



IMMIGRATION
PARTNERSHIP

Settle. Work. Belong.

Community *Action Plan*

2014 - 2016:

Full Report

Community Action Plan 2014-2016: Full Report

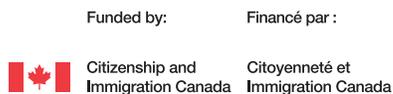
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*This document can be found at DOCS# 1611022, March 2014.
It is available in alternate and accessible formats upon request.*



Message from the Chair and Manager

We are delighted to present the Community Action Plan 2014-2016 (CAP). This Plan is an update to the original 2010 Plan that will guide the priorities of the Immigration Partnership over the next three years. It serves as a framework to ensuring the successful settlement, integration and community involvement of immigrants in Waterloo Region.

The development of this Plan has involved the engagement of over 150 people including immigrants, service providers, settlement agencies, community agencies, government representatives, and employers. This broad-based approach has not only served to strengthen the Plan itself, but has also led to the forging of new relationships and partnerships as we work toward the shared goal that Waterloo Region will be a community where immigrants and refugees settle, work and belong.

Specifically, we want to extend our appreciation to the members of the Immigration Partnership for their passion and commitment throughout the CAP update process. Their support through participation in consultation sessions and additional meetings, offering extensive feedback to the report and overall enthusiasm to making the CAP the best that it can be has been remarkable.

We look forward to working together with you all to address the priorities in the CAP. Although there are opportunities and challenges inherent to this important work, we are confident that as an Immigration Partnership and as a community, we have what it takes to continue to make a difference. Together, the possibilities are infinite.

We look forward to the continuing journey.



John Haddock
Chair,
Immigration Partnership Council



Jo-Anne Gibson
Manager,
Immigration Partnership

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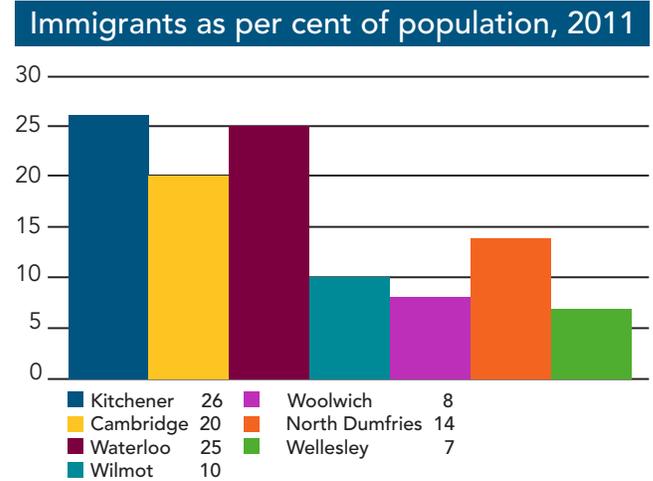
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Executive Summary

Background

The Waterloo Region community has always welcomed and benefited from immigration. Today, about 23 per cent of Waterloo Region residents are immigrants or refugees from diverse regions of the world, with expected growth to 30 per cent by 2031. Waterloo Region is one of the top seven communities in Canada for recent immigrants and refugees on a per capita basis.



The Immigration Partnership is a community-wide initiative focused on facilitating the successful settlement, integration and community involvement of immigrants in Waterloo Region. Planning for the Immigration Partnership began in 2009 and was supported by funding from Citizenship and Immigration Canada (CIC). Throughout 2009 and 2010, the Waterloo Region Immigrant Employment Network (WRIEN), the Region of Waterloo and other community partners developed a local immigration partnership structure and Community Action Plan that included the following Immigration Partnership vision and mission:

Vision: Waterloo Region will be a community where immigrants and refugees settle, work and belong.

Mission: The Immigration Partnership helps facilitate successful settlement, integration and community involvement of immigrants and refugees in Waterloo Region.

For the Immigration Partnership, the **definition of immigrants** "includes people who immigrated a long time ago or more recently, refugees and refugee claimants, immigrants who are and are not Canadian citizens and all newcomers to Canada, who are living in Waterloo Region."

The structure of the Immigration Partnership is multi-layered, consisting of a leadership Council as well as steering groups representing three different pillars: Settle, Work and Belong. Action groups formed by the Immigration Partnership Council and/or the steering groups facilitate specific projects and implement initiatives.

Community Action Plan (CAP)

The CAP provides a framework for achieving the mandate of the Immigration Partnership. It focuses on actions that can be accomplished through building upon existing community strengths and the formation of strong partnerships. The first CAP was developed in 2010 and was subsequently reviewed in 2011 and 2013. During this period, the Immigration Partnership released a number of documents to further understand some of the identified gaps, including the Settlement Systems Mapping Project, Mental Health Services Inventory, and the Employment Services Inventory. To access these and other reports, visit the Immigration Partnership website at www.immigrationwaterlooregion.ca.

In 2013, Council provided direction for the Immigration Partnership to refresh and update the CAP to guide the Partnership over the upcoming three years. This involved assessing past progress (refer to the Progress Update 2011-2013 on the Immigration Partnership website) as well as setting future priorities through extensive consultation with immigrants, service providers, settlement agencies, community agencies, government representatives, and employers throughout summer and fall 2013.

During the CAP update process, there was emphasis on communication and collaboration across the pillars as well as creating clarity around the purpose and impact of the Immigration Partnership. This approach was informed by recommendations emerging out of the Developmental Evaluation 2011-2012 that assessed the impact of the Immigration Partnership.

While some issues in the community have remained consistent in the various pillar areas since 2010, the current CAP goes beyond identifying issues to include focused, purposeful and actionable activities for change. The evolution of the CAP also corresponds with the Immigration Partnership's increased presence, strong relationships in the community and ability to mobilize system change activity.

The CAP includes 10 overarching goals and related strategic directions (not listed in order of importance), 24 priority action areas and many possible activities across the three pillar areas. For the list of possible activities, refer to the Full Report on the Immigration Partnership website. The CAP reflects the deep appreciation that the Immigration Partnership is focused on complex community issues that defy simple and linear solutions, and that the needs and circumstances of the community may change over time. As such, emphasis has been placed on the importance of nimbleness and flexibility.

Implementation of the CAP

The CAP will be implemented collaboratively by steering groups and community members with support from the Immigration Partnership Council and the Immigration Partnership staff team. Implementation will involve both engaging new partners and supporting related activities that are led by other local community groups and organizations. This collaborative approach is essential to developing creative and timely solutions that foster an inclusive and welcoming community for immigrants in Waterloo Region.

