Health Alliance, and C-K Global Experience @ Work.

#### FGD Findings:

- Modernized Settlement Approach has given more flexibility to service providers but has still not clarified “Outcome” indicators for the Settlement Service Providers (SSP)
- Service Providers, both settlement and non-settlement, are experiencing changes in the profile of newcomers, both in terms of country of origin, as well as in skill sets (farm workers to ITP)
- Settlement agencies are very well connected with critical non-settlement service providers such as health, education, Ontario Works
- SSP network is looking into standardizing a referral mechanism and creating a Google calendar for sharing service schedules
- Newcomers coming from other regions often have university degrees from USA and UK
- Participants perceive a gap in the delivery of language services due to eligibility criteria which disqualifies individuals who need the services
- There is a disconnection between SSP and funding agencies in terms of expected outcomes versus quality of services for the clients
- There needs to be a client centric approach versus program centric approach to meeting client needs rather than meeting program target numbers
- Connecting with regional service providers offering accreditation and licensing services, streamlining assessment processes and working out a format for “on demand services”

## 5. Program Review of Settlement Services – Local and Regional

C-K LIP undertook a program review of settlement services by spending a day or two with each of the four service providers, namely ALL, CCF, MCC and SECC. The purpose was to understand their program format from the Modernized Settlement Approach, especially in rural areas where there is an additional pressure of coordinating local and regional services.

The program review included discussions with staff members, observing settlement services firsthand, such as client intake, LINC classes, visiting schools and meeting with staff. Refer to Appendix 4.

### 5.1 Description of the Settlement Services in Chatham-Kent

The settlement services grouped under the Modernized Approach to Settlement Programming funded by the federal and provincial governments, and settlement services provided in Chatham-Kent, include the following:

<ul style="list-style-type: none"> <li>• Orientation: provides reception, initial needs assessment, referral to community services, information/orientation, interpretation/translation, and employment-related services and service bridging—locally to ALL, MCC, SECC*</li> </ul>
<ul style="list-style-type: none"> <li>• Language/Skills: Language Assessment &amp; Resource Centre, Windsor ALL, SECC provides LINC and ELT training to eligible permanent residents and convention refugees --through CIC funds: LINC, and ELT --through MCI funds: ESL, open to citizen, permanent resident, refugee, and foreign domestic workers under the Live-In Caregiver --through MTCU funds: Literacy and Basic Skill program, open to all</li> </ul>
<ul style="list-style-type: none"> <li>• Labour Market Access: Assist newcomers in obtaining the required assistance to find employment commensurate with their skills --through CIC funds: Job Search Workshop by ALL --through MTCU funds: Goodwill, St. Clair Employment Service -- through Ontario and Chatham-Kent Chambers of Commerce Global Experience @ Work</li> </ul>
<ul style="list-style-type: none"> <li>• Welcoming Communities: Provide help to establish social and professional networks so newcomers are engaged and feel welcomed in their communities-- All of above agencies, plus public library, school boards, employers, Local Health Integration Networks (LHIN), and Ontario Works</li> </ul>
<ul style="list-style-type: none"> <li>• Policy and Program Development: Ensure effective delivery and achieve comparable settlement outcomes—no clear roles for SSPs in this area</li> </ul>

\*Refer Appendix 5

### 5.2 Service Analysis

As part of its research process, C-K LIP conducted a program review of settlement services. The review allowed us to better assess service gaps in Chatham-Kent in order to inform potential collaborations or planning in the future. Meanwhile, results of the FGDs indicate an array of services for the area, but also begin to reveal potential gaps.

Settlement Services	Gaps
Orientation	<ul style="list-style-type: none"> <li>• Lack of linkage between cultural groups and 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 large geographic 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 and program awareness 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>• Current model needs to critically review its format in light of the changing policy for TFW and expectation of ITPs</li> </ul>
Labour Market Access	<ul style="list-style-type: none"> <li>• Current employment programs not geared up for meeting client 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 their own 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>• Project monitoring data not used 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 SSP networks for policy advocacy</li> <li>• Research and Program Development support</li> </ul>

## Conclusions

C-K LIP is looking at ways to improve services for newcomers to the rural areas of Chatham Kent. While searching for effective ways to provide newcomer services for successful integration, a strong rationale emerges for maneuvering between present and future needs i.e. providing services to the Temporary Foreign Workers (TFW)/ Migrant Workers who support vital agriculture operations in C-K, to providing services to the slowly growing number of economic immigrants, including internationally trained professionals.

