

Leeds & Grenville Immigration Strategy

For the Attraction and Retention of Newcomers to Canada



Leeds & Grenville
**IMMIGRATION
PARTNERSHIP**

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Dear Reader,

Canada has a long history of welcoming immigrants from all parts of the world. We value the contributions of immigrants, who continue to enrich this country and preserve its legacy as a land of freedom and opportunity.

The strategy outlined within this document provides a made-in-Leeds & Grenville approach for assisting newcomers to Canada in their local settlement. Through the coordinated regional initiatives set forth in this strategy, we will ensure the availability and accessibility of required supports to help newcomers become involved and contributing members of our community.

As Canada and its people continue to grow and evolve, we must be mindful and respectful of each others different backgrounds. Through working together, we can create a more prosperous nation and continue to enhance the excellent quality of life that makes Canada the envy of the world.

As you read through this strategy, think about how you might become involved in welcoming newcomers. It can be as simple as a smile and a friendly hello to a stranger.

Sincerely,

Judi Baril
Executive Director,
United Way Leeds & Grenville
Co-Chair, Leeds & Grenville Immigration Partnership



Dear Reader,

Canada was, and continues to be, a nation built and shaped by immigration. Our forefathers came to this land seeking opportunity and freedom, and with exemplary work ethic and entrepreneurial spirit they helped to make a strong and prosperous Canada for future generations. Today's immigrants come to Canada with similar goals and dedication to achieving them.

In Leeds & Grenville, we need to be prepared to welcome and include newcomers to help sustain and develop the region's economic vitality. Skilled workers help ensure that area businesses have access to the labour force they require to remain viable in the region. Investors and entrepreneurs provide jobs and economic opportunities to ensure our quality of life is sustainable.

The strategy contained within this document outlines a coordinated and planned approach to attracting immigrants, with consideration of current local economic opportunities. Through working together, we can ensure the region lives up to its incredible potential - economically and socially.

Sincerely,

Dave Paul
Director, Economic Development
City of Brockville
Co-Chair, Leeds & Grenville Immigration Partnership



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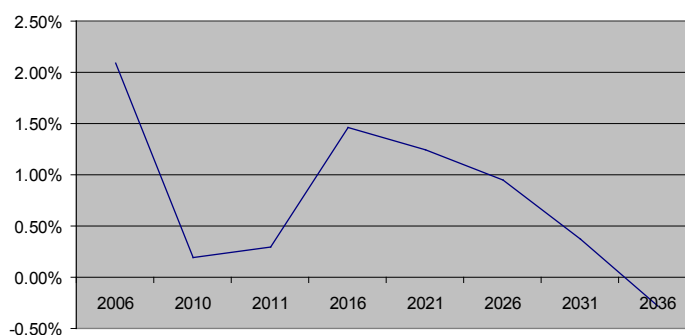
BACKGROUND

Profile of Leeds & Grenville

The region of Leeds & Grenville is home to a population base that is traditionally very homogeneous, with a large majority being native-born Canadians, who were born and raised in the area. With decreasing birthrates and the continuation of traditional flows of youth out-migration from the region, the population in Leeds & Grenville is forecasted to grow at declining rates, and even experience negative net growth within the next 25 years. In short, the region's population is aging, and not replacing themselves.

Governments at federal, provincial, and municipal levels have recognized these trends and have identified the need for migration to this non-urban area. Recent immigrants to Canada represent a mobilized population to address this need, and as such, it is vital to ensure that Leeds & Grenville is well prepared, with a complete and comprehensive strategy to attract new immigrants and subsequently welcome and involve these newcomers to Canada in our communities. It is within this context that the Leeds & Grenville Immigration Partnership has been created.

Population Growth Rate in Leeds & Grenville¹



Through research conducted by this Immigration Partnership, the availability of economic opportunities has been identified as the primary driver for recent immigrants when considering a community for relocation. One important consideration in Leeds & Grenville is that the level of wage employment is lower than the provincial average. The situation is further impeded by the recent recession and decline of the region's manufacturing sector, which is a major employer. These factors have created an economic environment in which many local citizens are either unemployed or underemployed.

Given these considerations, it is imperative that an immigrant attraction strategy for the region be targeted specifically to newcomers who are likely to find opportunities and achieve economic integration upon relocating to the area.

Leeds & Grenville currently receives a lower ratio of recent immigrants to its population versus the provincial average, and the region's population contains a significantly lower percentage of foreign-born citizens than Ontario as a whole. Additionally, the immigrant population that does reside in the region is more homogenous than that in the rest of the province, with a majority originating from Europe or the USA.

	<i>L & G</i>	<i>Ontario</i>
<i>Median Age of Population₂</i>	43.6	39.0
<i>Median Household Income₂</i>	\$54,556	\$60,455
<i>Labour Force Participation Rate₂</i>	63.7%	67.1%
<i>Recent Immigrants (2001-06) in population₃</i>	0.47%	4.83%
<i>Recent Immigrants (2001-06) from Europe & USA₃</i>	62%	18%
<i>% of Population that was Foreign-born₃</i>	8%	28%

¹ <http://www.fin.gov.on.ca/en/economy/demographics/projections/table6.html>

² <http://www12.statcan.gc.ca/census-recensement/2006/dp-pd/prof/92-591/details/page.cfm?Lang=E&Geo1=CD&Code1=3507&Geo2=PR&Code2=35&Data=Count&SearchText=Leeds&SearchType=Begins&SearchPR=01&B1=All&Custom=>

³ "Immigrant Profile" Report. 1000 Islands Region Workforce Development Board, September 2009.

The lack of immigration leads to limited services for those newcomers who are already in this area, because of not meeting the critical numbers eligible for settlement funding. For example, there is only one ESL class in the whole Leeds & Grenville region, where the participants have different levels of knowledge of English, however they can not be placed in a group that corresponds to their level due to lack of participants and corresponding funding. Additionally, considering Leeds & Grenville's lack of historical experience in accommodating people born in other countries, many local citizens have not had opportunities to learn about and appreciate cultural diversity. While economic opportunities are the primary driver for attraction of newcomers to Canada, social characteristics such as this understanding and acceptance from the local populations have also been identified as crucial for a community to retain this group. Additional elements of strategic planning are required to address these social characteristics of community living required to retain newcomers to Canada choose to relocate to Leeds & Grenville.

