



**PATHWAYS TO
PROSPERITY**
Promoting Welcoming Communities in Canada



**VOIES VERS LA
PROSPÉRITÉ**
Promouvoir des communautés accueillantes au Canada

Pathways to Prosperity 2018 National Conference

22 – 23
November
2018



Hyatt Regency, Montreal



June 24-28, 2019
Conference

Du 24 au 28 juin 2019
Congrès

The Promise of Migration:
Inclusion, Economic Growth
and Global Cooperation

La promesse de la migration :
inclusion, opportunité économique
et coopération mondiale



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada

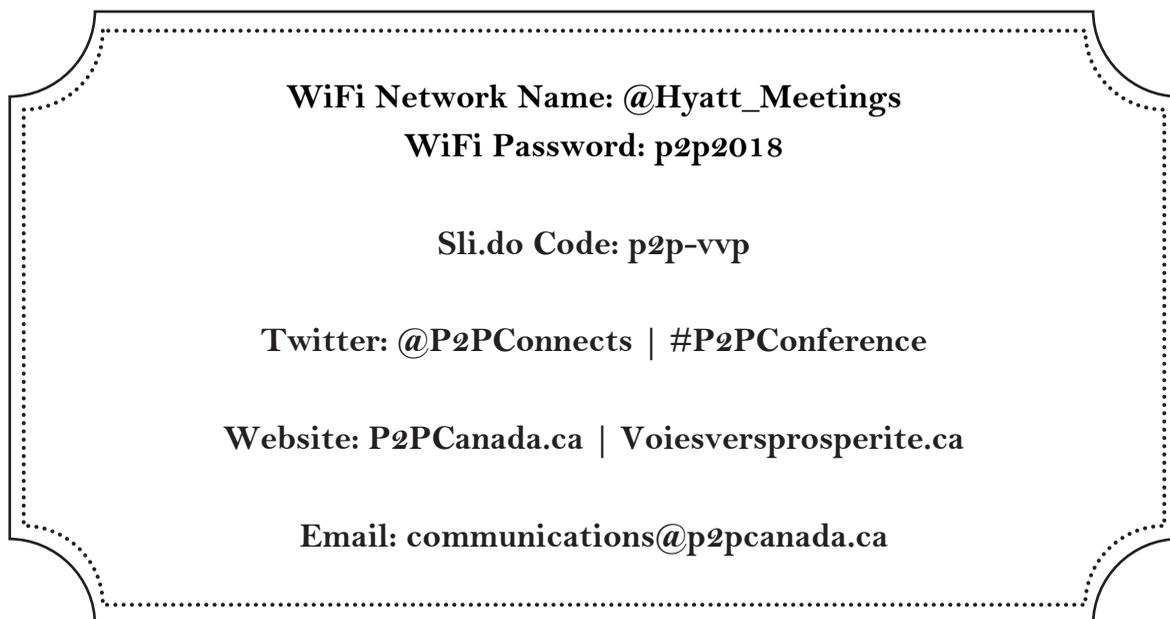


Canada

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Welcome

On behalf of the Pathways to Prosperity Partnership, we welcome you to our Sixth Annual Pathways to Prosperity National Conference. We are gratified by the ever-increasing level of interest in this conference, and the growth we have seen across the years. As some of you will remember, the first Pathways to Prosperity National Conference was held in Ottawa in November 2013 with approximately 250 attendees. This year we will be hosting close to 450.

We are very excited about the special guest speakers, plenaries, workshops, and other activities we will be sharing with you over the next two days, and we look forward to discussions of the multifaceted opportunities and challenges currently being faced in the area of immigration. In addition to discussion and exchange of views during the plenaries and workshops, the cocktail reception and poster session on Thursday evening will allow a chance to network with colleagues and meet new people working in the field.

Our keynote speaker this year is Sharon Bala, author of the best-selling novel, *The Boat People*. The novel is the gripping story of a group of refugees who survive a perilous ocean voyage to reach Canada, and then face the threat of deportation amid accusations of terrorism. It portrays the morally complex situation of these refugees, how they are handled by the Canadian system, and the shifting perceptions held by those with whom they come into contact. In her presentation, Sharon will explore the twin roles of timing and luck in our refugee system and the two faces of Canadian nationalism. These themes are central to some of the discussions we will be having over the next two days in terms of the politicization of immigration, fluctuating attitudes toward immigrants and refugees, and the push-pull of resistance and need, borders and welcoming communities.

