

# 2012



## Local Immigration Partnership Community Settlement Strategy



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## Message from the Chief Administrative Officer

The County of Simcoe is no stranger to growth, and as we continue to welcome new residents to the region, County Council knew essential steps were needed to ensure our newest residents feel welcome and at ease as they establish roots in their new surroundings.

By embracing newcomers, communities can benefit from an enhanced labour force, economic development opportunities, increased cultural exposure, and a larger tax base.

That is why the County of Simcoe was extremely pleased to have been approached by Citizenship and Immigration Canada in April 2011 to establish our own Local Immigration Partnership (LIP).

The County's LIP supports the development of local partnerships and community-based planning around the needs of newcomers. Through the LIP we hope to improve access to, and co-ordinate effective services that facilitate immigration settlement and integration, improve access to labour markets for immigrants, and strengthen local capacity to integrate immigrants.

According to the 2006 census – the most recent demographic statistics available for information based on ethnicity – more than 51,000 of 417,000 residents within Simcoe County (including the separated cities of Barrie and Orillia) identified themselves as immigrants. Of those newcomers, nearly 3,500 had arrived in Canada in the previous five years.

Since its establishment, our LIP has been busy drafting a three-year settlement strategy and action plan for the County of Simcoe, which you now hold in your hand.

A lot of hard work and dedication have gone into this strategy, including focus groups with new immigrants in the area, a community planning day, and extensive consultations with key partners and stakeholders.

We are already seeing the benefits of County Council's forethought and LIP's hard work, and I look forward to what will come next once the settlement strategy is finalized.



**Mark Aitken**  
Chief Administrative Officer  
County of Simcoe



## Message from the Partnership Council

The Simcoe County Local Immigration Partnership Council is pleased to unveil a vision that lays the cornerstone for the development of a welcoming and diverse community.

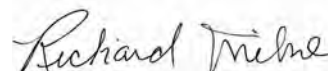
This plan provides our community a pathway to prepare to successfully welcome, integrate and retain the growing numbers of newcomers in our communities representing the changing mosaic of Canadian culture.

The demographics in our communities are changing, and an aging baby boom population in our workforce necessitates the attraction of experienced and skilled workers who will replace the looming exodus of workers supporting our local economy.

The Partnership Council members will be leaders in the implementation of this plan; working with community members to develop local solutions and new initiatives supporting the development of a diverse and welcoming community.




**Alison Pickard**  
Executive Director  
United Way  
*Partnership Council  
Co-Chair*

**Richard Milne**  
Councillor  
County of Simcoe  
*Partnership Council  
Co-Chair*

*“Whether we live together in confidence and cohesion; with more faith and pride in ourselves and less self-doubt and hesitation; strong in the conviction that the destiny of Canada is to unite, not divide; sharing in co-operation, not in separation or in conflict; respecting our past and welcoming our future.”*

~ Lester Pearson ~

# Simcoe County Local Immigration Partnership

## Members 2011/2012



Judy Adams	Regional Advisor	Ontario Ministry of Citizenship and Immigration
Edie Albisser	Settlement Officer - York	Canada Immigration and Citizenship
Heather Bebb	Executive Director	Catholic Family Services of Simcoe County
Darlene Brown	Vice-President, Enterprise Bridge Translations	Social Enterprise for Canada
Pierre Casault	Directeur général	Le Clé d'la Baie en Huronie
Deb Crawford	Service Delivery Manager	Ministry of Training, Colleges & Universities
Mac Greaves	Associate Dean	Aboriginal Studies, Apprenticeship, Community and Government Programs, Georgian College
Susan Green	Director	Newcomer Services YMCA
Albert Henriques	Executive Director	South Georgian Bay Community Health Centre
Vicki Howard	Family Services Manager	Simcoe Community Services
Rebecca James-Reid	Director of Strategic Initiatives	City of Barrie
Jennifer La Chapelle	CEO	Clearview Public Library
Robert Lamb	Manager	Economic Development - County of Simcoe
Dan Landry	Manager	Economic Development - City of Orillia
Susan Laycock	Executive Director	Simcoe Muskoka Workforce Development Board
Richard Lecours	Settlement Operations Manager	Citizenship and Immigration Canada
Sandra Lee	Project Manager	Local Immigration Partnership, County of Simcoe
Matt McCann	Principal, Continuing Education	Simcoe Muskoka Catholic District School Board
*Rick Milne	Councillor, Deputy Mayor	County of Simcoe, Township of New Tecumseth
Jamie Moran	Director	Ontario Works, County of Simcoe
Isabel Oliveira	Administrator	Bradford Immigrant and Community Services (BICS)
Carl Persaud	Consultant	Turning Points Group
Suzana Petrov	President and Facilitator	International Newcomers Group