The newcomers' integration in C-K requires dealing with the complexity of providing a range of services, the large geographic area, changing immigration policies and lack of an established partnership model for regional and local settlement and employment service providers. To address these issues, traditional service models need to shift gears to accommodate future program models, and constant consultation has to provide a way to concrete actions. Here are some of the recommendations based on the project research:

## 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 – LINC, ESL and LBS
  - ◊ Streamline the measurement of settlement service outcomes by reviewing iCAMS, EOIS system and develop a common reporting system
  - ◊ Coordinate employment services in rural communities by creating a 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 on 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, who hire internationally trained physicians, engineers and IT professionals
- Model companies like Union Gas have modified recruitment processes, successfully partnered with Skills International, and conduct 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 outcomes 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 meet 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 set, e.g. CKHA, LHIN, HealthForceOntario, Access Centre and WIL for newcomer loan for accreditation
- Participate in key policy discussions and access planning tools and data for improving services at provincial and federal levels
- Access to information related to immigration processes: sponsorship, permanent resident card renewal, citizenship, new immigration laws for temporary foreign workers, SuperVisa et al and the possible implications on settlement services planning
- Establish partnership and collaboration guidelines, cost sharing and referral mechanism between regional and local 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 networks 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

## 6. Chatham-Kent Action Plan

LABOUR MARKET OUTCOMES				
Strategic Direction	Milestones	Activities	Timeline	Lead
1. Improve services and programs to help newcomers obtain meaningful employment	--Improve newcomer access to job postings and hiring information	<ul style="list-style-type: none"> <li>Identify best practices in hiring process at local, regional, provincial and national levels</li> <li>Improve communications between employers and service providers by making C-K LIP PC an open venue to ensure that opportunities are made available to skilled immigrants</li> </ul>	Month 1-8	C-K LIP Partnership Council- Employment sub- committee stakeholders Regional SSPs, such as WIL, Skills International,
	--Expand mentoring and volunteer programs and provide opportunities to network and develop professional contacts	<ul style="list-style-type: none"> <li>Research mentorship models</li> <li>Identify local volunteer/mentor inventory</li> <li>Assist the development of a mentorship pilot</li> </ul>	Month 4-10	
	--Advocate for streamlining of foreign credential recognition services for newcomers	<ul style="list-style-type: none"> <li>Actively participate in municipal-wide activities and external events</li> <li>Create links with regional agencies, such as WIL loan program, Access Centre, and Skills International for accreditation programs</li> </ul>	Ongoing	
	--Provide assistance that helps immigrants start their own business	<ul style="list-style-type: none"> <li>Investigate cooperative models locally and regionally</li> <li>Create newcomer entrepreneur support circles by engaging local entrepreneurs, SSPs and newcomers</li> </ul>	Month 10-16	
2. Engage employers to improve employment prospects for immigrants	--Explore challenges faced by employers in hiring immigrants in specific high demand sectors, such as regulated and non-regulated healthcare	<ul style="list-style-type: none"> <li>Build relationships with local businesses through C-K Chamber of Commerce (C-K Health Alliance for example)</li> <li>Research community capacity</li> <li>Closely work with Work Force Planning Board on capacity building of employers on identified skill sets</li> </ul>	Month 2-14	C-K LIP Partnership Council- Employment sub-committee stakeholders, MTCU, MCI, CIC
	--Inform employers of the benefits of hiring immigrants and of the supports available	<ul style="list-style-type: none"> <li>Share experiences and best practices through web portal and communications</li> <li>Identify and award employers that strive to support newcomers in the workplace</li> </ul>	Month 4-23	
3.Improve network and professional contacts for newcomers to help them advance professionally	--Connect established immigrants and newcomers to serve as mentors and role models	<ul style="list-style-type: none"> <li>Identify local established immigrants and create an inventory</li> <li>Identify networking opportunities organized by local groups</li> <li>Create linkages with regional, provincial and federal key stakeholders like Canadian Council for Technologist and Technology-Canadian Technology Immigrant Network, Ryerson University-Signpost, and Canadian Immigrant Integration Program</li> </ul>	Month 6-14	C-K LIP Partnership Council- Employment sub-committee stakeholders, MTCU, MCI, CIC, regional stakeholders at local and regional levels
	--Identify and provide training opportunities for newcomers on soft skills	<ul style="list-style-type: none"> <li>Determine existing training opportunities on soft skills</li> <li>Facilitate link with local and regional employment agencies for client referrals in participating training in soft skills</li> </ul>	Month 1-24	