This conference would not have been possible without the contributions of many people, including all the special guest speakers, the plenary and workshop chairs and presenters, and the poster presenters, who are contributing their knowledge and time. We also thank the members of the 2018 Conference Planning Committee – Chedly Belkhodja, Rita Chahal, Yasmina Kotevski, Pierre-David Labre, Aurelie Lacassagne, Jessica Losier, Pascaline Nsekera, Yulia Presnukhina, Angelique Reddy-Kalala, Carlos Teixeira, and Christophe Traisnel.

We would very much like to thank Sonali Advani for once again taking a lead role in organizing the logistics for this conference, and the P2P staff – Maria DiFabrizio, Alina Sutter, Bukun Adegbebo, and Jennifer Elgie – for their tireless support in the hectic weeks leading up to the conference. We also thank Aurelie Lacassagne for her rapid and cheerful assistance in providing translation. We would like to acknowledge the members of the P2P Standing Committee on Student Engagement – this year under the leadership of Awish Aslam and Jessica Losier – who volunteer their time during the conference to ensure that everything runs smoothly.

We appreciate the support of the sponsors for this year's conference – World Education Services; Immigration, Refugees and Citizenship Canada; the 2019 International Metropolis Conference; and the Intercultural Competency Advantage Program of the Cross Cultural Learner Centre. Thank you for your support. In addition, this conference would not have been possible without the generous support of our main funder, the Social Sciences and Humanities Research Council of Canada.

We look forward to an informative and engaging conference,

Victoria Esses and Jean McRae

Co-Chairs, Pathways to Prosperity Partnership

Funded By:



Social Sciences and Humanities
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sciences humaines du Canada

Canada

Pathways to Prosperity 2018 National Conference

Borders, Welcoming Communities, and the Politicization of Immigration: Challenges and Opportunities Surrounding the Dynamic Movement of People

November 22-23, 2018

Hyatt Regency Hotel — Montreal

The crossing of borders and the politicization of immigration are increasingly salient issues for Canadians and internationally, yet we must not lose focus on the fact that a successful immigration program includes welcoming communities and recognition of the individual people involved in migration. This conference will address the challenges and opportunities these facets of immigration present to us today.

Thursday, November 22, 2018

7:30 AM to 8:30 AM — Location: Grand Salon Opera Foyer

Breakfast and Registration

Breakfast Sponsored by: Intercultural Competency Advantage Program



8:30 AM to 9:15 AM — Location: Grand Salon Opera

Welcome and Opening Remarks

- ◆ Conference Chairs: Victoria Esses and Jean McRae, Pathways to Prosperity Co-chairs
- ◆ Vicky Boldo, Co-chair, Montreal Urban Aboriginal Community Strategy NETWORK
- ◆ Bernard Matte, Deputy Minister, Ministry of Immigration, Diversity and Inclusion, Quebec

Vicky Boldo is of Cree/Coast Salish/Métis heritage. She is a writer, research coordinator and cultural educator/facilitator and a registered energy medicine practitioner (ANQ). She is passionate about effecting change in policy, education, and attitudes in social work, health care, and education for First Nations, Inuit and Métis peoples. Vicky is highly involved in and around the city as Co-Chair of the Montreal Urban Aboriginal Community Strategy NETWORK. Vicky sits on boards for the Native Women's Shelter, the National Indigenous Survivors of Child Welfare Network, and is on the (Police Service of Montreal) SPVM Aboriginal Advisory Committee. In 2016, Vicky was hired to provide cultural support at Concordia University's Aboriginal Student Resource Centre and is a member of the Indigenous Directions Leadership Group (IDLG).

A career administrator, **Mr. Bernard Matte** has been Deputy Minister at the Department of Immigration, Diversity and Inclusion since July 2017. He holds a Bachelor's degree and a Master's degree in Economics from the University of Montreal and a Master's degree in Public Administration from the National School of Public Administration (ENAP). He now has nearly 30 years of experience in the field of utility management. His professional background

has led him to work as Deputy Minister, Associate Deputy Minister and Assistant Deputy Minister at the Ministry responsible for Labor, Employment, Social Solidarity and the Fight Against Poverty. He has also served as Deputy Minister of Education, Recreation and Sports, Secretary General of the Labor Market Partners Commission and has held a variety of other management positions in government.