\*Partnership Council Co-Chair

# Simcoe County Local Immigration Partnership Members 2011/2012



*Alison Pickard	CEO	United Way of Greater Simcoe County
Susan Plewes	Director, Integrated Health System Design	North Simcoe Muskoka Local Health Integration Network
Irena Pozgaj	Research Analyst	County of Simcoe
Paul Sloan	Superintendent	Simcoe County District School Board
Amy Speers	Branch Manager	Scotiabank-Yonge and Minets Point
Gail Webster	Inspector	OPP Central Region
Patricia Whittington	Manager	Government and Employment Programs, Georgian College
Kathy Willis	Executive Director	Huron Transition Homes
Rosemary Holt	Project Co-ordinator	Local Immigration Partnership, County of Simcoe
Robyn Wisken	Project Co-ordinator	Local Immigration Partnership, County of Simcoe

## Alternate Members

Janine Harris Wheatley	CEO	Essa Public Library
Tatiana Khrystynko	Program Co-ordinator	The Barrie Learning Centres and Newcomer Welcome Centre
Gabrielle Maurice	Health Promotion Co-ordinator	CSC CHIGAMIK Community Health Centre
Catherine Oosterbaan	Economic Development Officer	County of Simcoe



# Acknowledgements

The Simcoe County Local Immigration Partnership thanks the community for the tremendous response and feedback that took place to inform the development of this plan. The Local Immigration Partnership Council would like to thank:

- County Council for its foresight in supporting the development of the Local Immigration Partnership and subsequent activities and for its endorsement of this strategy
- The community members, institutions, agencies, boards and organizations that participated in consultations, online surveys, focus groups, and key informant interviews
- The Municipalities of Adjala-Tosoronto, Bradford West-Gwillimbury, Clearview, Collingwood, Essa, Innisfil, Midland, New Tecumseth, Oro-Medonte, Penetanguishene, Ramara, Severn, Springwater, Tay, Tiny, Wasaga Beach, and the separated cities of Barrie and Orillia. Within these municipalities, numerous departments worked with the Local Immigration Partnership to provide input and consider shared information for their own planning processes
- The Simcoe Muskoka Workforce Development Board for the activities it has already started to implement prior to the release of this plan
- The community members who have chosen to participate on the six sub-councils: education, employment, welcoming communities, human services, settlement, and business development
- The dedicated community leaders who have given their time to participating on the Partnership Council
- Citizenship and Immigration Canada for its financial support of the Local Immigration Partnership, and the development of this strategy
- The Provincial Ministry of Citizenship and Immigration for its interest in the Simcoe County Local Immigration Partnership and funding to support the development of an immigration portal for Simcoe County
- Ontario Ministry of Agriculture, Food, and Rural Affairs for CIRRO training and the launch of the community attractiveness tool.





# Background

The County of Simcoe started the initial phases of a Local Immigration Partnership in 2011. Letters of introduction were sent to community members, and an invitation was extended to participate on the Simcoe County Local Immigration Partnership Council.

The Partnership Council is comprised of numerous community leaders, including representatives from Georgian College, Simcoe County District School Board, Simcoe Muskoka Catholic District School Board, Simcoe Muskoka Workforce Development Board, Ontario Provincial Police, libraries, economic development offices, municipalities, politicians, North Simcoe Muskoka Local Health Integration Network, Community Health Centres, Francophone organizations, shelters, housing, family counselling and supports, settlement services, employment services, Ministry of Citizenship and Immigration, Ministry of Training, Colleges and Universities, Citizenship and Immigration Canada, and the United Way of Greater Simcoe County.

An extensive literature review pointed the Simcoe County Local Immigration Partnership to consider the development of sub-councils. The sub-councils emerged during the first year of the Local Immigration Partnership, and each group is at varying stages of development. The Simcoe County LIP Sub-councils include:

- **Business Development**
- **Education**
- **Employment**
- **Human Services**
- **Settlement**
- **Welcoming Communities**

The Partnership Council is responsible for providing community leadership in the development of the settlement strategy, and the subsequent recommendations. The sub-councils are working groups that have established realistic priorities and considered pathways to encourage the adoption of new initiatives.

Simultaneously, the Simcoe County Local Immigration Partnership engaged in a community consultation and research process to identify issues and barriers impeding immigrants' success. This research has led to the establishment of a number of priorities and a subsequent set of recommendations that form this settlement strategy.



## Process

Research was a major focus of the Local Immigration Partnership during 2011-12.