SETTLEMENT AND INTEGRATION				
Strategic Direction	Milestones	Activities	Timeline	Lead
1. Improve access to information, services and programs to newcomers in Chatham-Kent	--Analyze information related to immigration processes and needs of various newcomer categories	<ul style="list-style-type: none"> <li>• Hold community consultations among stakeholders</li> <li>• Facilitate capacity building of SSPs on immigration process through seminars and policy briefing meetings</li> </ul>	Month 1-12	C-K LIP Partnership Council- Settlement sub- committee stakeholders Access Centre
	--Develop and strengthen partnerships with libraries, LHIN, and other community institutions to integrate newcomers	<ul style="list-style-type: none"> <li>• Assess specific service needs of rural Chatham-Kent</li> <li>• Identify and outreach to key institutions for information distribution through the use of virtual technology</li> <li>• Create connections and partnerships in rural areas</li> </ul>	Month 3-6	
	--Explore the establishment of one-point service approach providing multiple services for rural communities	<ul style="list-style-type: none"> <li>• Facilitate collaborative planning among newcomer service providers in Chatham-Kent</li> <li>• Support the establishment of one-stop service location to enhance newcomer services through coordination of agencies to share space</li> </ul>	Month 9-15	
2. Promote diversity training to school staff	--Cooperate with SSPs, schools and ethno cultural groups to facilitate diversity training and programs in schools	<ul style="list-style-type: none"> <li>• Conduct needs assessment on diversity training</li> <li>• Identify and outreach to key community institutions such as cultural groups</li> <li>• Cooperate with PC members in organizing diversity training</li> </ul>	Month 15-24	C-K LIP Partnership Council- Settlement sub-committee stakeholders
3. Enhance services in multiple languages and improve access to language interpretation services	--Strengthen the availability of local interpretation and translation services	<ul style="list-style-type: none"> <li>• Identify and establish a pool of interpreters/ translators to serve across different sectors</li> <li>• Explore the possibility of sponsoring training for volunteer interpreters to obtain formal, professional interpreter/ translator qualification</li> </ul>	Month 6-10	C-K LIP Partnership Council-Settlement sub-committee stakeholders at local and regional levels
	--Improve legal support to newcomers	<ul style="list-style-type: none"> <li>• Network and coordinate among organizations who currently provide legal support in Chatham-Kent and in the region</li> <li>• Facilitate the development of pro bono legal services to newcomers on justice, documents notarization, etc.</li> </ul>	Month 11-18	
4. Enhance access to health services by newcomers	--Identify partnerships to expand health programming by establishing relationships with health service organizations	<ul style="list-style-type: none"> <li>• Create a directory of local health services available by service type and eligibility</li> <li>• Build linkages between SSPs and health service agencies in organizing health clinics to newcomers</li> </ul>	Month 9-14	C-K LIP Partnership Council- Settlement sub- committee
	--Advocate policy change to reduce/ address systemic health barriers experienced by newcomers	<ul style="list-style-type: none"> <li>• Identify and actively participate in advocacy groups and events</li> </ul>	Ongoing	

LANGUAGE				
Strategic Direction	Milestones	Activities	Timeline	Lead
1. Improve access to English language training provided by settlement agencies to newcomers	--Advocate for broader client eligibility criteria in meeting the local needs	<ul style="list-style-type: none"> <li>Identify appropriate channels for inclusive language learning and supports</li> <li>Support existing advocacy efforts</li> </ul>	Ongoing	C-K LIP Partnership Council-Settlement sub- committee stakeholders at local and regional levels
	--Increase childcare and transportation support for all English classes, especially in rural areas to accommodate class schedule	<ul style="list-style-type: none"> <li>Identify partnership possibilities for shared resources on childminding and transportation</li> <li>Identify volunteer group that can provide car pool to newcomers</li> </ul>	Month 5-8	
	--Improve job-specific language learning programs and tailor to ITPs in the labour market	<ul style="list-style-type: none"> <li>Identify profession-specific language training opportunities at local and regional levels</li> <li>Identify model for local community</li> </ul>	Month 6-9	
2. Enhance informal English learning opportunities for newcomers	--Work with local settlement and ethno cultural groups to develop alternative English learning opportunities	<ul style="list-style-type: none"> <li>Assess and catalogue informal language learning processes being used by newcomers in community</li> <li>Identify and create volunteer-based literacy groups, reading groups, on-line learning and conversation circles that allow residents to practice English in informal settings, particularly for rural residents, seniors, youth and families with children</li> <li>Offer classes in the smaller towns to reduce the travelling barriers and transportation cost to urban centres</li> <li>Offer small intensive ESL classes when the agricultural season is slow for Low German and TFW</li> <li>Identify and outreach to key community institutions</li> </ul>	Month 12-24	C-K LIP Partnership Council-Settlement sub- committee stakeholders

