



Citizenship and  
Immigration Canada

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Immigration Canada



# Citizenship and Immigration Canada

**Welcoming Communities:  
Same Ingredients, Different Recipes**

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**"Opening Doors: Creating Conditions for Success"  
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**Canada** 

\* Opinions expressed are those of the presenter, and do not necessarily reflect those of Integration Branch, Citizenship and Immigration Canada or the Government of Canada.



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## Why a Concern with Welcoming Communities?

- Labour market shortages (present and projected);
- Limit of domestic growth, retraining, inclusion of marginalized workforces (Metis and Aboriginals), and internal migration;
- Attraction of newcomers only useful if RETENTION challenge is resolved.

(Source: Schollie Research and Consulting 2010)





## Why a Concern with Welcoming Communities? (cont.)

- “Local government involvement in settlement services varies across the country, but all municipalities contribute whether through the provision of temporary shelter to refugees, grants to community-based organizations or program enhancements at local libraries or community centres – just to name a few” (FCM 2011)





## Why a Concern with Welcoming Communities? (cont.)

“If you want to kill your community, however, it is critical that you emulate a type of behaviour that doesn’t welcome, engage, or support outsiders of any stripe, whether they are from out of town, out of the country, or just outside your generally travelled circles”.

Doug Griffiths and Kelly Clemmer 2010





# Demographics

Permanent Residents:

Intended Province of Destination

Province/ Territory	1995	2009
BC	44,537	41,438
<b>Alberta</b>	<b>14,328</b>	<b>27,017</b>
<b>Sask</b>	<b>1,952</b>	<b>6,890</b>
<b>Manitoba</b>	<b>3,609</b>	<b>13,520</b>
Ontario	115,676	106,867
Quebec	27,222	49,493
<b>NB</b>	<b>639</b>	<b>1,913</b>
<b>PEI</b>	<b>167</b>	<b>1,723</b>
NS	3,585	2,424
Nfld & L	588	603
Territories	201	291

Permanent Residents

Intended City of Destination

City	1995	2009
Victoria	1,229	1,482
Vancouver	38,296	34,626
<b>Calgary</b>	<b>6,986</b>	<b>13,708</b>
Edmonton	5,626	8,508
<b>Saskatoon</b>	<b>896</b>	<b>2,564</b>
<b>Regina</b>	<b>648</b>	<b>2,058</b>
<b>Winnipeg</b>	<b>3,134</b>	<b>9,971</b>
Toronto	66,787	82,644
Montreal	20,302	42,534
Quebec City	1,416	2,364
Fredericton	280	493
<b>Moncton</b>	<b>93</b>	<b>479</b>
<b>Charlottetown</b>	<b>117</b>	<b>1,630</b>
Halifax	3,173	1,797
St John's	443	454

Sources: Citizenship and Immigration Statistics 1995; Facts and Figures 2009



## Temporary Residents By Province Present on December 1, 2009

Category	BC	AB	SK	Man	Ont	Que	NB	PEI	NS	NL	Terr
Foreign Workers	69,038	65,798	5,971	5,623	94,762	30,552	2,395	641	3,262	1,478	672
Foreign Students	55,479	15,580	3,967	5,383	72,994	30,593	3,284	651	6,613	1,524	69
Humanitarian	5,865	5,664	222	414	62,288	31,304	98	22	129	46	40