Steering group implementation plans detail and prioritize activities with the goal of making progress on all priority action areas by the end of 2016. There are opportunities for cross-collaboration as some priority action areas and activities extend across more than one pillar area. An annual report to the community is proposed for release in March 2015 to report on CAP progress.

The pages that follow include the core action plans for the Settle, Work and Belong Pillars.

SETTLE

Strategic Direction 1

Strengthen awareness of and access to community supports for immigrants and refugees

Overarching Goal: Improve quality of life for immigrants and refugees

- 1.1 Develop community supports for refugee claimants specifically geared toward their first eight weeks in Waterloo Region
- 1.2 Work with mental health service providers to improve service delivery through increased awareness of immigrant and refugee-specific issues

Strategic Direction 2

Strengthen awareness of and access to healthcare supports for immigrants and refugees

Overarching Goal: Improve health outcomes for immigrants and refugees

- 2.1 Develop an education strategy for health service providers to improve service delivery to immigrants and refugees
- 2.2 Work with the Waterloo Wellington Local Health Integration Network (WWLHIN) to prioritize services for immigrants and refugees
- 2.3 Building on past work, implement and enhance existing protocols for access to interpretation services within the healthcare system

Strategic Direction 3

Strengthen awareness of and access to education and language supports for immigrants and refugees

Overarching Goal: Reduce barriers to settlement and maximize positive outcomes for immigrants and refugees

- 3.1 Strengthen partnerships with school boards to ensure that immigrant and refugee children are welcomed and encouraged
- 3.2 Develop an integrated English as a Second Language learning model for adults focused on practical use of language

Strategic Direction 4

Reduce housing-related barriers for immigrants and refugees

Overarching Goal: Increase the stock, quality and accessibility of affordable housing for immigrants and refugees

- 4.1 Define and address issues related to accessible, affordable and quality housing for immigrants and refugees
- 4.2 Enhance the existing Emergency Shelter referral protocol to include settlement services

WORK

Strategic Direction 5

Increase awareness of and opportunities related to immigrant employment

Overarching Goal: Enhance immigrant access to the skills and supports needed to gain and retain meaningful employment

- 5.1 Develop and deliver employment preparation courses for immigrants
- 5.2 Enhance job retention supports for immigrants
- 5.3 Increase knowledge of and referral to community support services among employment service providers

Strategic Direction 6

Strengthen employer understanding of the value of creating a more diverse workforce

Overarching Goal: Enhance employment opportunities for immigrants and increase employer recognition of the high value of the skills and experience immigrant employees can bring to Waterloo Region

- 6.1 Develop and deliver diversity training for employers
- 6.2 Develop strategies and tools to encourage employers to hire immigrants
- 6.3 Provide support to relevant economic/workforce development initiatives to identify existing skills, address gaps, and work with community partners to attract employers and skilled immigrants to the region

Strategic Direction 7

Streamline/maximize employer access to immigrant talent

Overarching Goal: Increase immigrant connections to potential employment opportunities

- 7.1 Develop a common access point for employers looking to hire immigrants (i.e., virtual, physical)



BELONG

Strategic Direction 8

Increase public awareness of the value of a diverse and welcoming community

Overarching Goal: A culture of inclusivity in a diverse and welcoming community

- 8.1 Develop and implement a public education campaign to increase cultural sensitivity
- 8.2 Increase understanding and respond to issues of immigrant isolation

Strategic Direction 9

Promote civic education, participation and leadership for immigrants

Overarching Goal: A cohesive community with an inclusive civic identity and enhanced immigrant participation in civic affairs

- 9.1 Develop an initiative to increase immigrant awareness of services provided by Municipal/Regional government and the school systems
- 9.2 Strengthen immigrant participation in the Municipal process
- 9.3 Create/enhance immigrant leadership development programs

Strategic Direction 10

Promote community-wide organizational change to ensure inclusive practices

Overarching Goal: Organizational practices that facilitate full immigrant participation in political, economic, social and cultural life

- 10.1 Support organizations to enhance, develop and/or implement inclusive practices
- 10.2 Share strategies and develop initiatives for parenting in a new society
- 10.3 Strengthen partnerships with school boards to ensure that immigrant and refugee children are welcomed and encouraged



Background of the Immigration Partnership

History and Establishment

The Immigration Partnership is a community-wide initiative focused on facilitating the successful settlement, integration and community involvement of immigrants in Waterloo Region. It was created with the conviction that successful settlement and integration is mutually beneficial - involving both immigrants and the broader community in a process of mutual learning and inter-relatedness. "Immigrants" includes people who immigrated a long time ago or more recently, refugees and refugee claimants, immigrants who are and are not Canadian citizens and all newcomers to Canada, who are living in Waterloo Region.

Planning for the Immigration Partnership began in 2009 and was supported by funding from Citizenship and Immigration Canada (CIC). Throughout 2009 and 2010, the Waterloo Region Immigrant Employment Network (WRIEN), the Region of Waterloo and other community partners developed a local immigration partnership structure and Community Action Plan that included the following Immigration Partnership vision, mission and mandate:

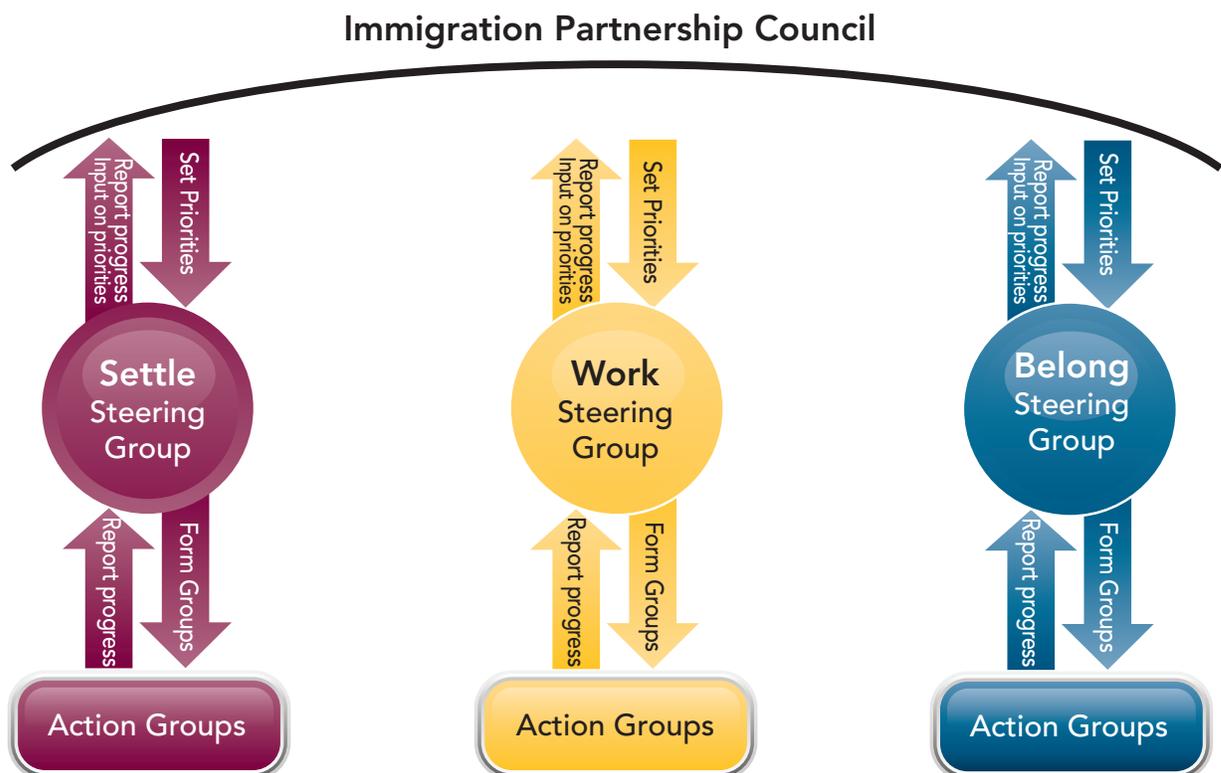
- Vision:** Waterloo Region will be a community where immigrants and refugees settle, work and belong.
- Mission:** The Immigration Partnership helps facilitate successful settlement, integration and community involvement of immigrants and refugees in Waterloo Region.
- Mandate:** We create and enhance partnerships and implement collaborative strategies, specifically through:
- Coordination and information sharing: promoting and building partnerships; planning and strategically setting priorities; providing advice and direction on key initiatives; seeking input from various groups/sectors and immigrants; sharing between groups; communicating to the broader community; speaking with a unified voice.
 - Planning and implementing strategies for change: identifying and addressing local immigrant issues; acting as a catalyst for collective and coordinated action; working for policy change; seeking out resources; public education.

Local Immigration Partnership Structure

In 2011, further funding from CIC was received to develop and implement actions and the Immigration Partnership was officially launched in January 2012. A partnership Council consisting of cross-sector, community stakeholders including business, health care, education, settlement services, immigrants, and municipal government was formed to guide implementation of the strategic activities. Three different pillars were established: Settle, Work and Belong, along with associated steering groups.

Steering groups are comprised of a broad and diverse range of stakeholders and are responsible for working in collaboration with community partners to identify and address priorities for the Immigration Partnership. Priorities may be addressed through steering groups and/or action groups to facilitate specific projects and implement initiatives. The multi-layered structure of the Immigration Partnership is shown in Figure 1. Additional information can be found on the Immigration Partnership website at www.immigrationwaterlooregion.ca.

Figure 1: Structure of the Immigration Partnership



Importance of the Work

From a community perspective, immigration has a number of benefits including, population growth, labour force composition, economic development, contribution to the local economy and social and cultural life of the community. Also, when immigrants and refugees are able to successfully settle, integrate and meaningfully contribute to the community, their life satisfaction and health outcomes will improve.¹

Population Growth

Immigration is an important component of population growth in Waterloo Region – this growth attracts new business and builds on economic strength. From 2001 to 2006 the immigrant population in Waterloo Region grew by 13.6 per cent, almost twice the growth seen in the non-immigrant population at 7.3 per cent. The arrival of foreign-born residents to Waterloo Region will continue to influence the evolving characteristics of our local population.²

Labour Force Composition

Immigrants are an important part of the region's workforce. Between 2001 and 2006, the number of working age immigrants in the region increased by over 13,000 people (13 per cent). As of 2006, immigrants represented 26 per cent of the area's total Labour Force or approximately 70,000 people. Their share of the Canadian Labour Force is expected to grow as Statistics Canada estimates that any net growth (i.e., births minus deaths) will be dependent upon immigrants.³

Did you know?

In 2013, there were 7,030 international students attending university or college in Waterloo Region.

Economic Development

Immigrants bring a range of diverse skills, education, qualifications and creative insight to companies and organizations. These skills and experiences offer employers global expertise, access to global markets, foreign investment opportunities and an increased understanding of new business practices.⁴ It also makes economic sense to provide immigrants with opportunities to use their full potential. The Conference Board of Canada (2005) found that underutilizing the skills of internationally trained individuals costs Canada between \$3.4-5 billion per year in lost productivity.

Did you know?

The Mennonite Coalition for Refugee Support reported that over the past five years, they served approximately 795 refugee claimants. The majority of people arrived from Afghanistan, Colombia, Congo, El Salvador, Honduras, Iraq, Mexico, Palestine and Syria.

Contribution to the Local Economy

When immigrants arrive, they not only fill gaps in the work force but pay taxes and spend money on housing, transportation and consumer goods. These ripple effects to the local economy continue to increase as immigrants are working to their full potential.⁵

Did you know?

The Kitchener-Waterloo Multicultural Centre reported that over the past five years, the majority of immigrants they served arrived from Iran, Iraq, Egypt, Syria, China, Columbia and Serbia.

Social and Cultural Life of a Community

As immigrants become settled, the community can benefit from new cultural celebrations and more diverse cultural foods, music and arts at local festivals.⁶



Statistics at a Glance – Immigration in Waterloo Region

Waterloo Region Population

According to the 2011 Censusⁱ, Waterloo Region has a total population of 507,096. The region is made up of three urban municipalities, Cambridge, Kitchener and Waterloo, and four rural townships; North Dumfries, Wellesley, Wilmot and Woolwich.

Between 2006 and 2011 the region's population increased by 6.1 per cent. This was a smaller increase than the nine per cent growth seen from 2001 to 2006, but exceeded the provincial and national growth rates over the same time period. In comparison to all municipalities in Ontario, the Region of Waterloo's growth rate ranked eighth and experienced a larger increase than some of Ontario's largest cities including Toronto and Hamilton⁷.