## SERVICE COORDINATION AND CAPACITY BUILDING

Strategic Direction	Milestones	Activities	Timeline	Lead
1. Promote coordination between local and regional service providers to maximize resources	--Develop service coordination framework to encourage local-regional collaboration and coordination	<ul style="list-style-type: none"> <li>Facilitate the development of standard intake and referral system between local and regional SSPs</li> <li>Explore and identify outcome monitoring system</li> <li>Continue to develop relationships with regional SSPs, local business, and cultural groups</li> <li>Explore potential partners at local and regional levels, i.e. Frontier College in providing language training to TFWs</li> </ul>	Month 1-24	C-K LIP Partnership Council stakeholders at local and regional levels WCI
	--Promote information sharing and network among service providers and others stakeholders	<ul style="list-style-type: none"> <li>Create common tool for information sharing, networking and learning (i.e. web calendar)</li> </ul>	Month 11-20	
	--Participate in policy and program development to articulate immigration attraction and retention	<ul style="list-style-type: none"> <li>Develop information on advocating for needs to local government in municipal planning process</li> <li>Facilitate and participate in shared research and evaluation projects to better understand and communicate issues and impact of services at the local-regional level</li> <li>Identify mechanism to collectively address policy level and systemic challenges with funders and policy makers</li> </ul>	Ongoing	

**SERVICE COORDINATION AND CAPACITY BUILDING cont'd**

Strategic Direction	Milestones	Activities	Timeline	Lead
2. Improve capacity building of service providers	--Facilitate and support training to front-line staff and management levels to better serve newcomers in the changing environment	<ul style="list-style-type: none"> <li>• Identify and create an inventory of existing SSP training resources</li> <li>• Identify training opportunities</li> </ul>	Month 17-22	C-K LIP Partnership Council stakeholders at local and regional levels

**PUBLIC AWARENESS AND CIVIC ENGAGEMENT**

Strategic Direction	Milestones	Activities	Timeline	Lead
1. Enhance community participation and civic engagement among immigrants and local residents	--Involve newcomers in collecting their input and interests in community participation	<ul style="list-style-type: none"> <li>• Inform newcomers on civic involvement through information sessions</li> <li>• Identify local volunteer associations and opportunities for newcomer involvement</li> </ul>	Month 6-12	C-K LIP Partnership Council stakeholders at local and regional levels
	--Cooperate with local cultural groups and agencies to map and identify the existing resources in the community	<ul style="list-style-type: none"> <li>• Create inventory of the current cultural events and activities</li> <li>• Explore best practices in cultural contents</li> </ul>	Month 10-14	
2. Enhance community awareness on cultural diversity	--Develop and produce promotional materials on cultural diversity in the community	<ul style="list-style-type: none"> <li>• Assess gaps in cultural diversity awareness in the community and contents</li> <li>• Collaborate with local stakeholders in developing contents and formats of promotional materials</li> </ul>	Month 13-18	C-K LIP Partnership Council stakeholders
	--Collaborate with Newcomer Portal to provide relevant information	<ul style="list-style-type: none"> <li>• Provide information to portal in a timely manner</li> </ul>	Ongoing	

## 7. Stakeholders' Response to Local Settlement Strategy

"A very comprehensive report. Remarkable piece of work. Congratulations! This report provides some specific recommendations that local groups and organizations can pursue. As I read through the pages I saw a potential role for the local United Way in supporting resident and community engagement and integration and settlement services – through our Volunteer and Information Services Department and through existing partnerships with local community groups and organizations. Let's meet soon to explore!"

**Karen Kirkwood-Whyte, Executive Director, United Way of Chatham-Kent**

Thanks for creating such an impressive document.....many long hours have gone into creating this!

**Lily Heibert Rempel – Mennonite Central Committee**

Congratulations, for distilling all the information gathered into something concise and action oriented. Thanks for including Migrant Workers as they are often invisible in these kinds of processes. It is marvellous to see them, "on the radar" of this process. Government, police, health programs can be better positioned with cultural/language competencies to ensure these workers can be served properly, especially in times of medical emergencies.

**Marie Carter – Diocese of London**

Nicely done report!

**Tracey Callaghan, Adult Language & Learning  
Co- Chair, C-K LIP Partnership Council**

Good job everyone – this is an impressive report!

**Audrey Ansell, Municipality of Chatham-Kent  
Co- Chair, C-K LIP Partnership Council**

Thank you all for your support and contributions that have led to this success.