The Immigration Partnership

Approximately 3 years ago, community discussions involving immigrant populations and other stakeholders from across the region began, with the purpose of ensuring coordinated efforts in identifying gaps in the regional response to immigrant integration needs and enhancing the awareness and engagement of communities in welcoming and integrating new Canadians into our region. An informal partnership network resulted from these discussions, involving representation from more than 10 community organizations with an interest in the attraction and settlement of recent newcomers to Canada. The United Way of Leeds & Grenville and The City of Brockville were the leaders of this network, and were successful in achieving funding from the Ontario Trillium Foundation, and Citizenship and Immigration Canada through its Welcoming Communities Initiative.

The initial funding programs allowed the partnership network to develop solutions to gaps in the regional ability to welcome and include newcomers, including raising public awareness amongst local populations and developing central sources for orientation information. The initial funding also prepared the informal network to become a part of the Ontario-wide Local Immigration Partnership (LIP) program, a joint initiative of Citizenship and Immigration Canada and the Ontario Ministry of Citizenship and Immigration. The previously established network now operates formally as the Leeds & Grenville Immigration Partnership, and is governed by a Council of organizations and individuals who represent a diverse array of community sectors to ensure a truly comprehensive regional approach to the attraction and settlement of newcomers to Canada.

Through the work of the Leeds & Grenville Immigration Partnership, a significant impact has been made on the local community. The region is now better prepared to welcome and involve newcomers to Canada, through the addition of the following:

- Orientation tools that offer newcomers centralized sources for comprehensive, area-specific information for their settlement and integration needs. These tools include a Newcomers Welcome Kit, and a regional, municipal-focused, Immigration Portal (www.newcomersinfo.ca)
- Enhanced communication amongst community organizations/human service providers, creating opportunities for collaboration, referrals, and insight into gaps in regional settlement service offerings, and the attraction of newcomers to Canada.
- Increased awareness of the benefits of welcoming and including newcomers in the region, amongst municipal and regional leaders, including politicians, employers, and senior staff at community organizations
- Research to understand opportunities for increased labour market outcomes for immigrant populations. Identified areas for increased regional capacity include:
 - The support of newcomers in realizing successful self-employment
 - Employers' ability and willingness to manage diversity successfully
 - Availability of supports for increasing newcomers' ability to enter and adapt to the Canadian workplace

- Community activities that have provided opportunities to celebrate cultural diversity and engage existing local populations
- Local media involvement and support for activities and initiatives developed by the Leeds & Grenville Immigration Partnership
- Multimedia tools to promote the region, and the benefits of welcoming and including newcomers to Canada in our communities, including videos
- Documents providing community introductions and overviews to recent and prospective newcomers to the region in 6 different languages

The Leeds & Grenville Immigration Partnership is now focused on building upon its previous success to further enhance the region's ability to attract immigrants, welcome them into our communities, and ensure they have opportunities to become involved and contributing citizens with long-term plans to remain in the area. This will be achieved through a coordinated approach to build efficiency and catalyze synergy, giving rise to a regional strategy for the attraction and retention of Newcomers to Canada.

Strategy and Action Planning Process



The establishment of a made-in-Leeds & Grenville strategy for the attraction and retention of newcomers to Canada has been guided through a deliberate process, involving extensive research and consultation with various stakeholder groups. Building upon progress and knowledge gained through the first stage of its existence, the Leeds & Grenville Partnership sought to identify aspects of community living that would serve as attractors to recent Newcomers to Canada, and help them to integrate into a new community. Research and understanding in this regard was gained through focus group discussions with newcomers to Canada living in nearby urban centres, and documented in a report titled *Attracting Immigration to Ontario's Non-Urban Communities*. This gave rise to a number of recommendations for both attracting newcomers to Canada, and building welcoming and inclusive communities that are desirable to immigrant populations. In order to validate our region's capacity to fulfill these recommendations and avoid duplication of existing services and programming, the Partnership then engaged local immigrants, sector leaders, and communities at large to discuss what we had learned, applications into local contexts and additional areas of consideration for immigration strategy development. The results of these discussions were documented in a report titled *Community Consultations: Immigration in Leeds & Grenville*.

These two research studies were then contrasted to compare the required elements of community living that will attract and retain newcomers to Canada against the current regional ability to deliver on those elements. Through this process, the Partnership created an understanding of the current gaps in the regional ability to welcome and include newcomers to Canada in local communities.

The identified gaps and corresponding recommendations developed through this juxtaposition are outlined in Appendix 1. Following are brief descriptions of the two studies outlined above and of the subsequent strategy and action plan development session.

Attracting Immigration to Ontario's Non-Urban Communities

This study aimed to support immigrant attraction and retention in Leeds and Grenville, by creating an objective understanding of:

- willingness of immigrant populations in major urban centers to relocate to non-urban areas and the profile of those most inclined to do so;
- community attributes and services that are highly valued or deemed essential by the new Canadians

For a description of methodology followed in preparing this report, please refer to Appendix 2.

The findings suggest sound interest among skilled immigrants and business immigrants to consider relocation to non-urban areas. A dominant appeal to small and rural communities in all the studied groups is the family oriented, peaceful and quiet lifestyle and proximity to nature. However, these qualities are not enough for relocation. Employment opportunities for skilled immigrants and business opportunities for entrepreneurs are identified as the main drivers of immigration to rural areas.

Following employment and business opportunities, other aspects of community deemed as important by participants are (in descending order) safety, cost of living, education for children, transportation, healthcare services and adult education. Settlement services, recreational, shopping and cultural activities, as well as pre-existing cultural communities had lower priority for secondary migration.