Of the total population, 108,720 (23.1 per cent) are immigrantsⁱⁱ coming from over 150 countries and 3,910 (0.8 per cent) are non-permanent residents.ⁱⁱⁱ These numbers are lower than for the province as a whole at 28.5 per cent and 1.1 per cent respectively. Statistics Canada predicts that by 2031, the proportion of immigrants will increase to between 26.6 and 32.2 per cent of the total population in Waterloo Region.⁸

Did you know?

Over the past five years, Reception House of Waterloo Region served 1,137 government-supported refugees from a variety of areas including: Afghanistan, Columbia, Congo, Ethiopia, Eritrea, Iran, Iraq, Kenya, Myanmar, Somalia and Sudan.

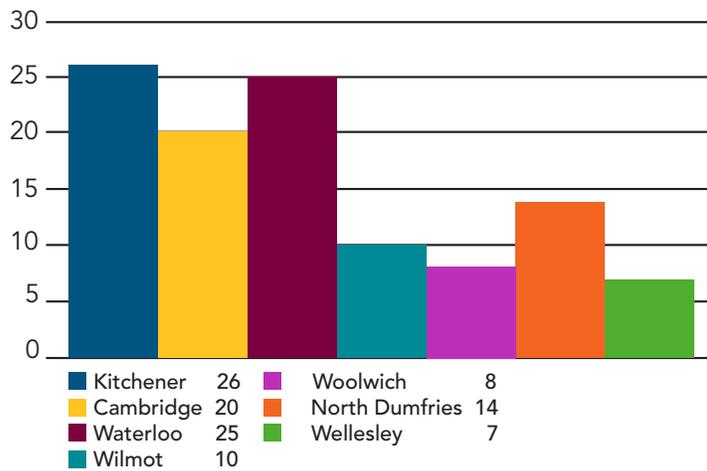
ⁱ Data points have been obtained from the 2011 National Household Survey (NHS). Where specific data points have not yet been released, we have also incorporated some 2006 data. Due to a change in methodology of the NHS, it is necessary to interpret its results with caution. Census data comprises the Kitchener-Waterloo-Cambridge Central Metropolitan Area (CMA) which does not include Wilmot and Wellesley. Therefore, numbers would be slightly higher than reported.

ⁱⁱ Immigrant refers to a person who is or has ever been a landed immigrant/permanent resident. This person has been granted the right to live in Canada permanently by immigration authorities. Some immigrants have resided in Canada for a number of years, while others have arrived recently. Some immigrants are Canadian citizens, while others are not. Most immigrants are born outside Canada, but a small number are born in Canada. In the 2011 National Household Survey, 'Immigrants' includes immigrants who landed in Canada prior to May 10, 2011.

ⁱⁱⁱ Non-permanent resident refers to a person from another country who has a work or study permit, or who is a refugee claimant, and any non-Canadian-born family member living in Canada with them.

Immigrants as a percentage of the population are much higher in region's cities (average of 23.6 per cent) than in the townships (average of 9.75 per cent).⁹ See Figure 2.

Figure 2: Immigrants as percentage of population in Waterloo Region cities and townships



Source: Statistics National Household Survey Catalogue no 99-004-XWE

Did you know?

According to the Region of Waterloo Public Health Department, there are approximately 20 per cent more recent immigrants who live in the Waterloo Region than the number that initially directly immigrated here (called secondary migration).

Age, Language and Cultural Composition

Immigrants continue to be influential in the evolving characteristics of our local population in terms of age, language and cultural composition.

Age

The median age of immigrants in Waterloo Region was 30 years compared to 34 for immigrants at the provincial level.¹⁰ Note that the median is the 50th percentile – the point at which half the group fall below and above.

Language

In 2011, 58.7 per cent of the immigrant population spoke English or French most often at home. Meanwhile, the three most frequently reported non-official languages spoken most often at home were Portuguese, Spanish and Serbian.¹¹ In total, 98.4 per cent of the entire region's population had knowledge of one of Canada's official languages.¹²

Cultural Composition

According to Statistics Canada, in 2011 the three most common countries of birth for immigrants living in Waterloo Region were United Kingdom, Portugal and India (refer to Table 1).¹³

Did you know?
Over the past five years, the top requested languages for face-to-face interpretation through the Kitchener-Waterloo Multicultural Centre were Arabic, Spanish, Farsi, Somali, Vietnamese and Serbo-Croatian.

Table 1: Immigrants by top country of birth and non-official language spoken at home

Data Point	Waterloo Region	Ontario
Top countries of birth	United Kingdom Portugal India	India United Kingdom China
Top non-official languages spoken at home	Portuguese Spanish Serbian	Cantonese Chinese Punjabi

Poverty

In 2006, approximately 5,100 recent immigrants, or 30.2 per cent of all individuals who immigrated to Canada within the last five years in Waterloo Region had low income. This rate was 10.2 per cent in Waterloo Region for the population-at-large.¹⁴ Immigrants in general are more likely to be living in poverty than the Canadian-born and are much more likely to depend upon their families rather than government transfers for financial support.¹⁵

Community Action Plan (CAP) Update 2014-2016

Community Action Plan (CAP)

The CAP provides a framework for achieving the mandate of the Immigration Partnership. It focuses on actions that can be accomplished through building upon existing community strengths and the formation of strong partnerships. The first CAP was developed in 2010 and was subsequently reviewed in 2011 and 2013. During this period, the Immigration Partnership released a number of documents to further understand some of the identified gaps, including the Settlement Systems Mapping Project, Mental Health Services Inventory, and the Employment Services Inventory. To access these and other reports, visit the Immigration Partnership website at www.immigrationwaterlooregion.ca.

In 2013, Council provided direction for the Immigration Partnership to refresh and update the CAP to guide the Partnership over the upcoming three years. The first step involved reviewing previous CAP achievements through the completion of the Progress Update Report for 2011-2013 (refer to Immigration Partnership website). This report outlined the many actions completed or in progress as well as those that were not able to be initiated. It showed the impact of the Immigration Partnership to be:



- Increased participation of immigrants at community events
- Strengthened awareness of experiences and challenges faced by immigrants
- Increased knowledge of issues related to immigration
- Creation of a platform for priority areas to be addressed through the coordination of community partners
- Creation of opportunities and acting as a vehicle for collaboration

Next, the development of the CAP involved setting future priorities through extensive consultation with immigrants, service providers, settlement agencies, community agencies, government representatives, and employers throughout summer and fall 2013. For a full list of participants who attended the consultations, please refer to Appendix B. Throughout this process, there was emphasis on communication and collaboration across the pillars as well as creating clarity around the purpose and impact of the Immigration Partnership. This approach was informed by recommendations emerging out of the Developmental Evaluation 2011- 2012 that assessed the impact of the Immigration Partnership.