**Don Shropshire, CAO, Municipality of Chatham Kent**

**APPENDIX 1: Local Immigration Partnership Council Members**

<b>VOTING MEMBERS</b>	
Adult Language and Learning	Tracy Callaghan Magdiel Hoste
C-K Global Experience @ Work, Chatham-Kent Chamber of Commerce	Audrey Ansell
Chatham-Kent Health Alliance, Medical Recruitment	Shelly Arnold
Chatham-Kent Public Library	Kathryn Goodhue Tania Sharpe
College Boreal	Nil Parent Stephanie Pottier
Community Futures Development Corporation	Carol Emery Monica Bacic
Conseil Scolaire de District des Écoles Catholiques due Sud-Ouest	Lucie Crête Frédéric Rivière Doris Sauvé
Cultural Coalition of Chatham-Kent	Patricia Arango Mark Reinhart
Diocese of London, Migrant Workers Ministry	Marie Carter
Erie St. Clair Local Health Integration Network	Marthe Dumont
Goodwill Career Centre	Michelle Repuski
Health Force Ontario	Laurie Nash
Lambton Kent District School Board	Penny Daniels
Mennonite Central Committee	Lily Hiebert Rempel Helen Quick
Migrant Worker Program	Lorraine Gibson
Municipality of Chatham-Kent, Community Services	Don Shropshire
Municipality of Chatham-Kent, Economic Development Services	Kathy Weiss
Municipality of Chatham-Kent, Newcomer Attraction Portal	Julie Maw
Ontario Works	Valerie Colasanti Bonnie Pigeon
Parsai Immigration Services	Al Parsai
Place Concorde	Didier Marotte
South Essex Community Council	Carolyn Warkentin Carolyn Wiens
St. Clair Catholic District School Board	Deb Crawford
St. Clair College, Employment Centre	Dan Chauvin
United Way of Chatham-Kent	Karen Kirkwood-Whyte Helen Heath
<b>RESOURCE MEMBERS</b>	
Citizenship and Immigration Canada	Diane Holden Janet Quimby
Ontario Ministry of Citizenship and Immigration	Darren Winger
Ontario Ministry of Agriculture, Food and Rural Affairs	Jeff Kinsella
Ontario Ministry of Training, Colleges and Universities	Susan Larabee
Ontario Trillium Foundation	Nicole Adan

## APPENDIX 2: Focus Group Discussion Guides

### **FGD Guide: Newcomer Clients - Goodwill and Ontario Works**

1. What influenced your decision to move to Canada?
2. How/why did you choose Chatham-Kent?
3. How long have you been in Canada/Chatham-Kent?
4. Which are the service providers you enrolled with for services?
5. How did you come to know about the service providers? What are the programs you used?
6. Were you satisfied with the program? Did you access child support services during the training duration?
7. What are some of the concerns you had about participating in the program?
8. How did you find information about the local labour market and employers?

### **FGD Guide: Internationally Trained Professionals**

1. Please give a brief introduction of yourself.
2. What have your experiences been in accessing newcomer services?
3. What are the challenges you faced as newcomers to Canada?
4. What are your suggestions (tools) for improving settlement services for newcomers?

### **FGD Guide: Settlement Workers**

1. Tell us about yourself and what motivated you to become settlement workers.
2. Please describe your typical day, including travel, top services demand and languages.
3. How do you refer clients and coordinate with other service providers?
4. What are your training and public awareness education needs? (What it is now and what it should look like)

### **FGD Guide: Settlement Service Providers**

1. Who are the newcomers in Chatham-Kent now, in terms of demographic changes, and has there been a shift in recent times? (Impact of modernized settlement approach)
2. What is the mechanism for referrals? (Co-ordination between local and regional service providers)
3. What are the supportive systems for newcomers?
4. What are your suggestions (tools) for improving settlement services for newcomers?

### **FGD Guide: Migrant Workers/Low German**

1. Tell us how you came to choose Chatham-Kent.
2. What challenges did you experience when you came to Canada?
3. Share with us how you were able to overcome these challenges?
4. How did you hear about the services available at the Mennonite Central Committee?
5. What employment services were you able to use?
6. How did the services help you?
7. Were there employment services that you were unable to use?
8. What suggestions would you make to improve the employment services that are offered?
9. Have you been referred to any other service provider?
10. What are your future plans?

### APPENDIX 3: Community Attractiveness of Newcomers - Benchmarking Themes and Indicators Description and Performance

#### Glossary:

##### Geographic Comparison:

Every community in this project is defined by the boundaries of Statistics Canada's Census Subdivision (CSD) geographic areas. The tool provides data for all CSDs in Ontario. The full list of communities is presented in the "All" tab in each file, organized in descending order according to population size. A collection of CSDs makes up a Census Division (CD) and data is also provided for all CDs in Ontario and the data used below is that of CD level,

##### Quintile and Average Value:

The tool is comprised of values for 44 indicators across the 7 themes outlined above. Based on the value for each indicator presented in the tool, communities are placed into quintiles using the following method. For each indicator, the difference between the highest value and lowest value is calculated and this figure is divided by five. A community is placed in the first quintile if it falls in the top fifth, and likewise a community is placed in the fifth quintile if its value is low compared with the other communities in the group. This is repeated for the 18 groups outlined in the above table.