The County of Simcoe engaged Millier Dickinson Blais Inc. to facilitate and guide the research activities framing this report.

The research was launched with a community consultation attended by approximately 90 individuals representing 60 organizations across Simcoe County. Key informant and focus groups (nine with immigrants, two with ethno-cultural and faith-based organizations, one with service delivery organizations, and seven with employers) took place.

Two on-line surveys were distributed to the community: one targeting service providers, and the other distributed through ethno-cultural and

faith-based organizations for newcomers. This research provided a rich qualitative context for the quantitative data available for the Simcoe County area. In 2013, Statistics Canada will release 2011 census and national household data that will provide a more recent snapshot of Simcoe County's immigrant population.

The research also included a scan of practices and learning from other regions of Ontario, providing insight into the possibilities of community responses.

Recommended action items were further aligned with priorities being established through the six sub-councils. These priority areas reflect identified actions by community members that seem realistic in today's working environment.

## Community Profile

The immigrant newcomer population in the Simcoe County area has continued to increase over the past several years.

The County of Simcoe is awaiting the release of 2011 census data tables in 2013 that will provide a current reflection of newcomers living in our communities. Through qualitative research, we have learned there is an increased visible minority population, and mainstream service providers report increased immigrant client populations.

Settlement patterns in Simcoe County differ from other areas of Ontario. The number of immigrants who are arriving directly to Simcoe County from their country of origin is modest in comparison with other metropolitan areas, such as the Greater Toronto Area. Most newcomers choose to reside in the County of Simcoe as a secondary or tertiary migratory pathway.



Population projections for growth for the Simcoe County area indicate the majority of population growth will be attributed to intraprovincial migration – Ontario residents who choose to move to Simcoe County from another part of Ontario.

Population in Simcoe County in 2011 was 446,063<sup>1</sup> and projected to be 667,000 by 2031<sup>2</sup>. In 2012-2013, the Ministry of Finance projects more than 5,000 new residents will arrive in Simcoe County.

These numbers will increase yearly, with the annual provincial migration reaching almost 8,500 by 2036.<sup>3</sup> By 2036, almost all new population growth will be derived from intraprovincial migration, as an aging baby boom population contributes to increasing numbers of deaths, minimizing the annual natural increase projection.

*Continued on Page 9*

<sup>1</sup> Statistics Canada 2011 Census Data Release

<sup>2</sup> Draft Official Plan June 2012 County of Simcoe, pg.12

<sup>3</sup> Ontario Ministry of Finance, Population Projections, March 2011



# Community Profile

*Continued from Page 8*

The Municipalities of the City of Toronto, Peel Region, and York Region comprised 38% of the provincial population in 2011. These municipalities are adjacent to the County of Simcoe and within commuting distance. It is logical to expect a large percentage of the intraprovincial migration resulting in population growth in Simcoe County will come from these three municipalities. The table below outlines the immigrant populations in these three municipalities in 2006.

Municipality	Percentage of Total Population who are Immigrants
City of Toronto	49.4% <sup>4</sup>
Peel Region	48.4% <sup>5</sup>
York Region	42.6% <sup>6</sup>

Immigration numbers continue to grow in the City of Toronto, Peel Region and York Region, and the County of Simcoe can expect to welcome more immigrants as they consider lifestyle and employment opportunities outside the Greater Toronto Area (GTA).

The County of Simcoe expects increasing populations from these municipalities will mirror the ethnic diversity of residents living in these regions. The GTA represents a blend of cultures, with Chinese, Italian, East Indian and Canadian identified amongst the top five ethnicities in each of these communities in 2006.

## Simcoe County Statistical Data

Immigrant Population 12.3%

(51,335 residents)<sup>7</sup>

- 18.1% increase of immigrants from 2001 to 2006 (absolute numbers)<sup>8</sup>
- Largest number of well established

immigrants\* in rural Ontario (based on absolute numbers)<sup>9</sup>

- Third largest number of well-established immigrants as a percentage for all rural census divisions in Ontario<sup>10</sup>

“The predominantly rural region of Ontario with the greatest absolute number of new immigrants was Simcoe County, situated north of Toronto and including the cities of Barrie and Orillia. In this case, it appears that many new immigrants were following the Canadian-born and contributing to making Barrie the fastest growing city in Canada in 2006. The number of new immigrants who resided there was 3,414.”