A major hindrance of immigration to non-urban areas is identified to be the information gap about opportunities in small communities. Providing reliable information about regional labour market needs and opportunities, service infrastructure, cost of living, educational and business opportunities to help newcomers evaluate their options and make matching connections in the area, is an essential first step to promote attraction.

In light of the current scarcity of employment opportunities in Leeds & Grenville, a specific area of focus in this study is immigrant interest in self-employment. The findings show that 70% of skilled immigrants are interested in self-employment, with a majority being professionals who are currently working. However, there is a big knowledge gap among this group on all aspects of doing business.

Community Consultations: Immigration in Leeds & Grenville

With an established understanding of the aspects of community living valued by recent newcomers to Canada, and a resulting series of recommendations for strategic directives in the region, the Leeds & Grenville Immigration Partnership conducted a community consultation study to better qualify the region's current ability to provide service in these areas. For description of methodology followed in preparing this report, please see Appendix 3.

These consultations provided an opportunity to introduce the Immigration Partnership to new contacts throughout the regional community, and build upon its existing network. Participants recognized the need for a coordinated regional approach to immigrant settlement and attraction, and deemed the Immigration Partnership to be a suitable vehicle for this coordination.

Similarly, participants concluded that the Leeds & Grenville Immigration Portal is a valuable tool in addressing the need for a central source of regional information relevant to immigrants that became apparent during discussions with recent newcomers. The region is already well suited to provide a full range of services in the majority of the areas of community living that were deemed as most important by newcomers to Canada. The gap locally is communicating the availability of those services and amenities to ensure they are considered by prospective newcomers and utilized by those having settled here.

The Immigration Portal is an avenue to address this gap, but it needs to continue to be enhanced and promoted.

In locally promoting the Immigration Partnership and the tools and resources of its service provider network, participants deemed it important to raise awareness of the benefits of welcoming immigration to the region, and create opportunities for enhanced cross-cultural understanding and appreciation. Supporting events and festivals to bring together recent newcomers with long-term established local citizens would also be a valuable endeavour in this regard as would an awareness raising campaign targeted to the general public. Additionally, specific training for service providers on the topic of cross-cultural communication was considered to be a valuable support for area organizations.

A marketing campaign targeted at recent immigrants in nearby urban centres was also recommended by participants. It was generally agreed amongst participants that attraction efforts should be focused upon those immigrants who are most likely to find economic opportunities in the region. Given current low levels of employment availability, it was suggested that attraction efforts be focused upon immigrant entrepreneurs and investors. Targeting this group requires specific action that is beyond the current focus of local economic development offices. Participants expressed that the Immigration Partnership could be of support in helping those offices to develop their capacities to market to immigrant clientele.

While the attraction of immigrant workers to the area was not considered a priority, assisting newcomers to find meaningful employment in the region was still considered to be an important endeavour. It was recognized that area employers may express some resistance to hiring persons of culturally diverse backgrounds, and that training for how to manage these potential employees would help to address that resistance, as would the awareness raising efforts targeted at the general population. Additionally, opportunities for newcomers to engage with area employers were thought to serve a dual purpose of easing employer resistance, and helping newcomers to access the hidden job market locally.

Strategy and Action Plan Development Session

A full-day strategy and action plan development session was then held engaging a majority of Partnership Council members, to set forth a 3-year strategy to attract, welcome, and include newcomers to Canada. The recommendations established previously were considered and prioritized during this session, as were new ideas generated throughout the session. The Queen's Executive Decision Centre facilitated this session, and gained consensus amongst the Council as to the key planning elements. The strategy and associated action plan that resulted is set forth below, with strategic initiatives categorized under broad-scoped goals for impact of the Leeds & Grenville Immigration Partnership. The identified gaps in current regional programming for immigrant populations that each of these strategic initiatives sets out to address is also listed below. It should be noted that the facilitated strategy and action planning session was a prioritization exercise, and as such the non-selection of certain recommendations established throughout the planning process does not diminish their importance and relevance for future activity.



IMMIGRATION STRATEGY

Monitoring and Evaluation Approach

The Leeds & Grenville Immigration Partnership will monitor and evaluate the below strategy through ongoing engagement of its Council members, as well as external partners. All parties will be asked to report on progress of program related activities respective to their area of work. The data provided by community partners will be augmented with survey and focus group findings, as well as statistical data captured through external sources. For full descriptions of the measurement strategies outlined below, please see Appendix 4.

The strategic initiatives set forth in this document are designed to be sustainable through the adoption of each by a community organization as a lead partner. Where Project Staff are currently indicated as the lead partner, efforts will be made to engage a new partner for this role. A key underlying outcome for every planned initiative is the ability for it to be uploaded into each lead partner's regular organizational activities. Project staff of the Leeds & Grenville Immigration Partnership will develop these initiatives to be aligned with the current activities of planned and potential lead partners, including a consideration of securing required resources through grant funding or otherwise.





Goal 1: Improvements in accessing and coordinating services that facilitate immigrant settlement and integration.

Measurement Strategy (outcome indicators in bullets following):