Theme: Access to Health Care	C-K Value		Maximum Value		Minimum Value	
	Quintile	Value	Quintile	Value	Quintile	Value
# of Specialist Physicians / 100,000 Population	5	36.8	305.8	1	0	5
#of General Practitioners / 100,000 Population	5	50.6	274.6	1	37.1	5
# of Dentists per 100,000 Population	3	92.1	177.93	1	35.59	5
Proportion of Population Employed in Health Care Services Occupations	4	5.13	13.16	1	2.49	5
<b>Overall Value</b>	<b>4</b>	<b>0.24</b>	<b>0.83</b>	<b>1</b>	<b>0.07</b>	<b>5</b>

Theme: Amenities	C-K Value		Maximum Value		Minimum Value	
	Quintile	Value	Quintile	Value	Quintile	Value
Proportion of Workforce Employed in Cultural Industries	5	0.10	1	0.75	5	0.07
Proportion of Workforce Employed in Tourism Industries	5	3.04	1	11.69	5	1.93
Number of Seasonal Dwellings per 1,000 people	5	9.43	1	19.65	5	8.02
Travel Time to Libraries	5	3.27	1	43.38	5	0.92
Travel Time to Museums	NA	NA	NA	NA	NA	NA
Average Distance to Airport	NA	NA	NA	NA	NA	NA
Average Distance to Bus Station	NA	NA	NA	NA	NA	NA
<b>Overall Value</b>			<b>1</b>		<b>5</b>	

Theme: Education	C-K Value		Maximum Value		Minimum Value	
	Quintile	Value	Quintile	Value	Quintile	Value
Proportion of Population with College Education	2	20.4	1	24.0	5	14.2
Proportion of Population with Bachelors Degree	5	26.5	1	65.1	5	23.9
Proportion of Population with Advanced Degree	5	6.3	1	21.8	5	4.5
Number of Elementary and Secondary School Teachers for School Age Population	4	59.3	1	84.6	5	47.8
University Professors and College Instructors per 1,000 Adult Population	5	8.4	1	101.8	5	1.2
Growth of Educated Population	4	24.7	1	65.16	5	6.91
Travel Time to Post-Secondary Institution	NA	NA	NA	NA	NA	NA
Travel Time to Vocational School	NA	NA	NA	NA	NA	NA
<b>Overall Value</b>	<b>5</b>	<b>0.25</b>	<b>1</b>	<b>0.65</b>	<b>5</b>	<b>0.23</b>

Theme: Economy	C-K Value		Maximum Value		Minimum Value	
	Quintile	Value	Quintile	Value	Quintile	Value
Employment Income per Capita	4	31179	1	52156	5	24323
Economic Diversity	4	0.79	1	0.93	5	0.20
Proportion of Creative Class Workers	1	20.9	1	46.4	5	19.8
Employment Growth	5	0.5	1	3.8	5	-5.4
Participation Rate	2	65.8	1	73.5	5	54.5
Unemployment Rate	3	7.2	1	11.6	5	3.7
Proportion of Workforce Travelling Outside the City for Work	NA	NA	NA	NA	NA	NA
<b>Overall Value</b>	<b>4</b>	<b>0.48</b>	<b>1</b>	<b>0.89</b>	<b>5</b>	<b>0.27</b>

Theme: Innovations	C-K Value		Maximum Value		Minimum Value	
	Quintile	Value	Quintile	Value	Quintile	Value
Productivity	3	78756	1	96176	5	65368
Productivity Growth	1	2.13	1	3.68	5	-17.39
Proportion of Population Employed in Natural and Applied Science Occupations	4	3.9	1	13.5	5	0
Proportion of Population Employed in Computer and Information Systems Occupations	2	23.1	1	34.1	5	3.3
Proportion of Creative Class Workers (by place of work)	5	22.1	1	46.2	5	19.6
Graduates in Engineering, Math and Science per 1,000 Population	5	19.4	1	313.33	5	12.61
Proportion of Businesses with 1-4 Employees	5	21.3	1	30.94	5	20.85
Proportion of Businesses Classified -indeterminate	2	55.9	1	60.25	5	39.10
<b>Overall Value</b>	<b>4</b>	<b>.14</b>	<b>1</b>	<b>0.66</b>	<b>5</b>	<b>0.28</b>