Rural and Small Town Canada Analysis Bulletin  
June 2009 Vol.8, No.2, page 23-24



<sup>4, 5, 6</sup> Statistics Canada 2006

<sup>7, 8</sup> 2006 Census Statistics Canada 97-557-XCB2006015

<sup>9, 10</sup> “Rural and Small Town Canada Analysis Bulletin” June 2009, Vol.8, No.2, (page 19)

\* Well-established immigrants refers to people who arrived to Canada Previous to 1986

# Community Profile



Ontario Rural Census Divisions	Number of Established Immigrants	Percent of Total Established Immigrant Population
Dufferin County	5,112	9.5%
Northumberland County	7,920	9.0%
Simcoe County	36,635	8.8%

Established Immigrant: refers to an immigrant who has arrived in Canada between 1986 and 1995

## Simcoe County Immigration Facts 2006 (Census Data, 2006)

Municipality	Immigrants	Non-Permanent Residents	Total Foreign Born Population	% of Population Foreign Born
Bradford West Gwillimbury	4,885	75	4,960	20.50%
Wasaga Beach	3,040	80	3,120	20.30%
Barrie	16,740	690	17,430	13.20%
Tiny	1,415	0	1,415	13.10%
Innisfil	4,060	100	4,155	13.00%
New Tecumseth	3,455	175	3,630	12.60%
Adjala-Tosorontio	1,335	90	1,425	12.40%
Collingwood	2,065	10	2,080	12.20%
Ramara	1,090	30	1,120	11.60%
Oro-Medonte	2,050	25	2,080	10.30%
Orillia	2,960	85	3,050	10.10%
Severn	1,185	20	1,200	9.90%
Springwater	1,715	20	1,735	9.90%
Midland	1,450	25	1,480	9.10%
Tay	840	10	845	8.60%
Essa	1,440	110	1,545	8.50%
Clearview	1,050	35	1,090	7.60%
Penetanguishene	525	40	570	6.10%
<b>Total for Simcoe County</b>	<b>51,335</b>	<b>1,610</b>	<b>52,945</b>	<b>12.3%</b>

Note: Totals may not add due to random rounding.

**Immigrant population:** Refers to people who are, or have been, landed immigrants in Canada. A landed immigrant is a person who 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. Most immigrants are born outside Canada, but a small number were born in Canada.

**Non-permanent residents:** Refers to persons from another country who, at the time of the census, held a Work or Study Permit or who were refugee claimants, as well as family members living with them in Canada.

**Total Foreign Born Population:** Immigrant population + non-permanent residents

# Themes

This section outlines four themes that represent the most common challenges facing newcomers in Simcoe County: readiness, opportunity, celebrate, and inspire. The themes emerged from the research and community consultations directed by the Local Immigration Partnership. The themes provide a blueprint for establishing Simcoe County as a welcoming community.





# Readiness

## Strengthen basic public services to promote retention

### GOAL

Attract and retain newcomers to Simcoe County by developing dynamic public services that meet their needs

Until recently, most organizations in Simcoe County had not considered the impact of New Canadians on service delivery models, as a consumer base for the private sector, or as a solution for labour force needs.

In the past year, since the County of Simcoe received funding from Citizenship and Immigration Canada for a Local Immigration Partnership in this part of Ontario, planning for newcomers' needs is starting to be considered in our communities.

The County has worked conscientiously with community partners to raise awareness and strengthen community services for Francophone and First Nation, Métis, and Inuit populations.

Momentum for a climate of inclusivity for these population groups has been driven by incorporated not-for-profit agencies that have a primary vision and mandate to support the development of programs and services for these population groups. Leaders have worked diligently to raise awareness of the needs of the clients they serve.

*Continued on Page 13*

“Everything is a lot better for me now that I am learning English. I feel a lot more confident. I feel more comfortable doing things in town.”

Newcomer from Vietnam

“The libraries are a place to experience culture, connect with the community and locate local services and programs. By linking newcomers to the information they need to succeed, the libraries are helping to build a strong and vibrant community.”

Christopher Vanderkrus  
Barrie Public Library



# Readiness

## Strengthen basic public services to promote retention

*Continued from Page 12*

The advocacy work is by no means complete; however, by continuing to profile the needs of these population groups, they are better positioned for strategic action and support. A comparable advocacy system does not exist for immigrant populations in Simcoe County.

Despite the fact the foreign born population represented 12.3% of the population in 2006, existing ethno-cultural and faith-based organizations are at an early stage of maturity.

At this time, newcomer populations are not considered in the planning processes of many mainstream service delivery organizations.

This was reinforced through the consultation and research process the County of Simcoe Local Immigration Partnership embarked on in 2011/2012.

Many key stakeholders expressed concern about the lack of public and social services designed to provide support for newcomers to the community. In particular, public transportation, employment services, affordable housing, accessibility to culturally appropriate health-care and educational facilities was routinely discussed by both service providers and newcomers.