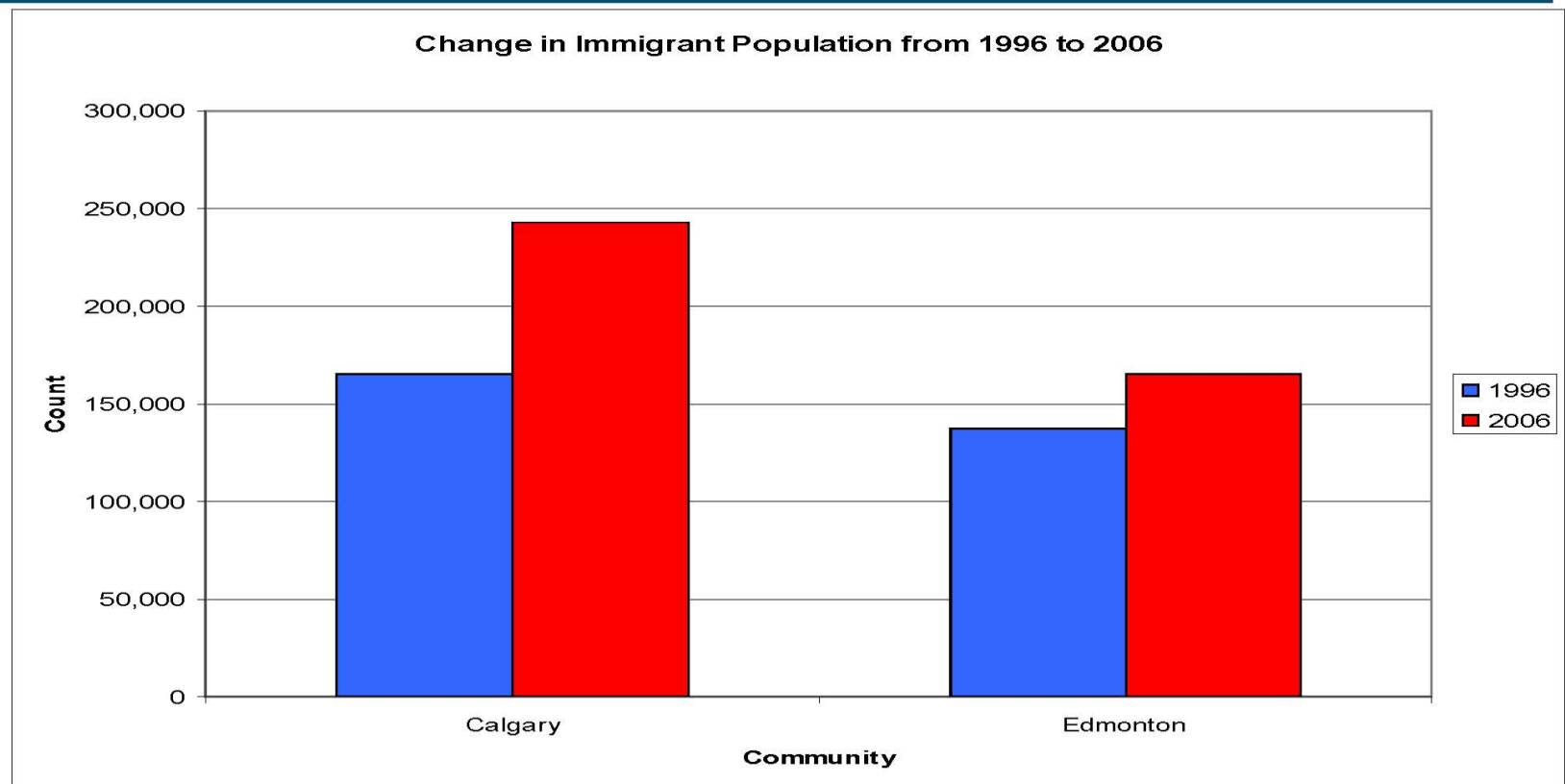
Source: Facts and Figures 2009





## Alberta Demographic Snapshots

# Immigrant population growth: Calgary and Edmonton

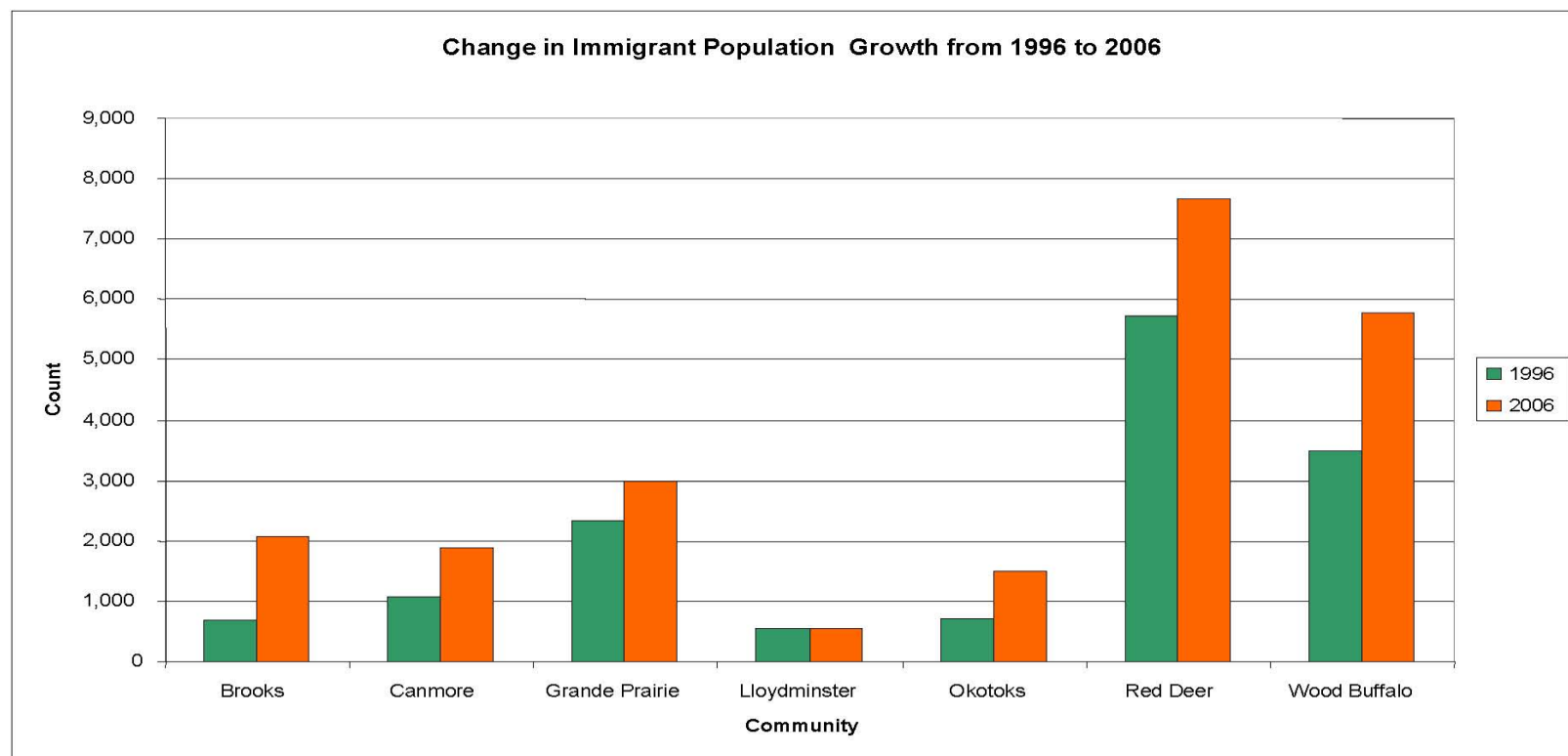






## Alberta Demographic Snapshots

# Immigrant population growth in smaller Alberta towns and cities

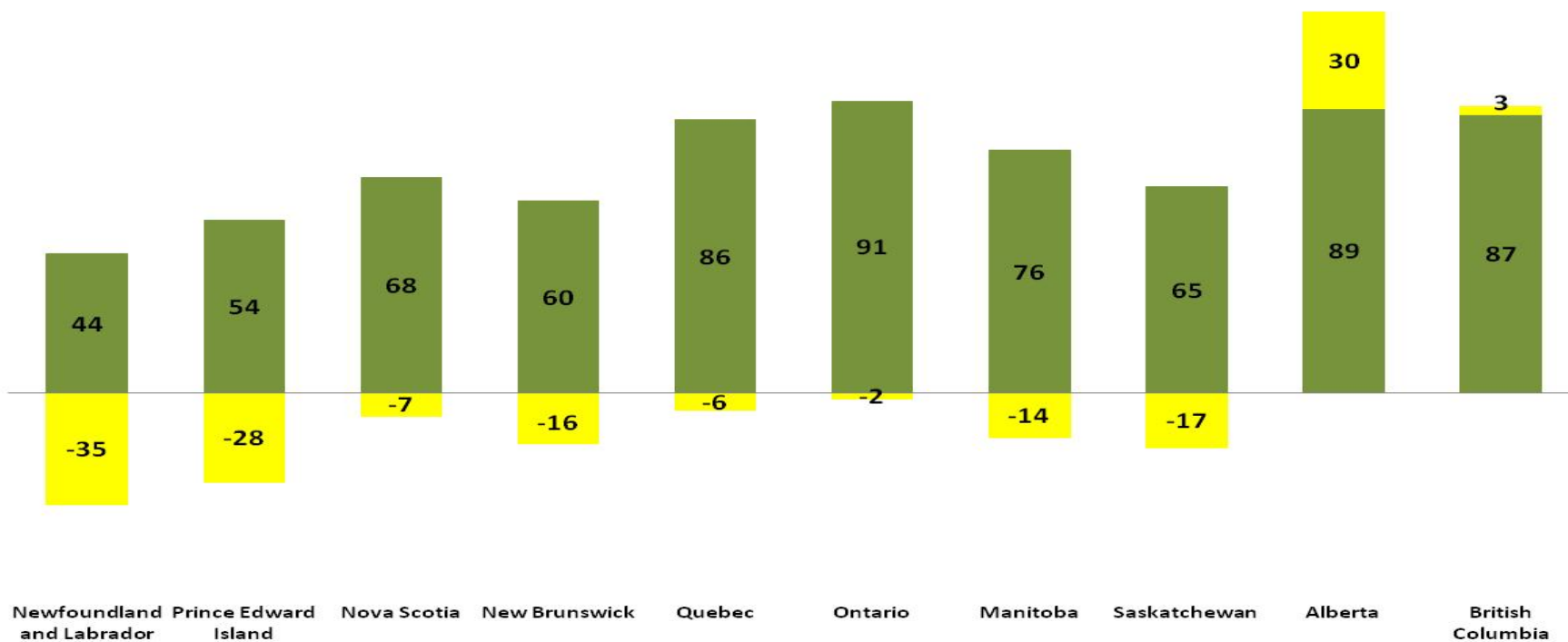




# Secondary Migration

## Retention Rate Vs. Net Migration Change Rate Immigrants landed from 2000 to 2006 - 2006 Tax Year

■ Retention rate (%) ■ Net change (%)



Source: Okonny-Myers 2010





## Definition 1

- *Toolbox of Ideas for Smaller Centres (2007)*
  - *A welcoming community:*
    - *has a strong desire to receive newcomers and to create an environment in which they will feel at home;*
    - *ensures newcomers are able to participate fully in all aspects of community life;*
    - *Ensures newcomers have access to a full range of services and programs and can find meaningful employment opportunities.*

*(Source: National Working Group on Small Centre Strategies 2007)*





## Definition 2

- ***Welcoming Communities Initiative 2010***
- Spatial dimensions – a physical location in Canada – a town, city or region – in which newcomers feel valued and their needs are served
- Discourse dimension – a community having agency and engaging in actions that facilitate the integration of newcomers
- A collective effort to create a place where individuals feel values and included
- A location that has the capacity to meet the needs and promote inclusion of newcomers, and the machinery in place to produce and support these capacities; includes both outcomes and processes that work toward producing and maintaining these outcomes

(Source Esses et. al 2010)