9:15 AM to 10:45 AM — Location: Grand Salon Opera

Plenary:

The Politicization of Immigration

Chair: Craig Mackie, Executive Director, PEI Association for Newcomers to Canada

There is no doubt that immigration has been, and continues to be, a politicized issue, promoting polarized views, influencing support for political parties and leaders, and often positioned high on the political agenda. From Brexit to recent elections in a number of locations, current debate on immigration is a hot button issue, at times provoking increased support for anti-immigration, right-wing populism. What is at the core of this political attention to immigration, and what can be done to avoid extreme anti-immigration views in Canada? In this panel the presenters will analyze the mechanisms behind the politicization of immigration and provide an overview of current immigration debate in the Canadian context, including the role of the media, perceptions of threat, and determinants of shifting public opinion.

◆ **The Politicization of Immigration Policy: Is Canadian Exceptionalism Waning?**

Naomi Alboim, Adjunct Professor and Chair of the Policy Forum, School of Policy Studies, Queen's University

◆ **The Worldwide Rise of Anti-Immigration Politics Versus the Rising Demand for Immigration**

Doug Saunders, International-Affairs Columnist, The Globe and Mail

◆ **Understanding Quebec Immigration Politics**

Mireille Paquet, Associate Professor, Political Science, and Research Chair on the New Politics of Immigration, Concordia University

◆ **“Caravans”, Displacement in Central America, and the Future of the Safe Third Country Agreement: How Canada Can Cope with US Policy Change**

Craig Damian Smith, Associate Director, Global Migration Lab, Munk School of Global Affairs and Public Policy

10:45 AM to 11:00 AM — Location: Grand Salon Opera Foyer

Refreshment Break

11:00 AM to 11:30 AM — Location: Grand Salon Opera

Poster Pitches

Poster presenters will provide a brief overview of the posters they will be presenting in the Thursday evening session.

11:30 AM to 12:30 PM — Location: Grand Salon Opera

Plenary:

The Role of Immigration in Canada's Labour Market

Chair: Cédric de Chardon, Director, Policy Research, Research and Evaluation, Immigration, Refugees and Citizenship Canada

When we consider the future labour market of Canada, immigrants are often seen as essential for filling job vacancies, and strategies are sought for attracting, retaining, and fully utilizing the skills of immigrants. This session focuses on each of these aspects of the future labour market of Canada, with attention to the following questions: What will this labour market look like and what role is immigration likely to play? What strategies can we adopt to fully utilize the skills of immigrants and have them fill anticipated labour gaps? What role should employers play in the selection and full integration of immigrants? Are current strategies for the economic integration of immigrants enough or do we need new ways of looking at immigration to ensure that Canada and Canadians, both new Canadians and established Canadians, continue to thrive into the future?

◆ Immigration in the Age of Automation

Sunil Johal, Policy Director, The Mowat Centre, Munk School of Global Affairs and Public Policy, University of Toronto

◆ New Conversations in New Brunswick: Engaging Employers and Communities in “Straight Talk” about Labour Shortages, Demographic Changes, and Their Community’s Future

Alex LeBlanc, Executive Director, New Brunswick Multicultural Council

◆ Immigration for BC’s Future: A Call for Action to Strengthen Newcomer Integration

Katie Rosenberger, Executive Director, Affiliation of Multicultural Societies and Service Agencies (AMSSA)

12:30 PM to 2:00 PM — Location: Grand Salon Opera Foyer

Lunch Provided

Lunch Sponsored by: World Education Services



◆ Presentation: Update on Immigration and Ethno-cultural Content and Testing for the 2021 Census

— Location: Grand Salon Opera

Jarod Dobson, Senior Analyst, Social and Aboriginal Statistics Division, Statistics Canada

2:00 PM to 3:30 PM — Location: See Individual Workshop Listings

Concurrent Workshops (see listing on page 12)

3:30 PM to 3:45 PM — Location: Grand Salon Opera Foyer

Refreshment Break

3:45 PM to 5:15 PM — Location: See Individual Workshop Listings

Concurrent Workshops (see listing on page 17)

6:00 PM to 8:00 PM — Location: Grand Salon Opera Foyer

Evening Cocktail Reception and Poster Session (see poster listings on page 30)

A reception for delegates attending the conference along with a poster session featuring recent work by members of Pathways of Prosperity. Hors d'oeuvres will be served.