Internet and Media Monitoring

- # of service providers represented on Immigration Portal

Council Member Reports

- # of collaborative initiatives to support newcomer settlement

Council Member Reports and External Partner Surveys

- # and source of newcomer referrals received by various community services

Community Gap Identified	Strategy	Action Plan	Measurement Strategy • Outcome Indicators
Need to raise awareness of regional orientation tools available and expand their usefulness	Develop the Immigration Portal to be a centralized destination for (linkages) to community service information, drawing from existing sources and referring to supporting service agencies. Provide this information in simplified English or multilingual where possible. <i>Lead Partner: City of Brockville</i>	<ul style="list-style-type: none"> • Develop a series of webinars. • Translate the existing site content into French, and develop a strategy for continuing updating in French. • Review of existing site content to ensure language simplification, use of relevant visual elements to support written information, and the absence of slang. • Update photography currently implemented on the site • Develop a strong social media strategy (Facebook, Youtube, Linked In) • Create additional linkages with related newcomer sites, particularly those targeted directly to Newcomers, and with a federal or provincial scope • Search engine optimization (for international markets) 	<p><i>External Partner Surveys</i> <i>Council Member Reports</i></p> <ul style="list-style-type: none"> • level of utilizing Immigration Portal by community service providers <p><i>Internet and Media Monitoring</i></p> <ul style="list-style-type: none"> • # of unique visits to the Portal from the region/ province/ country/world • # of questions/ discussion raised on Portal • # of facebook group friends and comments • # of youtube video views and comments • # of newcomer participants to webinars • # of community service participants to webinars
Greater connections for the Immigration Partnership in North Grenville, and Gananoque	Create monthly social events with an international and cultural theme; each event would include a guest-speaker or presenter, or an activity related to Canadian culture and customs <i>Lead: Multicultural Council</i> <i>Partners: Volunteer Bureau of Leeds & Grenville, United Way</i>	<ul style="list-style-type: none"> • Develop a list of relevant topics, speakers, and activities to serve as themes for each • Develop a logistics plan including venue, food, and dates/times • Promotion • Use these meetings as a vehicle for information gathering, monitoring community needs and engaging new partners 	<p><i>Event Registration and Feedback Forms</i></p> <ul style="list-style-type: none"> • # of newcomers in attendance • # of long-time local residents in attendance • # of community services in attendance • participant feedback on usefulness • additional funding leveraged for event production
No central source for interpretation services in the region	Create and actively manage a volunteer list of interpreters and language instruction professionals. Subsequently provide trainings to these individuals to act as conduits for community orientation information. <i>Lead: Project Staff / St. Lawrence College</i>	<ul style="list-style-type: none"> • Put out a call for new volunteers for this list • Confirm continued commitment of existing list • Combine existing list with new volunteers engaged • Screen volunteers (ie. police check) • Develop and provide training for information referrals 	<p><i>Council Member Reports</i> <i>External Partner Surveys</i> <i>Program Records by Staff</i></p> <ul style="list-style-type: none"> • # of volunteer interpreters • # of languages covered • # of volunteer hours utilized • # of translation / interpretation requests • # of community translation/ interpretation requests addressed

Goal 2: Improvement in immigrants gaining access to the local and regional labour market.

Measurement Strategy (outcome indicators in bullets following):

Employer Survey

- # of immigrants who relocate to the region through employment offer

Local Immigrant Survey, Council Member Reports (EEC, CSE Consulting) and Secondary Statistical Sources

- # of recent immigrants working in the region (full-time and part-time)
- # of recent immigrants working in the region in their profession and skill-level
- # of immigrants in the region that are looking for job but are unable to get one

Community Gap Identified	Strategy	Action Plan	Measurement Strategy • Outcome Indicators
Difficulty in accessing the hidden job market	Create a mentorship program matching newcomers with established local citizens, with economic integration as a connecting theme and clearly stated goal. <i>Lead: TR Leger Immigrant Services</i>	<ul style="list-style-type: none"> • Develop recruitment campaign to attract volunteers • Train the volunteers • Publicize to newcomer candidates • Match newcomer candidates with volunteers with similar career pursuits 	<p><i>Council Member Reports (TR Leger Immigrant Services)</i></p> <ul style="list-style-type: none"> • # of mentorship matches made • # of mentors and mentees involved in the program • # of volunteer hours inputted by mentors • incidence of finding a job as a result of participation in the program <p><i>Event Registration and Feedback Forms</i></p> <ul style="list-style-type: none"> • usefulness of the initiative for the mentees (source: participant feedback form)
Supports for employer in managing a diverse workforce and awareness of these supports	Raise awareness amongst employers of local supports for hiring and retaining a culturally diverse workforce, and the benefits of doing so. <i>Lead: CSE Consulting</i>	<ul style="list-style-type: none"> • Outreach to employers with a clear case for why to participate in the program, FAQs on benefits, and how to connect with agencies. • One-on-one and/or workshops for agencies/employers to educate on benefits, process for hiring skilled immigrants • Seek out best practices of organizations who are working in similar initiatives 	<p><i>Event Registration and Feedback Forms</i></p> <ul style="list-style-type: none"> • # of employers participating in one-on-one trainings and workshops <p><i>Council Member Reports (Employment and Education Centre, CSE Consulting)</i></p> <ul style="list-style-type: none"> • # of immigrant clients who found jobs in the area <p><i>Employer Survey</i></p> <ul style="list-style-type: none"> • # of employers actively utilizing hiring sources, where immigrants have high chances to be included in the pool • # of new immigrant hires in the region

Goal 3: Strengthened local and regional awareness and capacity to integrate immigrants.

Measurement Strategy (outcome indicators in bullets following):

Local Immigrant Survey and Focus Groups

- Immigrant retention rate in the region
- Immigrant perception of adequacy of the level of support they received for integration
- Immigrant perception of the level of barriers for effective settlement and integration that is related to their origin
- Incidence of immigrant involvement in local events