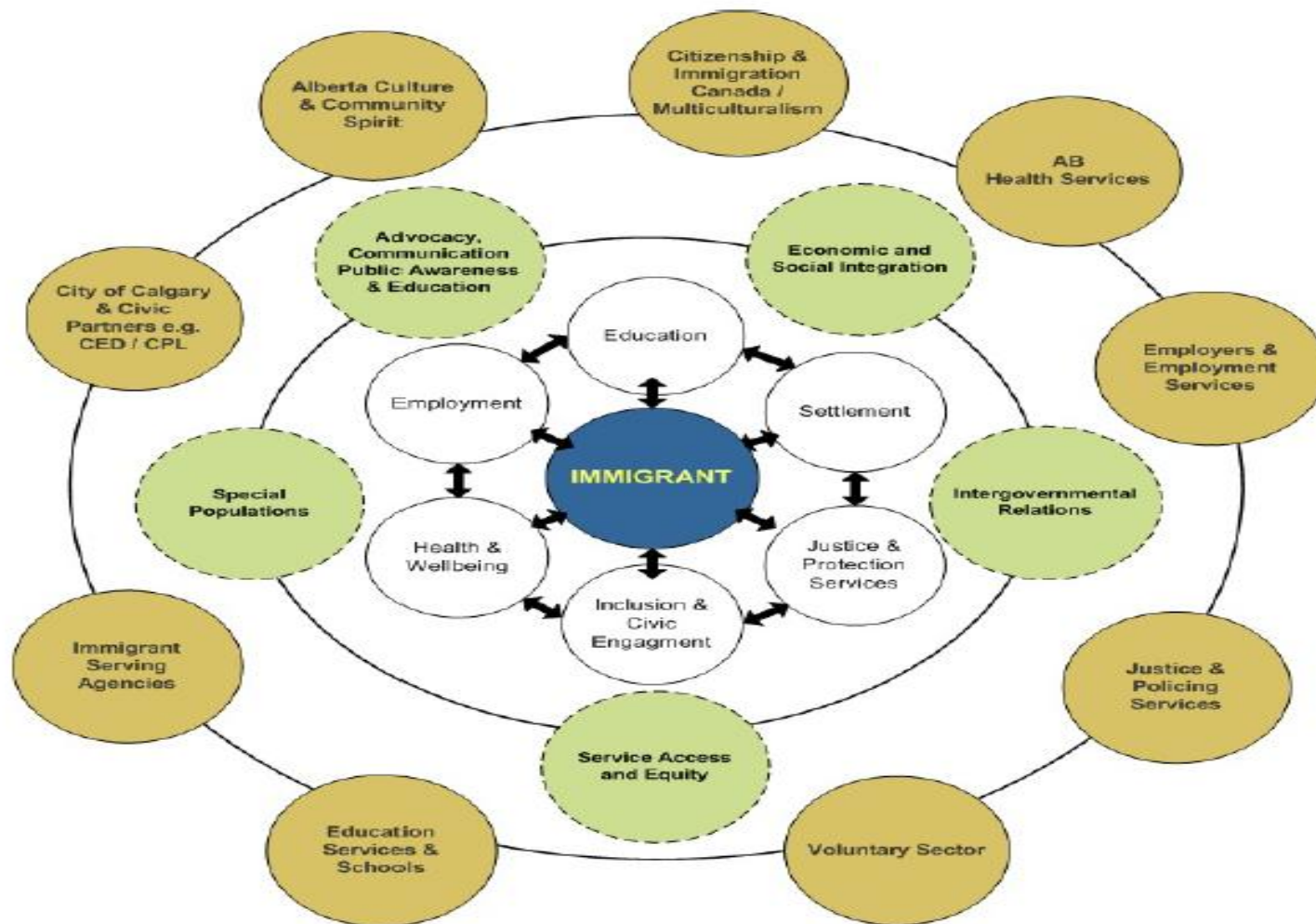
# Ingredients

- Employment opportunities
- Fostering social capital
- Affordable and suitable housing
- Positive attitudes towards immigrants, cultural diversity and the presence of newcomers in the community
- Presence of newcomer-serving agencies that can successfully meet the needs of newcomers
- Links between main actors working towards welcoming communities
- Municipal features and services sensitive to the presence and needs of newcomers
- Educational opportunities
- Accessible and suitable health care
- Available and accessible public transportation
- Presence of diverse religious organizations
- Social engagement opportunities
- Political participation opportunities
- Positive relationships with the police and the justice system
- Safety
- Opportunities for use of public space and recreational facilities
- Favorable media coverage and representation

(Source Esses et. al 2010)



# Organizing the Ingredients





# Sample Recipes?

## ALBERTA

**Brooks** (Conference Board 2009, Broadway 2009)

**Calgary** (City of Calgary 2011)

**Edmonton** (FCM 2011, Derwing and Krahn 2006)

**High River** (Edna Sutherland and Associates 2007)

**Innisfail** (Govt of BC N.D.; Churchill 2008; Ashworth 2008)

**Red Deer** (City of Red Deer 2007)

## BRITISH COLUMBIA

Burnaby (Ashworth 2008; Govt of BC N.D.)

Coquitlam (Ashworth 2008)

Delta (Ashworth 2008)

Kamloops (Drolet 2010)

Kelowna (Bahbahani 2008)

New Westminster (Ashworth 2008)

North Vancouver (Ashworth 2008)

Prince George, Fort St John and Terrace, BC (McCallum 2009)

Richmond (Ashworth 2008; Good 2007)

Surrey (Ashworth 2008; Good 2007)

Upper Skeena (Govt of BC N.D.)

Vancouver (Ashworth 2008; Good 2007)

Revelstoke (Pearce 2005; Kline and Whalen 2010)

Vancouver (Govt of BC N.D.)

## SASKATCHEWAN

Saskatoon (AUMA 2008, Garcea 2006)

Regina (Garcea 2006)

## MANITOBA

Brandon (Zehtab-Martin and Beesley 2007)

Parkland, Portage la Prairie, Steinbach, Winkler\* (FCM 2011)

Winkler (Conference Board 2009)

Winnipeg (FCM 2011)

## NORTHWEST TERRITORIES

Yellowknife (Conference Board 2009)

## NOVA SCOTIA

Cape Breton (Strait-Highlands Regional Development Agency 2007)

Colchester County (Flint 2007)

Halifax (Krnstal 2010; AUMA 2008, Coutinho 2006; Hornberger 2005a, 2005b)

## NEW BRUNSWICK

Florenceville-Bristol (Conference Board 2009)

Moncton (Belkhodja 2006)

Saint-Leonard (Govt of BC N.D.)

## QUEBEC

Montreal (FCM 2011)

Quebec City (Gignac 2010, Bourget 2006)

Sherbrooke (Govt of BC N.D.; Corriveau and Rougery 2006)





# Sample Recipes? Ontario

**Brampton** (Good 2007)

**Brantford and Brant-Haldimand-Norfolk Counties** (Sethi 2009)

**Guelph** (Lusis and Bauer 2012, Guelph-Wellington Local Immigration Partnership 2010; Guelph 2006)

**Hamilton** (Bird 2012, Hamilton Immigration Partnership Council 2010; AUMA 2008, Satzewich and Shaffir 2007)

**Hearst, Timmins and Kapuskasing** (Lacassagne forthcoming)

**Kingston** (Kobayashi 2012)

**London** (Bradford and Esses 2012, London & Middlesex Local Immigration Partnership 2010; Brochu and Abu-Ayyash 2006)

**Markham** (Good 2007)

**Mississauga** (Good 2007)

**Niagara** (Niagara Local Immigration Partnership 2011)

**North Bay** (North Bay Newcomers Network 2011)

**Ottawa** (Biles, Tolley, Andrew 2012; Ottawa Local Immigration Partnership 2011)

**Peel** (Agrawal et. al. 2007)

**Peterborough** (Ma 2012; PPCII 2010)

**Sarnia-Lambton** (County of Lambton 2010)

**Sault Ste Marie** (Sault Ste Marie Local Immigration Partnership 2011)

**Sudbury** (Nangia 2012, Block 2006)

**Thunder Bay** (Southcott 2012, Thunder Bay Immigration Committee 2010; Dunk 2007)

**Timmins** (Timmins Economic Development Corp 2011)

**Toronto** (Siemiatycki 2012; Good 2007)

**Waterloo** (Janzen and Walton-Roberts 2012; McFadden and Janzen 2007; Abu-Ayyash and Brochu 2006)

**Windsor** (George and Ku 2012)







## Now You're Cooking: Overview

- WCI Five Stages of developing a welcoming communities approach:
  - Assessment of the current state of the community at a global and specific level
  - Creation of short-term and long-term goals
  - Implementation (adjustment) of policies and programs that are designed to target gaps and weaknesses and work toward these goals
  - Systematic research to evaluate the effectiveness of these policies and programs
  - On-going assessment of community outcomes and feedback

(Source Esses et. al 2010)





## Examples

- Local Immigration Partnerships (LIPs)
- Canadian Coalition of Municipalities Against Racism and Discrimination (CMARD)





## Local Immigration Partnerships

- Through regional CFPs for LIPs in 2008 and 2010, 45 LIPs have been gradually established in Ontario.
- In issuing the Calls for Proposals, CIC intended to:
  1. Strengthen local and regional awareness and capacity to integrate immigrants.
  2. Establish or enhance partnerships and participation of multiple stakeholders in planning, and coordinating the delivery of integration services.
  3. Improve access to, and coordination of, effective services that facilitate immigrant settlement and integration.
  4. Improve access to the labour market for immigrants.