Friday, November 23, 2018

7:30 AM to 8:30 AM — Location: Grand Salon Opera Foyer

Breakfast**Breakfast Sponsored by: Immigration, Refugees and Citizenship Canada; and The 2019 International Metropolis Conference**Immigration, Refugees
and Citizenship CanadaImmigration, Réfugiés
et Citoyenneté Canada

8:30 AM to 9:30 AM — Location: Grand Salon Opera

Special Keynote Speaker: Sharon Bala, Author of *The Boat People*

Arrivals: In August 1986 a group of asylum seekers were found floating in life boats, adrift off the coast of Newfoundland. Two decades later, 492 refugees arrived in a cargo ship that docked in British Columbia. Despite having fled the same civil war in Sri Lanka, the two groups were met with very different receptions. Comparing Canada's reactions to these maritime arrivals, and weaving in her own family's story, author Sharon Bala will explore the twin roles of timing and luck in our capricious refugee system and the two faces of nationalism.

9:30 AM to 10:30 AM — Location: Grand Salon Opera

Plenary:**Strategizing around Refugee Claimants – What Do We Know and What Can We Do?**

Chair: Stacey Wilson-Forsberg, Associate Professor, Human Rights and Human Diversity, Wilfrid Laurier University

In the last year, the discussion of increasing numbers of refugee claimants in Canada has been quite prominent, hitting the headlines of most major news outlets on a relatively regular basis. Yet the information we have been receiving from various sources tends to be a mix of real information and rhetoric designed to promote negative attitudes toward these claimants. In this session, we will focus on sources and means for disseminating accurate information regarding refugee claimants to Canada, including past and expected future numbers of arrivals, our obligations to these individuals, and the process involved in handling their claims. We will also focus on strategies that may be utilized to humanely accommodate potentially larger numbers of arriving refugee claimants in the coming years.

◆ **Managing Modern Migration: Canadian Challenges and Opportunities**

Sophie Auger, Domestic Network, Immigration, Refugees and Citizenship Canada; and André Baril, Senior Director, Refugee Affairs, Immigration, Refugees and Citizenship Canada

◆ **A Refugee Advocate's Quest for "Fast, Fair, and Final"**

Mitchell Goldberg, Goldberg Berger, Refugee and Immigration Law Practice

◆ **Welcoming Asylum-Seekers in Quebec: Accomplishments and Challenges for Settlement Organizations**

Stephan Reichhold, Director General, Table de concertation des organismes au service des personnes réfugiées et immigrantes (TCRI)

10:30 AM to 11:00 AM — Location: Grand Salon Opera Foyer

Refreshment Break and Book Signing

11:00 AM to 12:30 PM — Location: See Individual Workshop Listings

Concurrent Workshops (see listing on page 21)

12:30 PM to 1:45 PM — Location: Grand Salon Opera Foyer

Lunch Provided

◆ **Music Performance by Frank Bessai** — Location: Grand Salon Opera

Frank Bessai is a multilingual folk musician, songwriter and violinist from Edmonton Alberta performing regularly across Western Canada with his band Le Fuzz. Frank blends different musical traditions from all over the world to create a uniquely Canadian Style influenced by his work as a Settlement Practitioner.

1:45 PM to 3:15 PM — Location: See Individual Workshop Listings

Concurrent Workshops (see listing on page 25)

3:15 PM to 3:30 PM

Refreshment Break

3:30 PM to 4:45 PM

Plenary:

Settlement Challenges in Traditional and Non-Traditional Receiving Communities

Chair: Lynn Weaver, Executive Director, Cowichan Intercultural Society

With new immigration flows and increasing numbers of immigrants to Canada come new settlement challenges. These challenges may be experienced differently in smaller and larger communities, and in those communities that are new destinations for immigrants as well as those that are well-experienced in this regard. This session will highlight some of these modern economic, social, and civic-cultural settlement challenges, including those experienced in both traditional and non-traditional receiving communities. These communities have oftentimes developed innovative strategies for overcoming settlement barriers, and these strategies will also be discussed. Overall, a central focus will be on identifying the main settlement challenges for immigrants in Canada today and innovative strategies for addressing these challenges.