In some cases, further research revealed that services were in place, indicating a strong need for improved information, referral and communication, both directly to newcomers and amongst service providers.

It is important the settlement strategy promotes full engagement and promotion of programs and services available to newcomers and supports the development of relationships across service providers so that the efficacy and efficiency of programming are maximized.





# Opportunity

## Promote employment and business opportunities

### GOAL

Attract immigrants to Simcoe County to meet labour force needs and match economic opportunities

Overwhelmingly the research and consultations revealed that the most important aspect of community integration for newcomers was the ability to secure meaningful employment.

Most newcomers interviewed in this process were significantly under-employed, and in some cases, had been unable to enter the labour market. There are many newcomers currently living in Simcoe County who possess credentials and work experience that far exceed the level of employment they have been able to obtain.

The private sector has a role to play in promoting employment, business opportunities and prospects in the County.

The research conducted over the last year highlighted significant challenges newcomers experience in having employers recognize education and work experience obtained outside of Canada.

*Continued on Page 15*

“I was a mechanical engineer in India but when I came here I could not get a job. To get a licence as an engineer in Ontario is hard. I began taking college courses because I knew it would help me. Now I work full time as a quality engineer.”

*Newcomer from India*



# Opportunity

## Promote employment and business opportunities

*Continued from Page 14*

Missed opportunities to employ newcomers' skills and education may have resulted in lost business investments and expansion in the County of Simcoe.

Newcomers and immigrants can improve business competitiveness by offering unique perspectives and approaches that differ from a primarily Canadian educated and trained labour force.

Further, in a growing global economy, newcomers can potentially improve connections with customers and diverse client markets, through the ability to communicate with customers in their preferred language and their understanding of international business models.

Developing a diverse workforce will be of greater importance to the local business industry, as changes to the consumer base reflect the changing demography of Canada and Ontario.

The changing demography of the Province of Ontario will also change the portrait of consumers with disposable income.

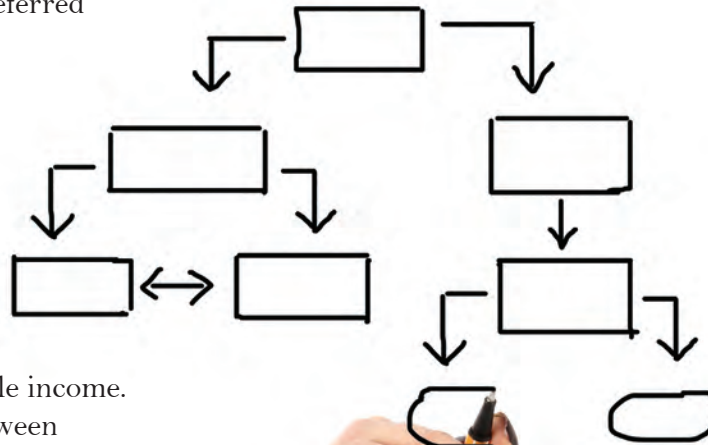
There is an important relationship between educational attainment and purchasing power.<sup>11</sup> The educational levels of many immigrants suggest their capacity to purchase will increase as they gradually attain employment positions that match their education and experience.

Marketing and advertising needs to adapt to reflect changing consumers. Many stakeholders indicated the need to create one-stop information sources for newcomers and immigrants.

These resources could facilitate the exchange of information between the labour demand and supply components of the labour market, and promote the County of Simcoe for employment and business opportunities.

“Having people who understand the different cultures, protocols and best practices on your staff team is a big bonus. It opens the doors for you...we are really looking at a local setback unless we embrace newcomers into our community and workforce.”

Susan Laycock  
Executive Director  
Simcoe Muskoka Workforce Development Board



<sup>11</sup> “2012 BC Check-up”, Institute of Chartered Accountants of British Columbia, (page 6)

# Celebrate

## Demonstrate a supportive environment and celebrate diversity

### GOAL

Attract and retain newcomers by appreciating and celebrating cultural diversity

It is very important for newcomers to feel welcomed, safe and valued, in their new community.

Understanding the diversity represented by the County of Simcoe's residents, and celebrating the gifts diversity brings to this area, will help newcomers begin to feel welcomed and included.

Newcomers will integrate into a society that values the experiences they bring with them, as well as sharing in events that typify traditional Canadian culture.

The research conducted by the County of Simcoe Local Immigration Partnership with immigrant populations identified a genuine willingness to embrace Canadian culture. Both newcomers and service providers in the community acknowledged the lack of events and festivals that celebrate the emerging multicultural diversity within Simcoe County.