For more details on LIPs see Burr 2011



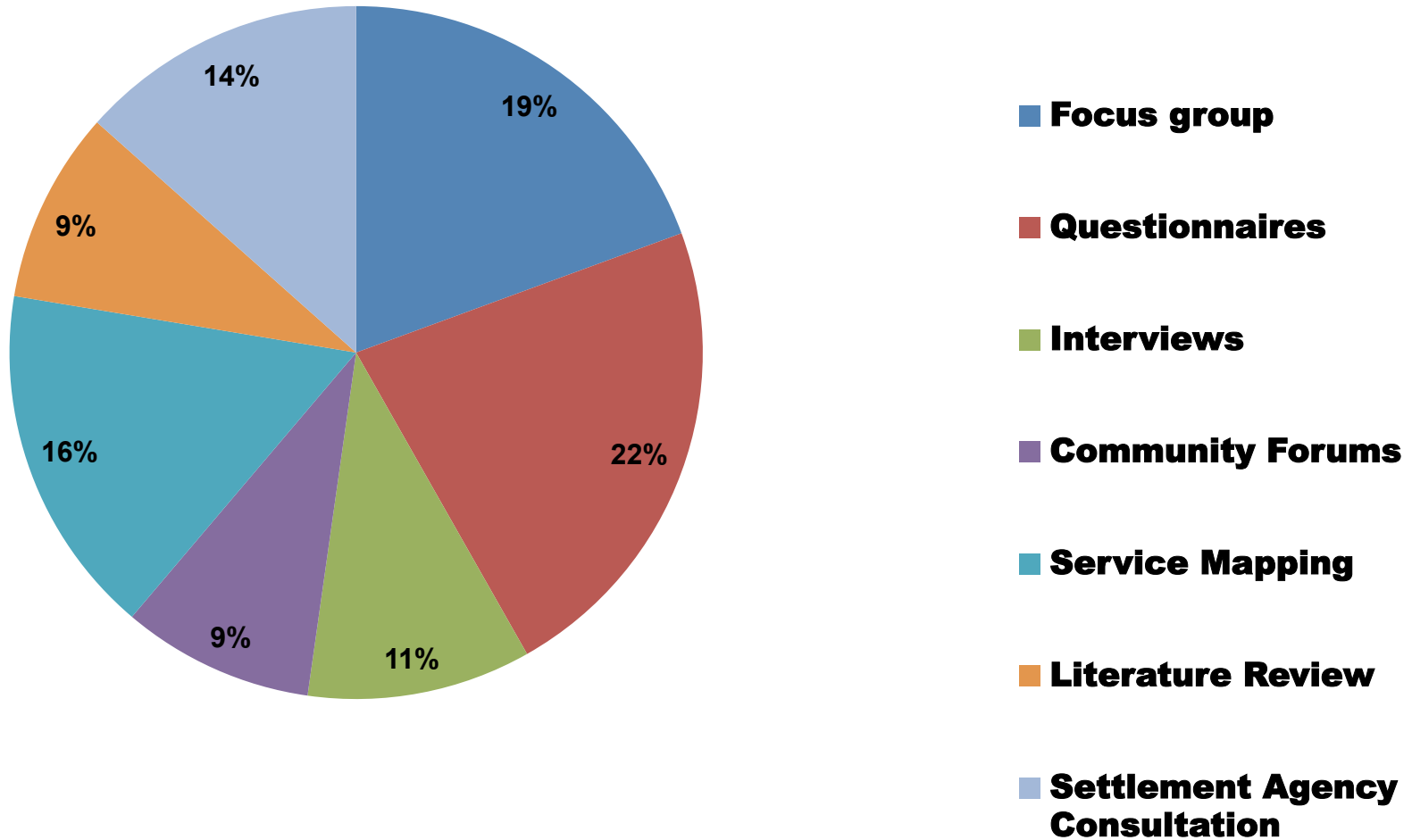


# Partnership Council Membership

- **Municipal representatives**
  - Elected city officials or bureaucratic representatives involved with economic development, social planning or public services (transit, housing, libraries, police, social services)
- **Provincial representatives**
  - Immigration, health, justice, education and training, school boards, regional economic development agencies
- **Federal representatives**
  - CIC, HRSDC, Service Canada, PHAC, Agriculture and Agri-food Canada (Rural and Co-operatives Secretariat), PCH, regional economic development agencies
- **Labour market actors**
  - Employers, training boards, business councils and associations, chambers of commerce and unions
- **Local SPOs**
  - e.g. Catholic Immigration Centre
- **Umbrella organizations**
  - e.g. United Way, social planning councils
- **Local and regional research bodies**
  - Universities, colleges, think tanks, WCI CURA
- **Mainstream and Ethnic Media**