While some issues in the community have remained consistent in the various pillar areas since 2010, the CAP 2014-2016 goes beyond identifying issues to include focused, purposeful and actionable activities for change. The evolution of the CAP also corresponds with the Immigration Partnership's increased presence, strong relationships in the community and ability to mobilize system change activity.

Components of the CAP

The current CAP includes 10 overarching goals and related strategic directions (not listed in order of importance), 24 priority action areas and many possible activities across the three pillar areas. The CAP reflects the deep appreciation that the Immigration Partnership is focused on complex community issues that defy simple and linear solutions, and that the needs and circumstances of the community may change over time. The Immigration Partnership understands the need for nimbleness and flexibility.



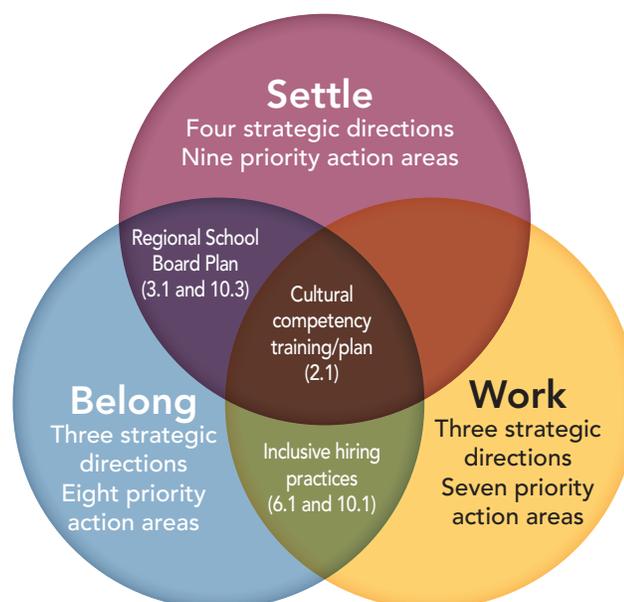
Implementation of the CAP

The CAP will be implemented collaboratively by steering groups and community members with support from the Immigration Partnership Council and the Immigration Partnership staff team. Implementation will involve both engaging new partners and supporting related activities that are led by other local community groups and organizations. This collaborative approach is essential to developing creative and timely solutions that foster an inclusive and welcoming community for immigrants in Waterloo Region.

Steering group implementation plans prioritize activities and will include details around delegation of tasks and the establishment of time-limited action groups, with the goal of making progress on all priority action areas by the end of 2016. Although steering groups will be responsible for implementing actions identified within their respective pillar area, there will also be opportunities for cross-collaboration as some priority action areas and activities extend across multiple areas. Some opportunities for collaboration identified during the CAP update are identified in Figure 3.



Figure 3: Collaboration across pillars



- 2.1 - Cultural competency training
(led by Settle Pillar with expertise to be drawn from Work and Belong Pillars)
- 6.1/10.1- Explore organizational incentives to implement inclusive hiring practices
(Belong and Work Pillars)
- 3.1/10.3 - Strengthen partnerships with school boards to ensure that immigrant and refugee children are welcomed and encouraged (Settle and Belong Pillars)

It is anticipated that additional emerging opportunities for collaboration will arise as actions are addressed throughout the timeframe of the CAP. Emphasis will also be placed on communication among the three pillars by sharing meeting minutes, coordinating networking and holding information-sharing meetings to advance the collective work of the Immigration Partnership.

CAP Communication

A plan has been established to guide all communication activities of the CAP and is available on the Immigration Partnership website. It is intended that an annual report to the community will be released to measure progress of the actions included in the CAP. The first of these reports will be completed in March 2015.

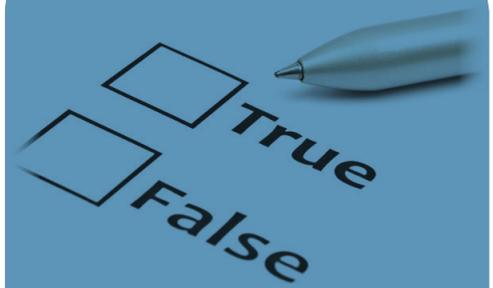
Next Steps and Progress

Baseline measures and indicators for overarching goals will be established during the development of steering group implementation plans. Progress towards achieving outcomes may also be collected through focus groups, 1:1 interviews and surveys.

As the Immigration Partnership is focused on complex community issues, it can be challenging to develop robust evaluation measures. However, evaluating the Immigration Partnership through the CAP progress will provide useful feedback to the community and will be instrumental to guide planning and future decision-making both locally and at the broader level.

In the past, a Developmental Evaluation framework was used to measure the effectiveness of the Immigration Partnership. The evaluation framework used to measure progress toward actions in the current CAP will be determined over the initial months of the Plan's implementation. Through this process, it may be necessary to seek out other expertise and resources necessary for rigorous evaluation.

Assess your knowledge!



To assess your comprehension of the CAP Full Report, try completing the True/False Quiz (Appendix C)

Pillar Group Action Plans

This section presents the pillar-specific action plans: Settle, Work and Belong.

Settle Pillar

Settlement focuses on transitional issues faced by newcomers as they arrive in Waterloo Region. The emphasis in the Settle Pillar includes the enhancement of settlement services provided by settlement organizations as well as mainstream organizations. This definition emphasizes that successful settlement is a mutually beneficial outcome of services for immigrants and refugees. Immigrants and refugees benefit through greater and more meaningful participation in society. Society also benefits from realizing the human resources presented by immigrant and refugee communities.

Did you know?

It was identified in the Settlement Systems Mapping Project Report that there are two primary agencies serving all of the immigrant cohorts in Waterloo Region: YMCA Immigrant Services and Kitchener-Waterloo Multicultural Centre.