Community Gap Identified	Strategy	Action Plan	Measurement Strategy • Outcome Indicators
Lack of cross-cultural understanding and appreciation amongst local population base.	Execute a public awareness campaign that promotes the benefits of immigration and cultural diversity, and the tools and resources available from the Immigration Partnership. <i>Lead:</i> Brockville Multicultural Council	<ul style="list-style-type: none"> • Lead involvement in celebrations of cultural diversity in Gananoque, North Grenville, Brockville, (and others as opportunities are presented). • Involvement with one large-scale community event that builds on the genuine interests of the local population, but incorporates multiculturalism as a key aspect • Create visual identifiers of the Immigration Partnership in community places where resources are available (i.e. Window signs, posters on community boards, etc.) • Connect with 1812 Celebrations to incorporate an element celebrating immigrants who came here (military and family heritage) as a result of the War of 1812. • Create a local media campaign that includes local celebrity involvement and builds on the key messaging “we are all immigrants”. 	<p><i>Event Registration and Feedback Forms</i></p> <ul style="list-style-type: none"> • # of general population in attendance • # of newcomers in attendance <p><i>Internet and Media Monitoring</i></p> <ul style="list-style-type: none"> • media attention to the cultural celebration events <p><i>Program Records by Staff</i></p> <ul style="list-style-type: none"> • # of community agencies displaying visual identifiers for the Immigration Partnership <p><i>Local Citizen Volunteer Survey</i></p> <ul style="list-style-type: none"> • Community feedback received by campaign celebrities (emails, talks)
Ongoing communication of Immigration-themed activities in the region to interested parties	Create an e-newsletter for the Immigration Partnership to broadcast to its contacts. <i>Lead:</i> Project Staff	<ul style="list-style-type: none"> • Compile distribution list of current contacts • Add new contacts including all community service organizations across Leeds & Grenville • Determine distribution medium (e-flash, blog portals) • Develop content planning process • Develop graphic design elements 	<p><i>Program Records by Staff</i></p> <ul style="list-style-type: none"> • # of new contacts in newsletter distribution list • breadth of sectors represented in the newsletter distribution list <p><i>Internet and Media Monitoring</i></p> <ul style="list-style-type: none"> • readership of newsletter (clicking on links) • feedback from the audience

Goal 4: Establishment and enhancement of partnerships that includes the participation of multiple stakeholders in planning, the coordination of newcomers service delivery in the areas of settlement, integration, language training and labour-market integration with a focus on provider funded by Citizenship and Immigration Canada (CIC) and or the provincial Ministry of Citizenship and Immigration (MCI).

Measurement Strategy (outcome indicators in bullets following):

Program Records by Staff

- Continued engagement of key community stakeholders in the Partnership Council and activities

Council Member Reports

- Independent initiatives by Council members to promote immigration issues within the mandate and realms of their organization
- New partnerships established

Community Gap Identified	Strategy	Action Plan	Measurement Strategy • Outcome Indicators
Recognized need for central coordination to bring together stakeholders on the subject of newcomers' service delivery; concerns for the sustainability of the Leeds & Grenville Immigration Partnership.	Maintain the current organizational structure of the Leeds & Grenville Immigration Partnership. <i>Lead:</i> United Way Leeds & Grenville, City of Brockville	<ul style="list-style-type: none"> • Host bi-monthly meetings of the Partnership Council. • Conduct midterm and annual analyses of the LGIP strategy and action plans. • Engage new Partnership Council members to represent additional community sectors. • Maintain current funding relationship with CIC • Pursue additional funding opportunities through CIC and MCI to further additional Partnership objectives. 	<i>Program Records by Staff</i> <ul style="list-style-type: none"> • # of Partnership meetings and extent of stakeholder participation • Reports of midterm and annual analysis, including recommendation for program adjustment if needed • # of new stakeholders in the Council • # of new funding from various sources
Need to keep the greater community consistently engaged and informed in the matters of the Leeds & Grenville Immigration Partnership	Engage new individuals and organizations in the activities of the Leeds & Grenville Immigration Partnership. <i>Lead:</i> Project Staff	<ul style="list-style-type: none"> • Actively pursue local speaking opportunities to promote the LGIP and its projects, tools and resources. • Capture contact information of newly engaged individuals and organizations in a central database. • Create a mechanism for capturing feedback of current activities and offerings of the LGIP. 	<i>Program Records by Staff</i> <ul style="list-style-type: none"> • incremental change in the number of Partnership's newsletter distribution list • incremental change in the number of Partnership's contacts' database • # of community services and organizations who track services provided to newcomers (according to requested parameters)
	Annual immigration forum engaging local newcomers. <i>Lead:</i> United Way <i>Partner:</i> TR Leger Immigrant Services	<ul style="list-style-type: none"> • Conduct a community needs assessment to identify potential topics for discussion and/or training • Involve local politicians in a lead role • Determine a strategy for logistics including choice of venue, invitations, date and time. • Capture feedback from this forum to help guide future Immigration Partnership activities and initiatives 	<i>Event Registration and Feedback Forms</i> <ul style="list-style-type: none"> • # of newcomers participating in the Immigration Forum from the region • # of local community leaders participating /presenting in the Forum <i>Internet and Media Monitoring</i> <ul style="list-style-type: none"> • media attention to the Immigration Forum

Goal 5: Ongoing communication and consultation with local, regional and outside labour market networks.

Measurement Strategy (outcome indicators in bullets following):

Council Member Reports

- New initiatives for effective immigrant employment generated as a result of consultations with regional and local labour market networks

External Partner Survey

- # of community agencies and external partners with links to the Immigration Portal on their websites

Employer Survey and External Partner Surveys

- # of hiring inquiries made by the local employers to regional labour market networks focusing on immigrant employment

Community Gap Identified	Strategy	Action Plan	Measurement Strategy • Outcome Indicators
Need further understanding of realistic information about local labour market opportunities; current and emerging	Participate with regional organizations to understand labour market information including current and expected workforce needs throughout the region. <i>Lead:</i> 1000 Islands Workforce Development Board	<ul style="list-style-type: none"> • Work with partners to conduct employer surveys throughout the region. • Collate results and prepare a written report. 	<i>Council Member Reports (The 1000 Islands Workforce Development Board)</i> <ul style="list-style-type: none"> • # of community organizations collaborating with WDB to generate local labour market information • data on projected labour market needs in the region is readily available to support targeted immigrant employment efforts
Connections with key points of contact for newcomers in urban areas	Annual regional community showcase to prospective newcomers. <i>Lead:</i> Economic Development Organizations	<ul style="list-style-type: none"> • Invite our “local newcomers” to join us in Toronto/Montreal /Ottawa and bring their contacts (“bring a friend”) 	<i>Event Registration and Feedback Forms</i> <ul style="list-style-type: none"> • # of newcomers participating in the Forum from outside the region
	Expand relationships and maintain vibrant communication with entrepreneurship, employment and settlement service agencies in urban centres, ensuring they are able to refer their clientele. <i>Lead:</i> Project Staff <i>Partner:</i> CSE Consulting	<ul style="list-style-type: none"> • Identify agencies and make initial contact to develop working relationships. • Prepare materials that clearly identify economic opportunities and positive living conditions in the region; share these resources with these agencies. 	<i>Program Records by Staff</i> <i>External Partner Survey</i> <ul style="list-style-type: none"> • # of agencies in a # of cities engaged in collaborative relationships • # of print material distributed to the agencies outside of the region <i>External Partner Survey</i> <ul style="list-style-type: none"> • # of brochures distributed by external partners • # of referrals made by community agencies in big cities to their clients to the opportunities in Leeds and Grenville <i>Council Member Reports (Economic Development, TR Leger Immigrant Services, Employment and Education Centre, CSO Consulting)</i> <ul style="list-style-type: none"> • # of follow-up inquiries and visits to Leeds and Grenville made by clients of agencies in big cities