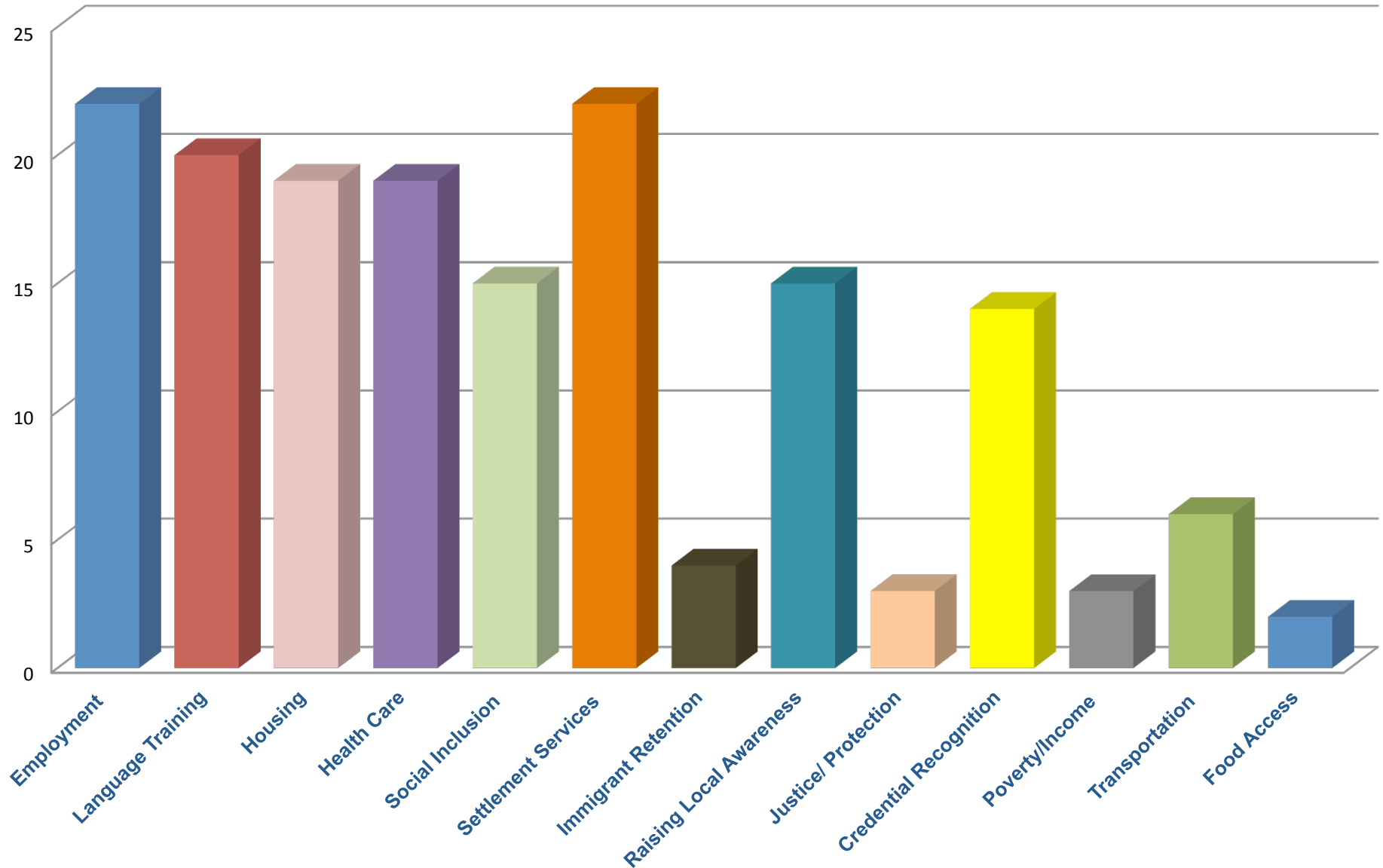


# Research Methods



*\*Based on information received in strategic plans.*

# Themes



*\*Based on information received in strategic plans.*

# Commonalities within LIPs Strategies

Common Themes	Priorities
<b>Accessibility and Coordination of Settlement Services</b>	<ul style="list-style-type: none"> <li>• Establish Welcome Centres</li> <li>• Develop common referral systems - “no wrong door”</li> <li>• Promote “one-stop shop” approach</li> <li>• Create multi-lingual materials and services</li> </ul>
<b>Employment</b>	<ul style="list-style-type: none"> <li>• Engage employers</li> <li>• Offer training and resources</li> <li>• Assist with occupation-specific language training</li> <li>• Encourage mentoring, bridging and job shadowing for employment</li> </ul>
<b>Host Community</b>	<ul style="list-style-type: none"> <li>• Engage community</li> <li>• Develop public awareness campaigns</li> </ul>
<b>Language Training</b>	<ul style="list-style-type: none"> <li>• Evaluate local language training programs</li> <li>• Explore alternative models of language training</li> <li>• Enhance availability of childcare and review location of classes</li> </ul>
<b>Mainstream Services</b>	<ul style="list-style-type: none"> <li>• <i>Housing</i> – locate suitable housing; increase availability of affordable housing; offer training regarding tenant/landlord issues.</li> <li>• <i>Healthcare</i> – assist newcomers in understanding the system; increase accessibility; address mental health needs.</li> <li>• <i>Transportation</i>: provide orientation to systems; decrease barriers to usage.</li> <li>• <i>Education</i> – collaborate with school boards.</li> <li>• <i>Public Services</i> – provide translation and interpretation.</li> </ul>



## CMARD

### As of 2011 there were 47 Canadian Signatory Municipalities

- **Alberta:** Brooks, Calgary, Drayton Valley, Edmonton, Fort McLeod, Grande Prairie, Innisfail, Lethbridge, St Albert, the Region of Wood Buffalo and Fort McMurray, and Wetaskwin
- **British Columbia:** Lions Bay, Vancouver, Williams Lake
- **Manitoba:** Winnipeg
- **New Brunswick:** Saint John
- **Nova Scotia:** Halifax, Kentville, Kings, Truro
- **Ontario:** Aurora, Caledon, Georgina, Kingston, London, Markham, Oakville, Oshawa, Peel, Richmond Hill, Sudbury, Tecumseh, Thunder Bay, Toronto, Vaughan, Windsor
- **Prince Edward Island:** Stratford
- **Quebec:** Gatineau, Montreal, Quebec City, Saguenay, Saint-Justin, Sherbrooke
- **Saskatchewan:** Moose Jaw, Prince Albert, Saskatoon

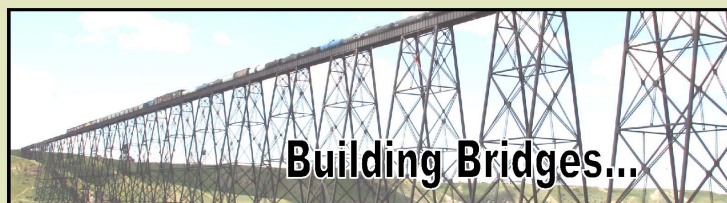
(Sources: Alberta Human Rights Commission; Lacasse 2011)







# CMARD: Lethbridge Strategy



*A Welcoming and Inclusive Lethbridge*



## Community Action Plan 2011-2021

Prepared by the members of the Coalition of  
Municipalities Against Racism & Discrimination  
(CMARD) Team Lethbridge  
Presented to City Council January 24, 2011





## Membership of Lethbridge CMARD Committee

- City of Lethbridge
- Lethbridge Regional Police Service
- University of Lethbridge
- Persons with Developmental Disabilities
- Youth and Community Service Groups
- Aboriginal Council of Lethbridge
- Lethbridge Family Services/Immigrant Services
- Gay and Lesbian Alliance of Lethbridge and Area
- Southern Alberta Ethnic Association
- Blood Tribe
- Downtown Lethbridge Business Revitalization Zone