Theme: Society	C-K Value		Maximum Value		Minimum Value	
	Quintile	Value	Quintile	Value	Quintile	Value
Proportion of Population Aged 25 – 39	3	16.5	1	23.5	5	11.3
Proportion of Population Foreign Born	5	10.7	1	52.4	5	3.4
Success of Foreign Born Population	3	0.86	1	1.53	5	0.40
Diversity of Population	4	0.89	1	1.96	5	0.48
Proportion of Population Below LICO	1	3.5	1	11.2	5	2.2
Gender Income Equality	3	0.69	1	0.88	5	0.50
<b>Overall Value</b>	<b>3</b>	<b>0.43</b>	<b>1</b>	<b>0.68</b>	<b>5</b>	<b>0.25</b>

Theme: Society	C-K Value		Maximum Value		Minimum Value	
	Quintile	Value	Quintile	Value	Quintile	Value
Proportion of Income Spent on Mortgage	2	18.8	1	26.8	5	16.4
Proportion of Income Spent on Rent	2	21.4	1	28.7	5	17.2
Proportion of Homes in Need of Major Repair	2	7.6	1	118.3	5	3.5
Housing Affordability	2	0.67	1	1.36	5	0.48
<b>Overall Value</b>	<b>2</b>	<b>0.73</b>	<b>1</b>	<b>0.85</b>	<b>5</b>	<b>0.32</b>

**APPENDIX 4: Settlement Services Program Review****Settlement Program for Newcomers in Chatham-Kent****Orientation:****Needs Assessment and Referral**

1. How do you determine eligibility of the newcomers?
2. How do you assess needs of the newcomers? (Client Intake)
3. How do you refer newcomers to other services?

Services	What is the eligibility criteria used?	Whom do you coordinate with?	Do you share program calendars?
Community services			
Health services			
Schools			
Employment services			
Ontario Works			

**Information and Awareness Services**

1. How many clients did you provide pre-arrival services to? How did you provide these services?
2. How many clients did you provide post arrival services to?
3. Process of review and feedback C-K by funding agencies
4. Staff training opportunities and training tools used
5. Is your staff trained in conducting language training to the newcomers in 2010-11?
6. When was the curriculum modified?
7. What are the challenges of delivering the services?

**Welcoming Communities**

**Expected Outcomes: Newcomers receive help to establish social and professional networks so they are engaged and feel welcomed in their communities**

1. How do you assist clients in connecting socially in the communities?
2. How do you assist clients in connecting with the professional network?