Opportunities to celebrate our local diversity may occur at any time, and can be supported by organizations and institutions, such as libraries, municipalities, workplaces and educational systems.

“Through my work with newcomers I've experienced the value of diversity. New cultures, ideas and traditions should be embraced. Working together creates a community where everyone benefits and feels supported.”

Isabel Oliveira,  
Administrator,  
Bradford Immigrant and Community Services

“To promote cross-cultural understanding, we have shared the richness of Chinese culture with local residents. The most memorable event was the 2011 Chinese New Year celebration we hosted with community partners in the Bayfield Mall. The celebration was enjoyed by many local residents, newcomers from China and people from other countries/regions.”

Barrie and Area Chinese Community Association





# Inspire

## Empower newcomers to contribute to local leadership capacity

### GOAL

Retain newcomers and immigrants by inspiring them to lead in their communities.

An indicator of a community where immigrants are truly embraced and valued is increased participation by newcomer populations in leadership capacities.

Leadership can take place on a small scale, such as participation in parent-teacher councils and recreation sports leagues, or in roles with greater scope, such as political spheres, business, and within the not-for-profit sector.

All participants in the community research process recognized that there is currently minimal participation of immigrants and visible minorities in leadership roles in our communities. This finding could be regarded as a reflection of the smaller immigrant base to draw leaders to these types of activities, but the level of participation was far lower than the 12.3% of the population attributed to foreign-born population in the 2006 census data.

*Continued on Page 18*

“Having moved from the Ivory Coast to Canada, I know that immigrating to another country is a challenge. Most newcomers are leaders by fact of their immigration process. It is important for newcomers to use their leadership skills in their new communities and continue experiencing success while settling into their new home.”

Charles Kouassi  
Regional Development Officer  
Conseil de la cooperation de l'Ontario



# Inspire

## Empower newcomers to contribute to local leadership capacity

*Continued from Page 17*

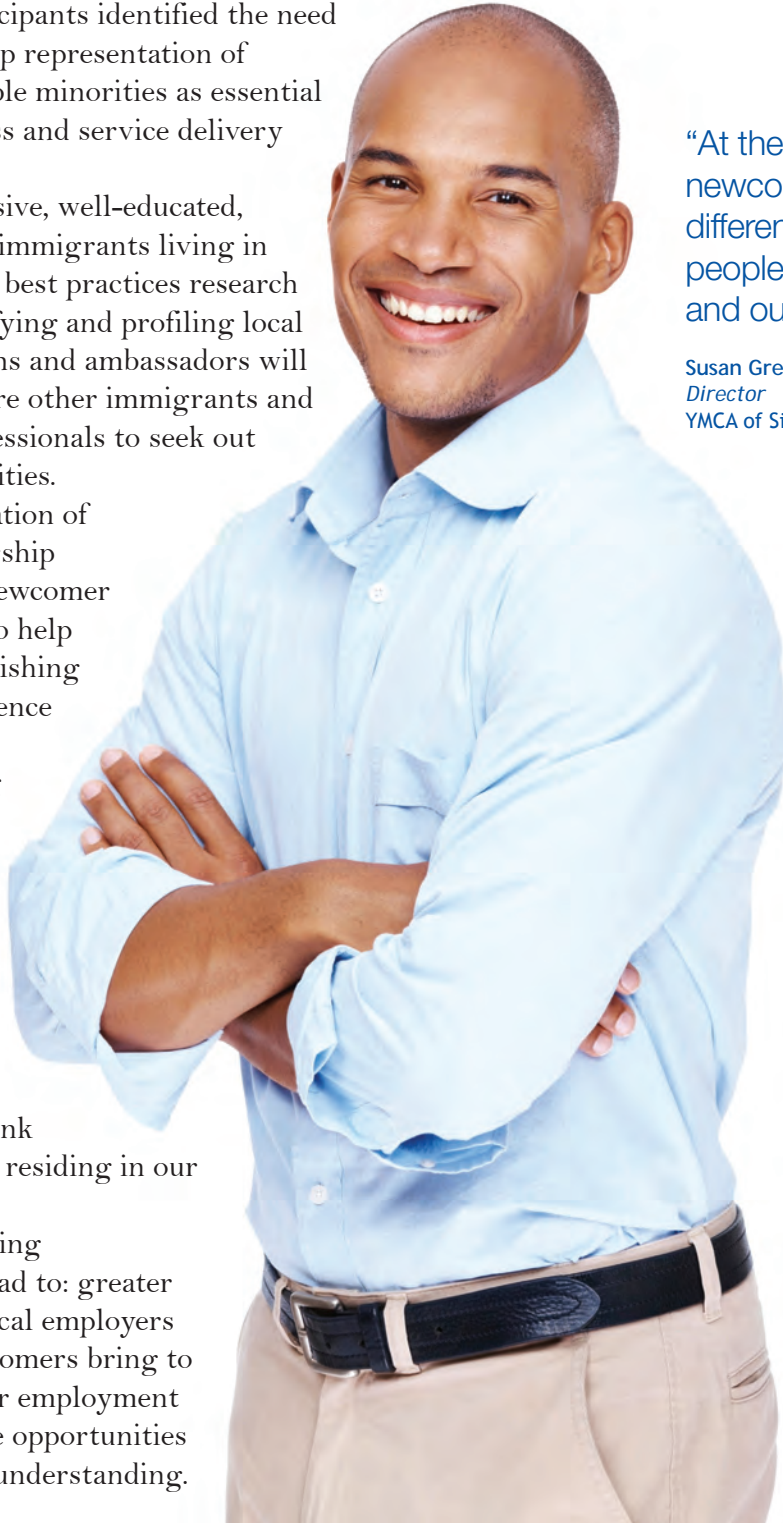
The research participants identified the need for greater leadership representation of newcomers and visible minorities as essential to successful business and service delivery models.