Goal 6: Attraction of Newcomers to Canada; targeted specifically at groups of individuals who have been identified as being likely to achieve economic integration in the region.

Measurement Strategy (outcome indicators in bullets following):

Council Member Reports (Economic Development Agencies)

- # of new businesses opened, employees hired and capital invested by immigrants in the region

Employer Survey and Council Member Reports (St. Lawrence College, EEC, CSE Consulting)

- # of international students finding employment after graduation in the region

Program Records by Staff and Council Member Reports (Economic Development Agencies)

- Improved policy environment to support business immigration to the region

Community Gap Identified	Strategy	Action Plan	Measurement Strategy • Outcome Indicators
Attraction strategy for newcomers to Canada that considers current economic realities including lack of employment in the region. Supports for the attraction of immigrant entrepreneurs and investors	Serve as a coordinator to catalyze regional efforts for the attraction of international and immigrant investors and entrepreneurs. <i>Lead:</i> Economic Development, City of Brockville	<ul style="list-style-type: none"> • Create a registry of specific investment opportunities in our region. • Create a marketing and communications campaign that builds on the Immigration Partnership’s acquired knowledge of messaging priorities and mediums for reaching immigrant entrepreneurs and investors. • Develop feasibility studies for targeted business creation. • Attend outbound missions in nearby urban centres to meet with potential investors. • Facilitate a status update on the familiarization tour hosted by the Immigration Partnership in Sept. 2011 • Develop a strategy for showcasing local opportunities to inbound clients, through a familiarization tour or some other means. 	<i>Program Records by Staff</i> <ul style="list-style-type: none"> • Availability of data on investment opportunities in the region compiled in user-friendly materials to support marketing campaign • # of potential immigrant investors reached out in big cities <i>Council Member Reports (Economic Development Agencies)</i> <i>Program Records by Staff</i> <ul style="list-style-type: none"> • # of follow-up inquiries by potential investors with local economic agencies • # of follow-up visits by potential investors to the region
Centrally located source of all opportunities for business and investment in the region	Examine the Ontario Provincial Nominee Program as a potential vehicle for streamlining immigrant applications for community identified entrepreneurs and investors. <i>Leads:</i> Economic Development Departments, City of Brockville and United Counties of Leeds & Grenville	<ul style="list-style-type: none"> • Approach Universities to see if they’ll pursue a report on this policy issue. • Engage Directors of stakeholder organizations at municipal, provincial and federal levels. • Engage other LIPs to develop a compelling “case” to demonstrate the positive economic and social impacts of this potential program. • Conduct an advocacy program at the provincial and national levels. 	<i>Program Records by Staff</i> <ul style="list-style-type: none"> • availability of a compelling “case” with regional data to support advocacy <i>Council Member Reports (Economic Development Agencies)</i> <i>Program Records by Staff</i> <ul style="list-style-type: none"> • # of policy makers lobbied for policy change • immigrant PNP program on the ON MCI Agenda

Community Gap Identified	Strategy	Action Plan	Measurement Strategy • Outcome Indicators
Engagement of local people in the attraction of international and immigrant investors and entrepreneurs	Develop an ambassador program through which local businesspeople and others with international contacts promote the region to international and immigrant entrepreneurs / investors. Further engage these ambassadors on an initial outward bound recruitment mission. <i>Lead: Economic Development , United Counties of Leeds & Grenville</i>	<ul style="list-style-type: none"> Identify target ambassadors. Conduct consultations with these ambassadors to get input as to the information and collateral that would be useful in promotion. Develop promotional materials to aid ambassadors in promotional activities. Explore best practices established through similar programs (including those in Smiths Falls, and Kingston). 	<i>Program Records by Staff</i> <ul style="list-style-type: none"> # of participant Ambassadors <i>Local Citizen Volunteer Survey</i> <ul style="list-style-type: none"> # of potential business immigrants abroad reached out by Ambassadors <i>Council Member Reports (Economic Development Agencies)</i> <ul style="list-style-type: none"> scope of follow-up inquiries by potential business immigrants with local economic agencies # of follow-up visits by potential business immigrants to the region
	Engage international students to encourage local settlement attraction/ retention (providing framework of how to take advantage of opportunities available). <i>Lead: Project Staff</i>	<ul style="list-style-type: none"> Develop key messages to students (here are opportunities, challenges, access to resources, supports, volunteer potential, what is great about this region, Homestay possibilities etc.). Present to target groups (international students at local and nearby high schools, colleges, universities). 	<i>Event Registration and Feedback Forms</i> <ul style="list-style-type: none"> # of international students experiencing the region via field trip # of international students presented to <i>Council Member Reports (St. Lawrence College, TR Leger Immigrant Services)</i> <ul style="list-style-type: none"> # of international students settling locally

MOVING FORWARD

The strategic directives set forth above follow a clear and distinct set of action plans to achieve the goals established by the Leeds & Grenville Immigration Partnership Council over a 3-year period. While the strategy and associated action plans offer a path to achieving these goals, they are meant to be dynamic with the ability and opportunity to adjust according to needs identified through ongoing consultation by the Partnership with community stakeholders.