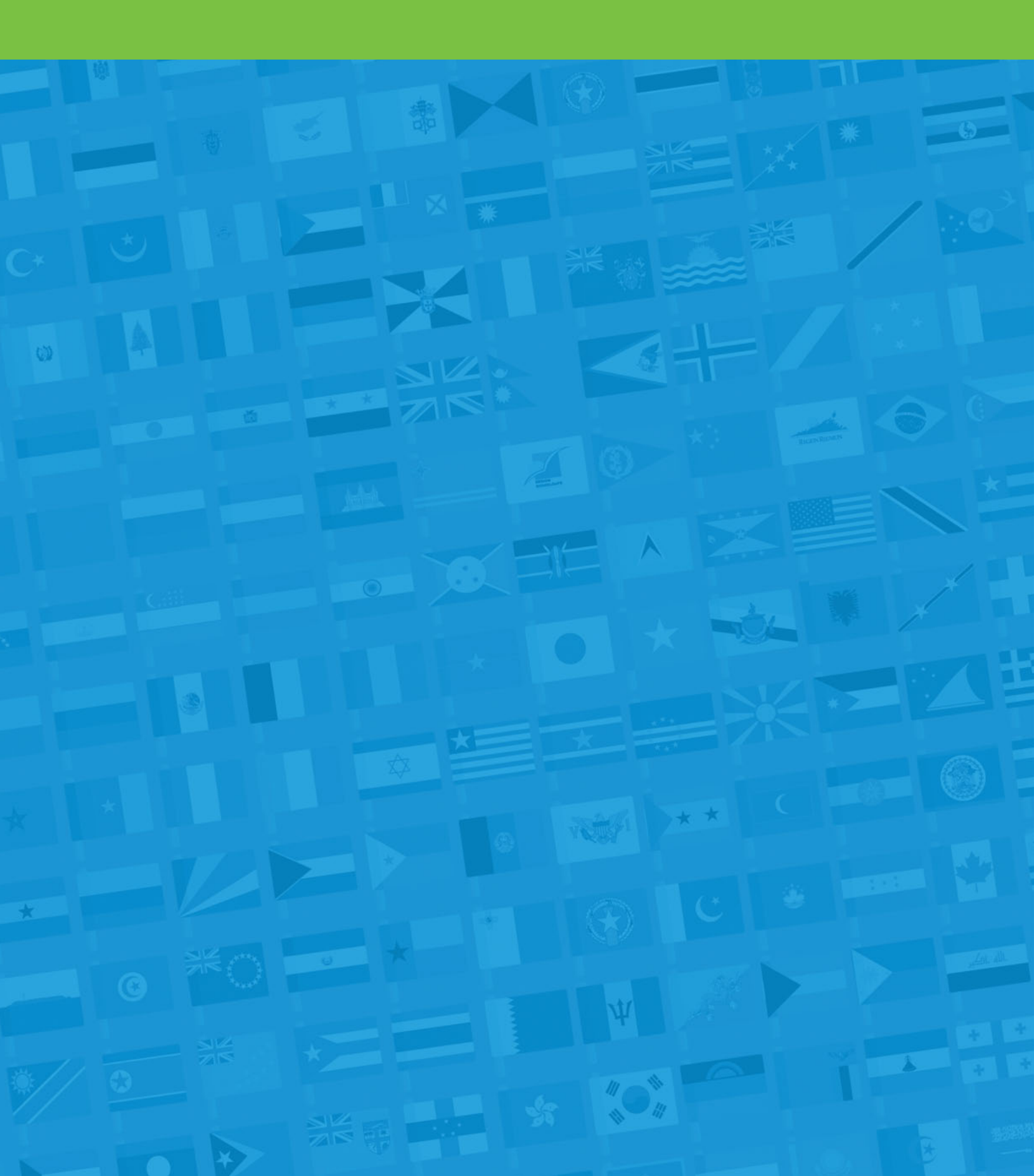
**Community Connections**

1. What are the outcomes you report on icam of CIC?

**APPENDIX 5: List of Acronyms**

<b>ALL</b>	Adult Language and Learning
<b>ACCC</b>	Association of Canadian Community Colleges
<b>ACFO</b>	L'Association Canadienne-Française de l'Ontario
<b>CAA</b>	Competitive Advantage Analysis
<b>CCF</b>	Centre Communautaire Francophone
<b>CIC</b>	Citizenship and Immigration Canada
<b>CCC-K</b>	Cultural Coalition of Chatham-Kent
<b>CCTT</b>	Canadian Council of Technicians and Technologists
<b>CEA</b>	Community Economic Analysis
<b>CFDC</b>	Community Futures Development Corporation
<b>C-K</b>	Chatham-Kent
<b>CKHA</b>	Chatham-Kent Health Alliance
<b>CIIP</b>	Canadian Immigrant Integration Program
<b>CIRRO</b>	Canadian Immigrant Retention in Rural Ontario
<b>CSDÉCSO</b>	Conseil Scolaire de District des Écoles Catholiques du Sud-Ouest
<b>ED</b>	Executive Director
<b>ELT</b>	Enhanced Language Training
<b>ESL</b>	English as a Second Language
<b>EOIS</b>	Employment Ontario Information System
<b>FGD</b>	Focus Group Discussion
<b>GE@Work</b>	C-K Global Experience at Work
<b>HFO</b>	HealthForceOntario
<b>ICAM</b>	Immigration-Contribution Accountability Measurement System
<b>ITP</b>	Internationally Trained Professionals
<b>JSW</b>	Job Search Workshops
<b>LBS</b>	Literacy & Basic Skills
<b>LINC</b>	Language Instruction for Newcomers to Canada
<b>LIP</b>	Local Immigration Partnership
<b>LBS</b>	Literacy& Basic Skills
<b>LINC</b>	Language Instruction for Newcomers to Canada
<b>LHIN</b>	Local Health Integration Network
<b>MCC</b>	Mennonite Central Committee
<b>MCI</b>	Ministry of Citizenship and Immigration
<b>MTCU</b>	Ministry of Training Colleges and Universities
<b>NAP</b>	Newcomer Attraction Portal – Municipality of Chatham-Kent
<b>NAICS</b>	North American Industrial Classification System
<b>NOC</b>	National Occupation Classification
<b>OHCC</b>	Ontario Healthy Community Coalition
<b>OMAFRA</b>	Ontario Ministry of Agriculture, Food and Rural Affairs
<b>OTF</b>	Ontario Trillium Foundation
<b>OW</b>	Ontario Works
<b>REDDI</b>	Rural Economic Development Data Intelligence
<b>SAWP</b>	Seasonal Agricultural Workers Program
<b>SSP</b>	Settlement Service Provider
<b>SWIS</b>	Settlement Workers in Schools
<b>TEE</b>	Travailleurs d'Établissement dans les Écoles
<b>TOR</b>	Terms of Reference
<b>TFW</b>	Temporary Foreign Workers
<b>WCI</b>	Welcoming Communities Initiative
<b>WES</b>	World Education Services
<b>WIL</b>	Women Immigrants of London Resource Service Centre





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