◆ **Strategies for Developing and Sustaining Welcoming Communities**

Tim Foran, Senior Director, Horizontal Policy and Programs, Settlement and Integration Policy (SIP), Immigration, Refugees and Citizenship Canada

◆ **Raising the Profile of Francophone Minority Communities to Support the Integration of French-speaking Immigrants and Refugees**

Suzanne Huot, Assistant Professor, Department of Occupational Science and Occupational Therapy, University of British Columbia

◆ **Dynamic Turmoil in a Traditional Settlement Community**

Mario Calla, Executive Director, COSTI

◆ **The Stakes are High: Immigration and the Future Economic Vibrancy of Medium Sized Urban Centres — Immigration Greater Moncton**

Angelique Reddy-Kalala, Immigration Strategy Officer, City of Moncton

4:45 PM to 5:00 PM

Summing Up and Closing Remarks

Conference Chairs: Jean McRae and Victoria Esses, Pathways to Prosperity Co-chairs

Listing of Workshops

Thursday, November 22 | Time: 2:00 PM to 3:30 PM

1. **Refuges Claimants: Analysis, Crisis Management and Perspectives for the Future – Location: Symphonie 1**
(In French)

Chair: Johanne Dumont, Ministry of Immigration, Diversity and Inclusion, Quebec

Since 2016, Quebec has received a large number of refugee claimants. The different waves of arrivals, particularly from the United States, have raised some logistical questions, including questions about their reception, services, coordination between the different levels (community, municipal, provincial, federal), as well as the daily follow-up of these persons, who are difficult to reach because of their precarious status. For these reasons, the arrival of refugee claimants was a turning point for Quebec. This workshop aims at presenting some observations, issues, and advances that emerged, for instance the management of a massive arrival of people through irregular channels; refugee claimants' health and wellbeing; the difficulties to get data and make provisions for the spontaneous arrival of refugee claimants in Quebec; and the participation of these people in Quebec society while their claims are being processed.

◆ **Statistical Portrait of Recent Refugee Claimants**

Michel Guibert and Christine Beausoleil, Ministry of Immigration, Diversity and Inclusion, Quebec

◆ **Reception and Treatment of Refugee Claimants: Quebec Government's Actions and Challenges**

Johanne Dumont, Ministry of Immigration, Diversity and Inclusion, Quebec

◆ **Access to Healthcare and Decent Work for Refugee Claimants: Social Barriers and Eligibility Issues**

Jill Hanley, McGill University, and Janet Cleveland, Sherpa Research Centre

◆ **ALPA – A Montreal Experience of Supporting Refugee Claimants**

René Fréchette, ALPA

2. **Precarious Realities for Temporary Residents (Refugee Claimants and Migrant Workers) in B.C. – Location: Symphonie 2**

(In English)

Chair: Khim Tan, Options Community Services Society

In 2017, B.C. saw the number of refugee claimant arrivals almost double from 1,360 to 2,300. As well, B.C. ranked second provincially with 22,196 TFWs employed. This workshop will focus on major challenges faced by refugee claimants and migrant workers, the role that partnerships/collaborations play in the delivery of essential services to temporary residents in B.C., how migrant workers are supported to obtain Open Work Permits, and the introduction of the MWSN (Migrant Worker Support Network) Pilot to shine a spotlight on the protection of migrant workers.

- ◆ **Housing Challenges for Claimants, Referencing Multi-Agency Partnership (MAP) Housing Forum Report**
Saleem Spindari, MOSAIC
- ◆ **BCSIS Stream A & Stream B Service Delivery Model and the Role of Partnerships and Collaborations**
Khim Tan, Options Community Services Society, and Saleem Spindari, MOSAIC
- ◆ **Integrating Employment and Language Skills Training With Other Essential Support for Claimants**
Dennis Juarez, Options Community Services Society
- ◆ **Role of BC Migrant Workers Support Network (MWSN) Pilot**
Shanisse Kleuskens, Employment and Social Development Canada (ESDC)
- ◆ **Supporting Migrant Workers to Obtain Open Work Permits**
Iris Soloranzo, Options Community Services Society