There are progressive, well-educated, community-minded immigrants living in Simcoe County. The best practices research suggests that identifying and profiling local immigrant champions and ambassadors will encourage and inspire other immigrants and foreign trained professionals to seek out leadership opportunities.

Increased participation of newcomers in leadership roles will improve newcomer retention. It will also help to address the diminishing levels of self confidence reported by many immigrants residing in Simcoe County communities.

Engaging with the community in this capacity is a proven method of developing networks, an important missing link for most newcomers residing in our area.

Improved networking opportunities will lead to: greater understanding of local employers of the benefits newcomers bring to the workplace, better employment outcomes, and create opportunities for greater cultural understanding.



“At the YMCA we believe all newcomers can make a difference as part of a group of people that helps individuals and our community succeed.”

Susan Green  
Director  
YMCA of Simcoe/Muskoka Newcomer Services

# Community Plan

The following community action items were developed from the priorities of the LIP's six sub-councils and research on best practices from communities already supporting the needs of New Canadians. The action items were established to support the four themes: readiness, opportunity, celebrate and inspire. These action items may change based on funding availability and community capacity to address goals.

PRIORITY AREA	GOALS	ACTIONS	SUB-COUNCIL AND COMMUNITY STAKEHOLDERS
<b>READINESS</b>	<b>Strengthen Public Services</b>	Develop information resources (electronic and print) to direct newcomers to valuable community resources that will support their housing, employment, language training	<b>Welcoming Communities</b> <ul style="list-style-type: none"> <li>County of Simcoe</li> <li>Simcoe Muskoka Workforce Development Board</li> </ul>
		Develop a public education strategy to reduce discrimination and racism and encourage cultural competency	<b>Partnership Council/ Welcoming Communities</b> <ul style="list-style-type: none"> <li>Municipalities</li> <li>Educational Institutions</li> <li>Health organizations</li> <li>Human Services organizations</li> </ul>
		Initiate community dialogues to discuss the needs of immigrants and newcomers arriving in Simcoe County	<b>Partnership Council</b> All community stakeholders
		Support closer formalized relationships between newcomer settlement agencies and mainstream service providers. Continuously work to engage community leaders and develop strong relationships across multi-stakeholder groups	<b>Settlement/Human Services</b>
	<b>Improve Language Training Opportunities</b>	Promote access of English as a Second Language training outside of Barrie and Bradford to promote increased accessibility of programming.	<b>Settlement/Education</b> <ul style="list-style-type: none"> <li>Georgian College</li> <li>School Boards</li> <li>Literacy agencies</li> <li>ESL instructors/coaches</li> <li>Settlement Services</li> </ul>
		Develop unique partnership opportunities to facilitate the development of further programming	
	<b>Provide mechanisms for newcomer connectivity</b>	Examine the feasibility of establishing a centralized multicultural services facility, offering easy access to a multitude of relevant services, and providing a home base for multiple ethno-cultural organizations	<b>Settlement/ Welcoming Communities</b> <ul style="list-style-type: none"> <li>Citizenship and Immigration Canada</li> <li>Ethno-cultural associations</li> </ul>