The Partnership Council will review the strategy on a bi-annual basis to ensure expected outcomes are being met. Through the monitoring and evaluation approach outlined above, the Council will be guided by measured outcomes to make adjustments to planned activities as required. At the end of each of the 3 years of this plan, Council will also consider these measured outcomes on an annual basis to establish additional strategic directives and action plans.



Appendix 1

Following is a list of gaps in regional programming for immigrant settlement and attraction with each followed by recommendation(s) to address that gap.

Difficulties in finding employment, unique to immigrants

- a. Limited knowledge of local employment market
- b. Few connections with local employers
- c. Having skills, experience and education gained internationally recognized in Canada
 - Engage local education, employment and self-employment organizations to introduce bridge training programs for internationally trained professionals interested in self-employment in their own field
 - Mobilize the support of local entrepreneurship and economic development agencies to create ideas for a local social enterprise project; work to attract Newcomer membership for this project
 - Create a friend/mentorship program matching newcomers with established local citizens, with economic integration as a connecting theme and clearly stated goal

Need to raise awareness of regional orientation tools available and expand their usefulness

- Develop the Immigration Portal to be a centralized destination for employment openings in the region, drawing from existing sources and referring to supporting service agencies
- Create a regular communication medium for the Immigration Partnership to broadcast to its contacts

Enhanced supports for employer in managing a diverse workforce and awareness of these supports (ie. training for cross-cultural understanding)

- Work with existing career bridging programs to raise awareness of their services amongst local employers and employment service agencies
- Raise awareness amongst employers of local supports for hiring and retaining a diverse workforce, and the benefits of doing so
- Develop the capacity to support local employers through the processes involved in the current Provincial Nominee Program

More help provided for newcomers to understand their basic rights and responsibilities when they come to Canada

- Engage regional experts to develop a locally focused training on basic rights and responsibilities

Need for supports for existing cultural diversity curriculum in area schools

- Develop an ambassador program that aims to engage one faculty person in each school in Leeds & Grenville to act as a point person for issues surrounding cultural diversity and immigration
 - Provide ambassadors with tools to increase visibility of cultural diversity in the school
 - Provide ambassadors with list of available presenters (as outlined above)
 - Provide ambassadors with strategies for developing a peer ambassador program for international and recent immigrant students

Need for supports for the attraction of immigrant entrepreneurs and investors (including a centrally located source of all opportunities for business and investment in the region)

- Serve as a coordinator to catalyze regional efforts for the attraction of international investors and immigrant entrepreneurs
 - Create a marketing and communications campaign that builds on the Partnership's acquired knowledge of messaging priorities and mediums and clearly identifies opportunities in the region, including feasibility studies for targeted business creation
 - Host inbound investment missions, and attend outbound missions in nearby urban centres

- Partner with neighbouring LIPs programs to lobby for a business immigration class through the Ontario Provincial Nominee Program (specifically targeting rural/non-urban communities)
- Develop a locally focused resource centre for micro-credit financing and social enterprises; including information on grant and loan opportunities
- Develop an ambassador program that provides local businesspeople and others with international contacts, with the information they require to promote the region to entrepreneurs/investors

Absence or inadequacy of worship facilities for many religions

- Explore funding opportunities, engage with local partners to develop a multi-faith worship centre

Difficulties for newcomers in connecting with existing populations

- Create monthly or bi-monthly social events with an international and cultural theme; each event would include a guest-speaker or presenter, or an activity related to Canadian culture and customs

More relationships and connections needed for the Immigration Partnership in North Grenville, and Gananoque

- Public awareness campaign that promotes the benefits of immigration and cultural diversity, and the tools and resources available from the Immigration Partnership
 - Including involvement in celebrations of cultural diversity in Gananoque, North Grenville, Brockville, and others as opportunities are presented
 - One large-scale community event that builds on the genuine interests of the local population, but incorporates multiculturalism as a key aspect
 - Create visual identifiers of the Immigration Partnership in community places where resources are available (ie. Window signs, posters on community boards, etc.)

Need to expand upon realistic information about local labour market opportunities; current and emerging

- Participate with regional organizations to understand labour market information including current and expected workforce needs throughout the region

Need to develop and nurture relationships with key contacts for newcomers in urban areas

- Expand relationships and maintain vibrant communication with entrepreneurship, employment and settlement service agencies in urban centres, ensuring they are able to refer their clientele

Need public availability of training for cross cultural understanding

- Create and actively manage a series of available local presenters with diverse cultural heritage backgrounds and/or on the topic of cultural understanding and appreciation
 - In particular, an internally developed presentation on cultural awareness and understanding that is especially targeted towards service professionals and other community organizations

No centrally coordinated source for interpreter services

- Create and actively manage a volunteer list of interpreters and language instruction professionals
 - Provide trainings to these individuals to act as conduits for community orientation

Appendix 2

Attracting Immigration to Ontario's Non-Urban Communities METHODOLOGY

Qualitative and quantitative methods of inquiry were used to arrive at the findings of this study. The findings in the Report are presented through combined analysis of data collected by both methods.

The qualitative research focused on understanding the elements of community living that are most appealing to newcomers to determine their settlement choice, learning why those elements are so important and how participants see change happening in communities to establish those desired qualities that will ultimately meet their needs and preferences.

Eleven focus-group discussions were held with newcomers currently living in the Greater Toronto Area (GTA), Ottawa or Montreal, with total participation of 108 people (median group size of 10). Participants in eight discussions were drawn from the clients of Settlement and Employment service organizations. The majority were internationally trained professionals, mastering English language, and in their first five years of arrival to Canada.

Four of the discussions were specifically focused on studying the needs of business immigrants. The 22 participants in these focus groups were drawn from the roster of the Business Immigration Section of the Ontario Ministry of Economic Development and Trade (MEDT), which qualifies them as business immigrants with the specified business experience and investment capital.

The discussions were conducted as semi-structured group interviews. Participants were first asked to identify as many community attractors as they see important, and then to prioritize them, by allocating a total of five points towards the areas that are of higher priority for them. The areas with most priority points were discussed in further depth.