3. Immigrant Entrepreneurship – Location: Symphonie 3

(In English)

Chair: Ayaa Mohamad, Scadding Court Community Centre

Entrepreneurship is a powerful tool to drive economic stability through innovation and job creation. There remain barriers to entrepreneurship particular to immigrants. Government efforts have focused on promoting entrepreneurship to youth and the general population, but there are no resources necessarily appropriate and accessible to immigrants. Requirements like a Canadian credit history for loans can preclude newcomers from starting businesses. This workshop brings new data and critical analyses of experiences of skilled immigrant workers in three Ontario municipalities and two innovative models of newcomer business support, including ‘Business Out of the Box’, which uses shipping containers as low-cost vending spaces.

- ◆ **‘Business Out of the Box’: Creating Economic Opportunities Through Microenterprise**
Ayaa Mohamad, Scadding Court Community Centre
- ◆ **Immigrant Entrepreneurship in Canada**
Mohamed Elmi, Ryerson University
- ◆ **The Newcomer Entrepreneurship Hub: A Wraparound Model for Supporting Newcomer Businesses in Canada**
Erin Roach, Ryerson University

4. Atlantic Immigration Pilot Project – How Is It Working? – Location: Soprano A

(In English)

Chair: Jennifer Watts, Immigrant Services Association of Nova Scotia (ISANS)

The Atlantic Immigration Pilot Project was launched by IRCC in spring 2017. This new and unique project is employer-driven, with some support from service providers. In this workshop, partners from IRCC, provincial governments, and ISANS will review the project to date. We will present the overall goals and design of the project, as well as the roles of the various partners. We will focus our discussion on how the AIPP is working, outlining challenges and opportunities that we have encountered.

◆ The Atlantic Immigration Pilot Program: An Overview

Elizabeth Kaminsky, Immigration Refugees Citizenship Canada (IRCC)

◆ The Service Provider Role and What We Are Learning

Cliff MacDonald, Immigrant Services Association of Nova Scotia (ISANS)

◆ The Provincial Perspective on the AIPP

Jennifer L'Esperance, Nova Scotia Office of Immigration, and Stephen Chase, Government of New Brunswick

◆ The Employer Experience of AIPP

Marcia Snow, CITCO Group

5. Bridges to Employment – Addressing Language and Employability Skills – Location: Soprano B

(In English)

Chair: Carol Derby, Immigrant Services Association of Nova Scotia (ISANS)

ISANS offers a variety of programs addressing the pre-employment, employment, and language needs of immigrants. These programs directly address the economic integration of immigrants and influence social and cultural integration. They range from bridging programs for refugees, a vulnerable population, to English in the workplace for the employed. In between, programs vary from 'on the job' competency assessment to workplace communications to sector-specific programming for regulated professionals, working with employers and regulatory bodies alike. This presentation will highlight the work we have done with private and public partners, as well as looking at successes, lessons learned, and future possibilities.

◆ Bridges to Employment: Addressing Employability Skills

Mohja Alia, Immigrant Services Association of Nova Scotia (ISANS)

◆ Bridges to Employment – Addressing Language Skills

Carol Derby, Immigrant Services Association of Nova Scotia (ISANS)

- ◆ **An Employer's Experience With Bridging Programs**
Ryan Kidney, The Municipal Group of Companies/Dexter Construction
- ◆ **Trades Practical Assessment and Apprenticeship for Newcomers**
Ebenezer Annan, Nova Scotia Apprenticeship Agency

6. **Multicultural Health Workers – A Workforce for Promoting Newcomer Wellness – Location: Symphonie 4**
(In English and French)

Chairs: Sara Torres, Laurentian University and Community Health Workers Network of Canada

Migration circumstances and differences in language and cultural practices means that newcomers often experience reduced access to health services, psychosocial stress, and health inequities (Torres et al, 2014). Multicultural Health Workers (MHWs) improve health outcomes for newcomers. However, their role is largely unrecognized and under-resourced. In June 2018, a peer-learning national gathering of MHWs was convened to strengthen the network of MHWs across the country and encourage the sharing of knowledge, experiences, and resources. Findings from this first of its kind gathering in Canada indicate a readiness for action and defined next steps for MHW collective action to gain recognition for their work.