*(Source: City of Lethbridge 2011)*





## Developing the Plan

- Broadly representative committee
- “Building Bridges . . . Finding Common Ground: Celebrating Diversity in Our Community” Conference (2010)
- Pangaea Diversity Cafes

*(Source: City of Lethbridge 2011)*





## Components of the Plan

- Leadership on behalf of municipality
- Needs assessment and asset mapping
- Workplace survey
- Annual diversity, inclusion report card
- Implement Safe Harbour Program
- Community partnerships
- Social marketing campaign
- Development/distribution of resource materials
- Community forums / annual conference
- Calendar of important events





## Components of the Plan (cont.)

- Development/training/community involvement of diversity unit and other regional law enforcement bodies.
- Provide equal opportunity as a municipal employer, service provider and contractor
- Support measures to promote equity in the labour market
- Identify and remove systemic barriers
- Civic participation and leadership development





## Components of the Plan (cont).

- Support for community-based projects
- Recognition programs
- Youth-at-risk programming
- Pool of experts
- Cultural competency training
- Equitable support to cultural projects, programs and events
- Best practices, evaluation and reporting





## Developing Your Own Recipe

- Source Your Ingredients Locally (if possible)
- Select/Develop Appropriate Utensils
- Read Chefs' Notes (Your Own and Others')





## Alberta Ingredients

- Prairie Metropolis Centre ([www.pcerii.metropolis.net](http://www.pcerii.metropolis.net))
- Alberta Association of Immigrant Serving Agencies ([www.aaisa.ca](http://www.aaisa.ca))
- Northeast Alberta Information HUB's 2010 *Labour Force Capacity Study for Rural Communities* (Schollie Research and Consulting 2010)
- Alberta Urban Municipalities Association's 2008 *Welcoming and Inclusive Communities Toolkit*
- Human Rights, Citizenship and Multiculturalism's Education Fund and the *Creating Inclusive Communities Framework for the Future: 2007-2012* (Alberta 2006a, b; 2007)
- Alberta Rural Physician Action Plan (<http://www.rpap.ab.ca/>)
- Welcoming and Inclusive Communities Initiative\*  
(<http://www.auma.ca/live/AUMA/Toolkits+%26+Initiatives/Welcoming+and+Inclusive+Communities>)







# Looking for the Appropriate Utensils

- **Community Dialogue** (Canada's Rural Partnership 2001)
- **Getting the Basic Facts**
  - Prairie Metropolis Centre\* ([www.pcerii.metropolis.net](http://www.pcerii.metropolis.net))
  - *Labour Force Capacity Study for Rural Communities*
  - Brandon University's Rural Development Institute
  - *Our Diverse Cities* magazines
  - Welcoming Communities Initiative ([www.welcomingcommunities.ca](http://www.welcomingcommunities.ca))
- **Attraction** (Twist Marketing 2009)
- **Focusing Upon Specific Sub-populations of Newcomers**
  - Francophone Minority Communities (Belkhodja and Beaudry 2008; Belkhodja 2008; Roy 2007)
  - International Students (Arias 1999)
  - Provincial Nominees (Carter 2008)
  - Refugees (Sherrell et. al. 2005; Abu-Laban et. al. 1999)
  - Secondary Migration (Newbold 2007)
  - Temporary Foreign Workers (Govt of Alberta 2010)





## Looking for the Appropriate Utensils (cont.)

- **Developing the Plan**

- *Welcoming and Inclusive Communities Toolkit* (AUMA 2008)
- Small Centres Tool Kit 2007

- **Engaging Key Partners**

- Small and Medium Sized Enterprises (Shukla 2010; Govt of Alberta 2010; ATESL 2006)
- Universities and Colleges (Walton-Roberts 2008; City of Red Deer 2007; Kebrun and Rebelo 2006)
- Ethnocultural Organizations (Bucklaschuk and Sormova 2011)
- School Boards (Coalition for Equal Access to Education 2009; Kappel Ramji Consulting Group 2008; Ngo 2003)
- Libraries (Library Settlement Partnership No Date; Power Analysis Inc., 2007, Toronto Public Library 2007)
- Immigrant Serving Agencies [www.aaisa.ca](http://www.aaisa.ca)





## Looking for the Appropriate Utensils (cont.)

- **Best Practices & Evaluation**
  - *Characteristics of a Welcoming Community* (Esses. Et. al. 2010)
  - Welcoming Communities Initiative ([www.welcomingcommunities.ca](http://www.welcomingcommunities.ca))
  - Pathways to Prosperity Proposal ([vesses@uwo.ca](mailto:vesses@uwo.ca); [lenise@ualberta.ca](mailto:lenise@ualberta.ca))





## Chefs' Notes

- Conference Board of Canada's 2009 *Immigrant-friendly Communities: Making Immigration Work for Employers and Other Stakeholders in Small-Town Canada*
  - *There is no cookie-cutter approach or model of building an immigrant-friendly community in small-town Canada.*
  - *Immigration needs to be a part of a community's longer-term economic development strategy if it is going to succeed.*
  - *Employer engagement, along with the concerted support and efforts of many different community stakeholders, is needed to attract, settle, integrate and retain immigrant talent.*
  - *Building a critical mass of immigrants in a community is important for long-term success, as most immigrants choose destinations based on the presence of ethnic networks.*





## Chefs' Notes (cont.)

- Small Centre Strategy (2003/2007)
  - “The resources (the ‘tools’) are, or can be made available, if the will is present. But an organized effort is also required. Good intentions or a positive philosophical framework are obviously important and may indeed be readily achieved. But if there is no coherent plan, and a co-ordinating and implementing structure in place with strong leadership to make it work, then the good intentions may yield little.”