Settle Pillar Action Plan

Note that the list of possible activities is not intended to be exhaustive. Priorities could evolve as a result of shifting landscapes (e.g., funding, policy changes, political support) over the life of the plan

Strategic Direction 1 Strengthen awareness of and access to community supports for immigrants and refugees	
Overarching Goal: Improve quality of life for immigrants and refugees	
Priority Action Area	Possible activities
1.1 Develop community supports for refugee claimants specifically geared toward their first eight weeks in Waterloo Region	<ul style="list-style-type: none"> Collaborate with stakeholders to develop and expand supports for refugee claimants in the following areas: personal needs items, food, clothing, housing, transportation and healthcare
1.2 Work with mental health service providers to improve service delivery through increased awareness of immigrant and refugee-specific issues	<ul style="list-style-type: none"> Collaborate with stakeholders to develop and expand supports for refugee claimants in the following areas: personal needs items, food, clothing, housing, transportation and healthcare Strengthen engagement with mental health service providers to ensure that services delivered are culturally sensitive and non-stigmatizing Complete a mental health services mapping project that includes recommendations for addressing the needs of immigrants and refugees Ensure that immigrants are aware of all mental health resources available

Strategic Direction 2

Strengthen awareness of and access to healthcare supports for immigrants and refugees

Overarching Goal: Improve health outcomes for immigrants and refugees

Priority Action Area	Possible activities
2.1 Develop an education strategy for health service providers to improve service delivery to immigrants and refugees	<ul style="list-style-type: none">• Strengthen engagement with health service providers• Conduct a scan and identify promising practices related to education and training for health service providers• Identify key health service providers to whom the training could be provided as well as those who could assist with training delivery• Implement cultural competency training and/or support existing initiatives• Work with healthcare providers to deliver training or workshops with Continuing Medical Education credits
2.2 Work with the Waterloo Wellington Local Health Integration Network (WWLHIN) to prioritize services for immigrants and refugees	<ul style="list-style-type: none">• Engage WWLHIN in the work of the Immigration Partnership• Develop a local strategy related to refugee and immigrant health
2.3 Building on past work, implement and enhance existing protocols for access to interpretation services within the healthcare system	<ul style="list-style-type: none">• Broaden and continue to strengthen engagement with hospitals and medical centres

Strategic Direction 3

Strengthen awareness of and access to education and language supports for immigrants and refugees

Overarching Goal: Reduce barriers to settlement and maximize positive outcomes for immigrants and refugees

Priority Action Area	Possible activities
3.1 Strengthen partnerships with school boards to ensure that immigrant and refugee children are welcomed and encouraged	<ul style="list-style-type: none">• Explore existing school board diversity plans/strategies• Support the development or enhancement of school board diversity plans/strategies, as necessary
3.2 Develop an integrated English as a Second Language learning model for adults focused on practical use of language	<ul style="list-style-type: none">• Conduct a scan of existing ESL curriculum to determine how practical/conversational language is currently incorporated and make recommendations, as appropriate• Consider the use of technology to accelerate learning



Strategic Direction 4

Reduce housing-related barriers for immigrants and refugees

Overarching Goal: Increase the stock, quality and accessibility of affordable housing for immigrants and refugees

Priority Action Area	Possible activities
4.1 Define and address issues related to accessible, affordable and quality housing for immigrants and refugees	<ul style="list-style-type: none">• Conduct a literature review and gather local information on immigrant-specific housing issues• Connect with existing housing stability groups in the area to identify connections with people, projects, plans and policies• Strengthen relationships with the appropriate groups identified• Form a group to address housing issues faced by immigrants, as necessary
4.2 Enhance the existing Emergency Shelter referral protocol to include settlement services	<ul style="list-style-type: none">• Strengthen existing partnerships with the housing stability system• Collaborate with emergency shelters to include settlement services in the Emergency Shelter referral protocol



Work Pillar

The Work Pillar is focused both on the employer and the immigrant job seeker. It is committed to developing relationships with employers and increasing their awareness of recruiting, hiring and retaining Internationally Trained Individuals (ITI's). The Pillar is also dedicated to working in partnership with employment service providers to ensure that ITI's can increase their potential to find meaningful work in Waterloo Region.

Work Pillar Action Plan

Note that the list of possible activities is not intended to be exhaustive. Priorities could evolve as a result of shifting landscapes (e.g., funding, policy changes, political support) over the life of the plan

Strategic Direction 5 Increase awareness of and opportunities related to immigrant employment	
Overarching Goal: Enhance immigrant access to the skills and supports needed to gain and retain meaningful employment	
Priority Action Area	Possible activities
5.1 Develop and deliver employment preparation courses for immigrants	<ul style="list-style-type: none"> • Courses may include: soft skills training, Canadian workplace culture, occupational preparedness process training (sector-specific, job specific), survival jobs to successful careers • Promote accessibility of courses to all immigrants and refugees • Invite immigrants to share stories of achieving meaningful employment
5.2 Enhance job retention supports for immigrants	<ul style="list-style-type: none"> • Expand capacity of Internship/Mentorship programs • Broaden eligibility to immigrants and refugees for existing retention supports
5.3 Increase knowledge of and referral to community support services among employment service providers	<ul style="list-style-type: none"> • Collaborate with relevant stakeholders to identify a process for coordinating and sharing information related to community supports for immigrants

Strategic Direction 6

Strengthen employer understanding of the value of creating a more diverse workforce

Overarching Goal: Enhance employment opportunities for immigrants and increase employer recognition of the high value of the skills and experience immigrant employees can bring to Waterloo Region

Priority Action Area	Possible activities
<p>6.1 Develop and deliver diversity training for employers</p>	<ul style="list-style-type: none"> • Explore promising practices locally and in other communities • Offer information related to hiring practices of immigrants
<p>6.2 Develop strategies and tools to encourage employers to hire immigrants</p>	<ul style="list-style-type: none"> • Explore existing strategies and tools • Develop a marketing strategy which may include: <ul style="list-style-type: none"> o fact-based, clearly articulated reasons to hire immigrants o Return on Investment (ROI) case study o recognition event with media presence to honour inclusive employers o specific outreach to small and medium-sized businesses focusing on reducing the complexity of recruiting and hiring immigrants
<p>6.3 Provide support to relevant economic/workforce development initiatives to identify existing skills, address gaps, and work with community partners to attract employers and skilled</p>	<ul style="list-style-type: none"> • Partner with Economic Development departments and the local Workforce Planning Board • Support labour market research • Support knowledge transfer of gaps to employment service providers, academic institutions and job seekers

Strategic Direction 7

Streamline/maximize employer access to immigrant talent

Overarching Goal: Increase immigrant connections to potential employment opportunities

Priority Action Area	Possible activities
7.1 Develop a common access point for employers looking to hire immigrants (i.e., virtual, physical)	<ul style="list-style-type: none">• Develop a coordinated strategy/approach with service providers to profile immigrant talent to employers• Leverage existing tools such as Linked In and Skills International• Test sustainable funding for one pilot program. Could include Corporate sponsorship, fees for service, percentage from HRPAO/Chamber Associations

Did you know?