The quantitative research aimed to verify the findings of the focus group discussions, as well as to capture the demographic characteristics of participants to enable narrowing down the analysis to specific groups of immigrants. The observed characteristics covered city of residence, age, gender, number of years in Canada, marital status, number of children, employment status and education level. Information on ethnic background was not collected to keep neutrality and to focus on individual characteristics rather than the ethnic background.

The survey sampling method was convenience sampling where immigrant service organizations were asked to distribute the online survey among their clients. However, the representativeness of newcomer population is maintained by the wide geographic and service coverage of these organizations, particularly for skilled immigrants in Ottawa, Kanata, Nepean and across the GTA. The survey was also advertised in major settlement websites and forums in Canada.

140 newcomers in Ontario participated in the on-line survey. The questionnaire covered 19 questions, including a section on self-employment. Participants were also asked to rate a set of 16 suggested attractors for community living at a 1 to 5 scale to compare their results with those of the focus groups in the earlier attractors' prioritization exercise.

Given the nature of the organizations that distributed the survey, the views of business immigrants were likely underrepresented in the sample. Therefore a brief questionnaire was administered for them during the focus groups to ensure quantifiable data on the preferences of this group too. The questionnaire covered key demographic characteristics, willingness to consider living and doing business in non-urban communities, and rating of a given set of community attributes according to their perceived importance.

For a full version of this report, please contact the Leeds & Grenville Immigration Partnership at 613-342-8889, or via email diversity.matters@uwlg.org.

Appendix 3

Community Consultations: Summative Report METHODOLOGY

There were 7 meetings held to gather identified groups with similar interests/backgrounds and discuss immigration in the region. Partnership staff engaged with immigrants who have settled locally (both short and long term), and leaders in 4 particular community sectors (safety, security and health; education; employment and economic development; first encounter organizations) that had been identified as priorities by recent newcomers to Canada. Additionally, the Partnership targeted discussions on the topic of immigration within communities in two areas of Leeds & Grenville where deeper understanding and connections were recognized as required.

Each meeting was held to a maximum of 15 participants, so as to keep the group size appropriate for a single discussion involving all. Over the course of its previous activities, the Partnership has identified a list of immigrants having settled locally in this area, and this list served as a basis for inviting that group to a discussion. Participants in the community sector discussions were chosen according to their leadership roles within organizations that were identified as key service providers in their respective sectors. Every attempt was made to invite a breadth of representatives from across Leeds & Grenville, in an effort to ensure a broad regional perspective at each meeting. For the meetings with communities at large, a public invitation was distributed through advertisements and editorial profiles in local newspapers, radio stations, and internet outlets. Additionally, community leaders including local politicians, service club representatives, and organizational leaders, were personally invited. The communities surrounding Gananoque and North Grenville were chosen for these discussions, based on their larger populations (relative to other areas in the region), the Partnership's desire to ensure a regional approach, and their identification as having traditionally been centres for the settlement of recent newcomers to Canada in the region.

Partnership staff served as facilitators for these meetings. While the discussions were guided loosely by a series of pre-determined questions, they were allowed to flow dynamically with participants encouraged to speak freely on topics and in directions of their choosing. Accordingly, while the meetings were initially planned to be 1.5 - 2 hours in duration, they were allowed to continue according to the participants' determining. All meetings lasted near to the planned duration, with some slightly shorter and some slightly longer.

Throughout the discussions, participants shared their ideas and opinions with regards to possible strategies for immigration, considering local needs and opportunities. The discussions were captured and triangulated by two Partnership staff to ensure accuracy. The points discussed serve as qualitative data for analysis in this report, and provide verification for previously established strategic recommendations, as well as give rise to new recommendations.

For a full version of this report, please contact the Leeds & Grenville Immigration Partnership at 613-342-8889, or via email diversity.matters@uwlg.org.

Appendix 4

Measurement strategies include the following data collection methods:

- *Council Member Reports:* (Bi-monthly) Report Forms will be developed together with individual Council members based on their respective areas of work, and will also cover common questions for all members, such as scope and nature of collaboration with other agencies, number of immigrants assisted during the reporting period, anecdotal evidence of program impact, etc. These report forms will be submitted at each bi-monthly meeting of the LGIP Council.
- *External Partner Surveys:* (Quarterly) A range of non-Council member community agencies will be approached with brief telephone surveys. Through these surveys, Partnership staff will record anecdotal evidence of referrals made, number of clients served and agencies' ability to refer clients appropriately. All partners outside of Leeds and Grenville region will also be approached with a similar survey. The main purpose of these reports is tracking the ability of community agencies and partners external to the region to refer clientele effectively.
- *Event Registration and Feedback forms:* number and feedback of participants to all events organized (in whole, or in part) by LGIP will be recorded.
- *Employer Survey:* brief telephone survey with a selected sample of employers (sample size: no more than 50) to track changes in hiring practices and immigrant hires. Conducted in the last quarter of each program year.
- *Local Immigrant Survey:* online survey conducted in the last quarter of each program year to record current issues faced by immigrants in the region. Survey sample will be drawn from the immigrant population database maintained by program staff, updated annually through exploration trips to all municipalities in Leeds & Grenville to identify and meet with recently settled immigrants in the region.
- *Local Immigrant Focus Groups:* (Annual) one or two group meetings to augment survey findings with more in-dept understanding of settlement issues in the region.
- *Internet and Media Monitoring:* maintaining records of unique views of the Immigration Portal, feedback to all social media activities and media coverage of Immigration Partnership and relevant issues.
- *Secondary Statistical Sources:* primary data collected by partners and staff will be augmented and cross-referenced with other relevant research data, including statistics available from federal and provincial government ministries.
- *Program Records by Staff:* maintaining database of various program activities.
- *Local Citizen Volunteer Survey:* (annually) brief telephone surveys and emails following relevant program events. Information will be collected particularly regarding the number of immigrant investors reached out abroad and community attitudes received throughout the Campaign.



The Leeds & Grenville Immigration Partnership is a program with leadership from:



United Way
Leeds & Grenville



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