Continued on Page 20

## Community Plan

PRIORITY AREA	GOALS	ACTIONS	SUB-COUNCIL AND COMMUNITY STAKEHOLDERS
<b>MEASUREMENT OUTCOMES</b>		<ul style="list-style-type: none"> <li>Funding leveraged to support an immigration portal and to develop resource materials</li> <li>Increased investment for services that support newcomer success in Simcoe County</li> <li>Increased number of organizations investing in public education strategy and resources</li> <li>Increase in language training classes</li> <li>Leveraged funding for the development of a welcome/multicultural centre</li> </ul>	
<b>OPPORTUNITY</b>	<b>Promote Employment Opportunities</b>	Conduct a feasibility study for the development of an Immigrant Employment Council (IEC): <ul style="list-style-type: none"> <li>Support employer education on the benefits of hiring immigrants and increasing the diversity of the workforce</li> <li>Co-ordinate the development of mentorship/networking/Canadian work experience initiatives</li> <li>Support local employers in filling skilled occupational vacancies with internationally-trained professionals</li> </ul>	<b>Employment</b> <ul style="list-style-type: none"> <li>Employment Ontario Service Providers</li> <li>Simcoe Muskoka Workforce Development Board</li> <li>Chambers of Commerce</li> <li>Employer Associations</li> </ul>
	<b>Promote Business Opportunities</b>	Establish priorities with the Business Development Sub-council, considering the recommendations from Millier Dickinson Blais Report: <ul style="list-style-type: none"> <li>Establish an immigrant entrepreneurship program linking business class immigrants with local community businesses interested in selling established enterprise</li> <li>Link newcomers to available resources for starting new business ventures</li> </ul>	<b>Business Development</b> <ul style="list-style-type: none"> <li>Economic Development Offices</li> <li>Community Development Corporation</li> <li>Self Employment Agencies</li> <li>Chambers of Commerce</li> </ul>
<b>MEASUREMENT OUTCOMES</b>		<ul style="list-style-type: none"> <li>Improved labour market outcomes for newcomers</li> <li>Increased number of business class immigrants</li> <li>Development of initiatives supporting work experience for skilled professionals</li> </ul>	
<b>CELEBRATE</b>	<b>Demonstrate a supportive environment</b>	Develop a communications strategy: <ul style="list-style-type: none"> <li>Highlight immigrant success stories</li> <li>Dispel myths about immigration</li> <li>Promote civic engagement of newcomers</li> </ul>	<ul style="list-style-type: none"> <li>Media</li> <li>County of Simcoe Corporate Communications</li> </ul>

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## Community Plan

PRIORITY AREA	GOALS	ACTIONS	SUB-COUNCIL AND COMMUNITY STAKEHOLDERS
<b>CELEBRATE</b>	<b>Demonstrate a supportive environment</b>	Support the development of a newcomer ambassador program that partners recently arrived newcomers with local volunteer residents to help them acclimatize to the community	<b>Settlement</b>
	<b>Celebrate the community's diversity</b>	Support the development of multicultural events that celebrate the cultures and ethnicities that represent the changing demographics of our communities	<b>Welcoming Communities</b> <ul style="list-style-type: none"> <li>Ethno-cultural Associations</li> <li>Community not-for-profit sector</li> </ul>
<b>MEASUREMENT OUTCOMES</b>		<ul style="list-style-type: none"> <li>Increased number of immigrants' good news stories in local media</li> <li>Increased number of multicultural events hosted in community</li> <li>Funding to establish welcome/multicultural centre</li> </ul>	
<b>INSPIRE</b>	<b>Improve local leadership capacity of newcomers</b>	Support the development of mentoring networks for both established and recent immigrants to promote knowledge exchange on the value of diversity and to strengthen successful workplace and community integration	<b>Settlement/Employment</b>
		Facilitate the creation of a volunteer program that is centrally managed and accessible to immigrants and service support providers	<b>Settlement</b> <ul style="list-style-type: none"> <li>Libraries</li> </ul>
		Strengthen relationships between newcomers and the government and political systems at the federal, provincial and municipal levels: <ul style="list-style-type: none"> <li>Create networking and meet/greet opportunities</li> <li>Formalize a mentoring network with key influencers and organizations</li> </ul>	<b>Settlement</b> <ul style="list-style-type: none"> <li>Citizenship and Immigration Canada</li> <li>Ministry of Citizenship and Immigration</li> <li>County of Simcoe</li> <li>Cities of Barrie and Orillia</li> </ul>
<b>MEASUREMENT OUTCOMES</b>		<ul style="list-style-type: none"> <li>Increased number of immigrants identified as champions and serving as mentors</li> <li>Greater number of recent immigrants who are being mentored</li> <li>Increased number of recent immigrants who use the volunteer program</li> <li>Growing attendance at networking event</li> </ul>	



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