According to Statistics Canada (2010), only 24 per cent of internationally-trained individuals work in their profession, compared to 62 per cent of people who are Canadian-trained.



Belong Pillar

Belonging is usually a longer term process than settlement and involves both immigrants and the broader community engaging in a process of mutual learning and inter-relatedness. The focus for this Pillar is on making Waterloo Region a more inclusive community.

Did you know?
For the Belong Pillar, belonging is defined as “an essential human need to be accepted and valued by others in order to reach one’s full potential in connecting, participating, integrating and thriving in the community.”

Belong Pillar Action Plan

Note that the list of possible activities is not intended to be exhaustive. Priorities could evolve as a result of shifting landscapes (e.g., funding, policy changes, political support) over the life of the plan

Strategic Direction 8 Increase public awareness of the value of a diverse and welcoming community	
Overarching Goal: A culture of inclusivity in a diverse and welcoming community	
Priority Action Area	Possible activities
8.1 Develop and implement a public education campaign to increase cultural sensitivity	<ul style="list-style-type: none"> • Say Hi-inspired campaign • Speakers bureau • Neighbours knowing neighbours campaign • Immigrant nomination action group
8.2 Increase understanding and respond to issues of immigrant isolation	<ul style="list-style-type: none"> • Conduct a scan and identify promising practices related to immigrant isolation in other communities • Engage in additional local action research around who is isolated and why, as necessary • Share research findings broadly throughout the community • Propose programs/services (e.g., a welcome pass for new immigrants and refugees to improve accessibility to arts, culture and leisure opportunities)

Strategic Direction 9

Promote civic education, participation and leadership for immigrants

Overarching Goal: A cohesive community with an inclusive civic identity and enhanced immigrant participation in civic affairs

Priority Action Area	Possible activities
9.1 Develop an initiative to increase immigrant awareness of services provided by Municipal/Regional government and the school systems	<ul style="list-style-type: none">• Information sessions, tours, meeting councillors• Host events at City Halls and Councils with immigrants to learn about the civic structure (e.g., Citizenship Ceremony)
9.2 Strengthen immigrant participation in the Municipal process	<ul style="list-style-type: none">• Support All Candidates Meeting• Promote immigrant leadership
9.3 Create/enhance immigrant leadership development programs	<ul style="list-style-type: none">• Training/information for immigrants and local leaders• Training/information for boards and groups• Mentorship/connections and linkages (e.g., Newcomer on Board)



Strategic Direction 10

Promote community-wide organizational change to ensure inclusive practices

Overarching Goal: Organizational practices that facilitate full immigrant participation in political, economic, social and cultural life

Priority Action Area	Possible activities
10.1 Support organizations to enhance, develop and/or implement inclusive practices	<ul style="list-style-type: none">• Explore organizational incentives to implement inclusive hiring practices• Profile organizations who have demonstrated inclusive practices (education, municipal, public service, private sector and non-profit sectors)• Promote inclusion processes and systems for board diversity• Encourage volunteering and promote ways to support people through the stages of volunteering• Develop and share an anti-discriminatory language resource guide
10.2 Share strategies and develop initiatives for parenting in a new society	<ul style="list-style-type: none">• Collaborate with family service providers and families• Develop Parenting in a New Society Training for delivery by service providers
10.3 Strengthen partnerships with school boards to ensure that immigrant and refugee children are welcomed and encouraged	<ul style="list-style-type: none">• Explore existing school board diversity plans/strategies• Support the development or enhancement of school board diversity plans/strategies, as necessary

Appendix A: CAP Update Process: Summer to Fall 2013

1. **Community Input Survey** (August to Sept 2013)

- Received 84 responses
- Enquired into challenges/opportunities for immigrants, as well as trends and priorities for immigration

2. **Council CAP Consultation** (October 2013)

- 15 Council members in attendance
- Set the context, identified trends and projections and determined larger strategic directions.

**Data from the Community Input Survey and the Council CAP Consultation sessions were summarized and provided to Pillar groups as reference during their consultation

3. **Pillar Group Consultations** (November 2013)

- Three sessions held (Work, Settle and Belong Pillars)
- 46 partners in attendance
- Identified priority action items to support each of the pillar objectives to be included in the 2014-2016 plan
- Pillar Groups were asked:
 - What are some things that are underway or new initiatives that could be started that can be completed by the end of 2016 OR
 - What are some things that are underway or new initiatives that could be started that would extend past the 2016 time frame?

4. **Collective Community Check-in Meeting** (December 2, 2013)

- 33 partners in attendance
- Almost 50 per cent identified as being an employee/volunteer in community, justice, health or social services, 20 per cent as community members, 20 per cent as government employees and 10 per cent as a representative of a small or large employer in the private sector

- Mix of people from the Settle, Work and Belong Pillars as well as Council
- Reviewed CAP development process (survey, other consultations, collating information)
- Walked through draft actions as determined through the consultations
- Participated in an electronic voting process where everyone in the room was able to rate the importance level of each action to be included in the CAP (e.g., very important, moderately important, not too important, not important at all) as well as to determine which top three actions in each of the pillars was most important to include in the CAP
- Participated in a POWER Tool exercise (positive, objections, what else, enhancements, and remedies) to strengthen and refine the plan

Appendix B: CAP Consultation Participants

Council Consultation

October 9, 2014

Jan Bockmaster
Asnake Dabala
Peter Donahue
John Haddock
Lucia Harrison
Karen Hiltz
Theron Kramer
Ana Luz Martinez
Ian McLean
Kelly McManus
Lynn Randall
Lyn Royce
Karen Spencer
Jan Varner

Settle Pillar Consultation

November 4, 2013

Cathy Bossenberry
Eric Goldberg
Lynne Griffiths-Fulton
Kristin Johnson-Perlock
Mira Malidzanovic
Eliseo Martell
Ana Luz Martinez
Magnus Mfoafo-M'Carthy
Mary Mueller
Heidi Newton
Sharon Schmidt
Sherry White

Work Pillar Consultation

November 4, 2013

Marilena Benak
Jessie Eulenberg
Kristin Fox
Andrea Leis
Sheila McIntosh
Ian McLean
Marlene Meechan
Maryam Naji
Lil Premsukh
Kirsty Roberts
John Rose
Rebecca Roy
Carol Simpson
Vincent Suh
Cindy Tarasow