## Chefs' Notes (cont.)

- AUMA Toolkit (2008)
  - Leadership engagement
  - Shared vision
  - Linking to existing priorities, initiatives and networks
  - Reaching out: Local ownership and active partnerships
  - Informed decision-making
  - Demonstrating commitment



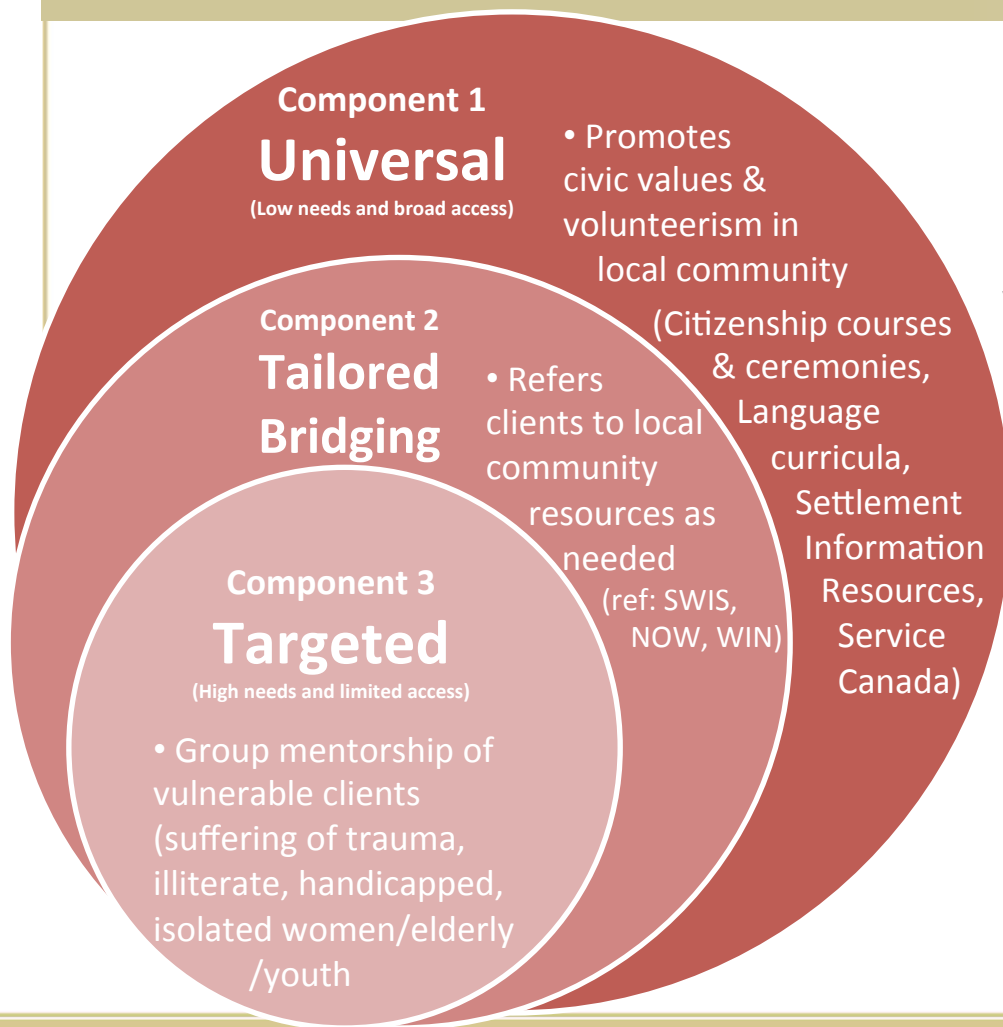


## Chefs' Notes (cont.)

- Innisfail
  - “Don’t get bogged down with structures and funding. Start with quick wins. Try to get the right people around the table. Make sure you have a passionate supporter from town council on the committee” (Ashworth 2008).



# Thinking About Community Connections for Newcomers



*A program that has a specific focus, targeted modes of delivery, with effective assessment in order to :*

- **COMPONENT 1. PROVIDE NEWCOMERS WITH THE INFORMATION THEY NEED TO TAKE RESPONSIBILITY FOR ENGAGING IN THEIR LOCAL COMMUNITY**
- **COMPONENT 2. PROMOTE THE INTEGRATION OF NEWCOMERS INTO CANADIAN SOCIETY THROUGH REFERRALS TO A RANGE OF LOCAL, COMMUNITY BASED PROGRAM OPTIONS**
- **COMPONENT 3. ACTIVELY COMBAT ISOLATION AMONG VULNERABLE NEWCOMERS THROUGH COMMUNITY BASED MENTORSHIP PROGRAMS**







## CIC Settlement Program Best Practices

- Welcoming Communities Initiative – projects aim to address racism and discrimination as key barriers to settlement and integration.
  - Toolbox of Ideas for Smaller Centres
  - The Caravan
- Local Immigration Partnerships – partnership between municipalities and local stakeholders to develop a comprehensive, coordinated and collaborative strategy for the settlement and integration of newcomers to their communities.
- Settlement Workers in Schools (SWIS) / In-School Supports – partnership that seeks to increase access to settlement services by providing information, counselling and referral to newcomer children, youth, and their families directly in schools.
  - Newcomer Orientation Week
- Library Settlement Partnerships (LSP) – three way partnership between immigrant settlement agencies, CIC and participating public library systems to provide information, referral, and community outreach based on community needs.
- Welcome Centres – local centres that offer one-stop shops for community information and settlement services, such as language training or job-search workshops.
  - Four new centres announced in York Region





## Related Initiatives

- The modernized Settlement Program is complemented by regional strategies led by some provinces. For example:
  - **Welcome BC** Engages diverse sectors and groups to enhance social cohesion by funding projects that foster inclusive and vibrant communities ([www.welcomebc.ca](http://www.welcomebc.ca)).
  - **Welcoming Communities Manitoba Initiative** Provides funding to a wide range of partners undertaking activities that build capacity to address discrimination, support social inclusion or increase public education and awareness ([http://www2.immigratemanitoba.com/asset\\_library/en/multiculturalism/pdf/wcm\\_guide050109.pdf](http://www2.immigratemanitoba.com/asset_library/en/multiculturalism/pdf/wcm_guide050109.pdf)).
  - **Saskatchewan's Community Connections Program** Supports the goals of integration and retention by funding projects that increase newcomers' sense of belonging by actively engaging them in the planning and delivery of local projects (<http://www.aeei.gov.sk.ca/community-connections-program>).
  - **Quebec's Regionalization Initiatives** Includes regional conferences of elected officials, and some municipalities have signed three-year immigration agreements with the provincial immigration ministry (Vatz-Laaroussi and Bezzi 2010; Rimok and Rouzier 2008; Allen and Troestler 2007).





## Take Away Thoughts

- Attraction is insufficient, you must also pay attention to retention
- You never get a second chance to make a first impression
- Connecting the dots matters
- Leadership matters
- Developing a plan and appropriate governance are key
- Performance measurement and learning from others improves odds of success
- Get started – your colleagues and competition have already done so!





## ANNEX: How Not to Make First Impressions





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