Appendix B: CAP Consultation Participants *continued*

**Belong Pillar
Consultation**

November 5, 2013

Asma Alawahsh
Iman Arab
Romany Arnold
Jan Bockmaster
Diane Boston-Nyp
Lorie Fioze
Lisset Jacinto
Kelly Kipfer
Fauzia Mazhar
Jassy Narayan
Janice Ouellette
Joseph Oywak
Diana Palmer-Velasco
Tom Reitz
Bojana Savic
Dan Vanderbelt
Jenna Voisin

Immigration Partnership Collective CAP Meeting

December 2, 2013

Shelley Adams	Eliseo Martell
Asma Al'Wahsh	Ana Luz Martinez
Marilena Benak	Maryam Naji
Jan Bockmaster	Jassy Narayan
Peter Donahue	Heidi Newton
Dina Etmanskie	Janice Ouellette
Lorie Fioze	Diana Palmer-Velasco
Kristin Fox	Lil Premasukh
Gael Gilbert	Lynn Randall
Eric Goldberg	Laura Reidel
John Haddock	Lyn Royce
Lisset Jacinto	Colleen Sargeant
Theron Kramer	Bojana Savic
Kristin Johnson-Perlock	Sharon Schmidt
Andrea Leis	Dan Vanderbelt
Mira Malidzanovic	Van Vilaysinh

Appendix C: True/False Quiz - Assess your Knowledge of the CAP Full Report

	True	False
Planning for the Immigration Partnership began in 2009. ^{iv}		
For the Immigration Partnership, the definition for immigrants “includes people who immigrated a long time ago or more recently, refugees and refugee claimants, immigrants who are and are not Canadian citizens and all newcomers to Canada, who are living in Waterloo Region.” ^v		
There are three pillar areas within the Immigration Partnership structure: Settle, Work and Belong. ^{vi}		
The first Community Action Plan was developed in 2014. ^{vii}		
Pillar group implementation plans will be developed to address actions included in the Community Action Plan. ^{xiii}		
Between 2006-2011, Waterloo Region’s growth rate exceeded the provincial and national growth rates. ^{ix}		
From 2001-2006, the immigrant population is growing at the same rate as the non-immigrant population in Waterloo Region. ^x		
Most immigrants have ample opportunities to use their diverse skills, education and qualifications in Canada. ^{xi}		
There are a higher number of immigrants in Waterloo Region’s townships than in its cities. ^{xii}		

^{iv} TRUE

^v TRUE

^{vi} TRUE

^{vii} FALSE: The first CAP was developed in 2010 and was subsequently updated in 2011 and 2013 to inform the implementation of the Pillar group work plans.

^{viii} TRUE

^{ix} TRUE

^x FALSE: From 2001 to 2006 the immigrant population in Waterloo Region grew by 13.6 per cent, almost twice the growth seen in the non-immigrant population at 7.3 per cent

^{xi} FALSE: The Conference Board of Canada (2005) found that underutilizing the skills of internationally trained individuals costs Canada between \$3.4-5 billion per year in lost productivity.

^{xii} FALSE: The Conference Board of Canada (2005) found that underutilizing the skills of internationally trained individuals costs Canada between \$3.4-5 billion per year in lost productivity.

Endnotes

- ¹ Thoits, P. and L. Hewitt. (2001) *Volunteer work and well-being*. Journal of Health and Social Behavior, 42, pp. 115–131.
- ² Region of Waterloo (updated February 2011). *Waterloo Region Profile: Statistics, Trends & Forecasts*. Available at: <http://www.regionofwaterloo.ca/en/regionalGovernment/resources/waterlooregionprofile.pdf>
- ³ Workforce Planning Board of Waterloo Wellington Dufferin (November 2009). *Employment & Income of Immigrants in Waterloo Region*. Available at: <http://chd.region.waterloo.on.ca/en/researchResourcesPublications/resources/EmploymentandIncome.pdf>
- ⁴ Burnaby Intercultural Planning Table. *Benefits of Multiculturalism*. Available at: <http://www.bipt.ca/community/benefits-multiculturalism>
- ⁵ Friesen, Joe (January 2013). *Why Canada Needs a Flood of Immigrants*. Available at: <http://www.theglobeandmail.com/news/national/time-to-lead/why-canada-needs-a-flood-of-immigrants/article4105032/?page=all>
- ⁶ Burnaby Intercultural Planning Table. *Benefits of Multiculturalism*. Available at: <http://www.bipt.ca/community/benefits-multiculturalism>
- ⁷ Region of Waterloo Planning, Housing and Community Services. 2011 *Census Bulletin #1*. Available at: <http://www.regionofwaterloo.ca/en/doingBusiness/resources/CensusBulletin-PopDwellFINAL.pdf>
- ⁸ Region of Waterloo Public Health (2006). *Immigrants and Growth: A Look at Health and Employment in Waterloo Region*. Available at: http://chd.region.waterloo.on.ca/en/researchResourcesPublications/resources/Immigrants_Growth.pdf
- ⁹ Kitchener and Waterloo Community Foundation (2013). *Waterloo Region's Vital Signs*. Available at: http://www.kwcf.ca/vital_signs
- ¹⁰ Statistics Canada. 2011 *NHS Focus on Geography Series – Kitchener – Cambridge – Waterloo*. Available at: <http://www12.statcan.gc.ca/nhs-enm/2011/as-sa/fogs-spg/Pages/FOG.cfm?lang=E&level=4&GeoCode=3530016>
- ¹¹ Ibid
- ¹² Region of Waterloo Planning, Housing and Community Services. 2011 *Census Bulletin #1*. Available at: <http://www.regionofwaterloo.ca/en/doingBusiness/resources/CensusBulletin-PopDwellFINAL.pdf>
- ¹³ Statistics Canada. 2011 *NHS Focus on Geography Series – Kitchener – Cambridge – Waterloo*. Available at: <http://www12.statcan.gc.ca/nhs-enm/2011/as-sa/fogs-spg/Pages/FOG.cfm?lang=E&level=4&GeoCode=3530016>
- ¹⁴ Region of Waterloo Public Health. (2010). *A series of public health briefs on low income status: Low income status in Waterloo Region in 1996, 2001 and 2006*. Waterloo, ON.
- ¹⁵ Fleury, D. (2007). *A study of poverty and working poverty among recent immigrants to Canada*. Human Resources and Social Development Canada. Available at: http://www.hrsdc.gc.ca/eng/publications_resources/research/categories/inclusion/2007/sp_680_05_07_e/page01.shtml