- ◆ **Women Immigrants' Challenges in Perinatal Care: Solutions and Practices in Saint-Michel**
Manal Bouzhar, Mon Resto Saint-Michel
- ◆ **Challenges for Cultural Brokers Working to Empower Newcomers and Refugees Living with Disabilities**
Muhiadin Sheikh Omar, Society for Manitobans with Disabilities
- ◆ **National Gathering of Multicultural Health Workers: Lessons Learned**
Raquel Velasquez, Umbrella Multicultural Health Co-op
- ◆ **Community Health Workers and Social Change in Canada: A Growing Workforce**
Sara Torres, Laurentian University and Community Health Workers Network of Canada

7. **Regionally Inclusive Approaches to Newcomer Settlement and Integration – Location: Soprano C**
(In English)

Chair: Frank Bessai, Catholic Social Services

This workshop will offer innovative ideas to engage individuals and families in their journey of integration through an intercultural lens. Speakers from around the country will share successful programs and best practices with a holistic approach.

- ◆ **Safe Harbour - Diversity and Inclusion Training**
Farah Kotadia, Affiliation of Multicultural Societies and Service Agencies (AMSSA)

- ◆ **Welcoming Workplaces through Workplace Language and Diversity Training**
Steve Reynolds, Regional Connections Immigrant Services

- ◆ **Nature, Refugee Integration, and the Spirit of Adventure**
Frank Bessai and Janna Mulholland, Catholic Social Services

- ◆ **Leveraging Expertise Across Sectors - Culturally Responsive Service Delivery for Newcomer Families**
Amanda Koyama, Calgary Catholic Immigration Society (CCIS)

Thursday, November 22 | Time: 3:45 PM to 5:15 PM

1. **Building Welcoming Francophone Communities for a Successful Francophone Immigration Project**

– Location: Soprano A

(In English and French)

Chair: Michel Labelle, Immigration, Refugees and Citizenship Canada (IRCC)

This workshop will shine light on the improvements and challenges of the Francophone community partners in supporting the development of a plural, diverse and inclusive Francophonie at the local level. During this workshop, participants will have the opportunity to hear governmental, academic and community perspectives.

◆ **Review of the Study on the Characteristics of a Welcoming Community**

Victoria M. Esses, University of Western Ontario

◆ **The New Initiative on Welcoming Francophone Communities Funded by IRCC and Led by the Réseaux en immigration francophone**

Denise Légaré, Immigration, Refugees and Citizenship Canada (IRCC)

◆ **Examples of Promising Practices for Community Leveraging to Meet the Specific Needs of French-Speaking Immigrants and Migrants at the Local Level**

Brigitte Duguay, Réseau de soutien à l'immigration francophone de l'Est de l'Ontario

◆ **Efforts Developed by Francophone and Bilingual Municipalities to Become Attractive and Welcoming Communities with the Examples of Edmundston and Haut-Madawaska in New Brunswick**

Cyrille Simard, Mayor of Edmundston, and Jean-Pierre Ouellet, Mayor of Haut-Madawaska

◆ **Going Beyond the Welcoming Community**

Chedly Belkhodja, Concordia University

2. **How Outcome Measurement Leads to Impactful Program Design: Lessons From the Sector, Researchers, and Program Evaluators – Location: Soprano B**

(In English)

Chair: Leah Hamilton, Mount Royal University

Recently, IRCC has placed an increased focus on measuring the outcomes of settlement programs across the country. In this workshop, Vocisano will discuss why outcome measurement is good for your organization and how its benefits extend beyond accountability to funders. Next, CRIEC will describe its experience with creating an outcome measurement framework. Hamilton will explain how researchers can partner with settlement organizations to systematically investigate their program outcomes. Hire Immigrants Ottawa will discuss how outcome measurement is shaping its work in employer engagement around workplace culture change for immigrants' employment. Finally, S.U.C.C.E.S.S. will explore various measurement approaches that look at

outcomes and indicators, based on vulnerable newcomers' quality of life, instead of traditional indicators. Workshop attendees will share promising practices in outcome measurement.

- ◆ **Measuring Outcomes: It's Not Just About Accountability**
Dana Vocisano, Evaluation and Organizational Development Consultant
- ◆ **How Our Quest for a Human-Centred Approach Led to an Outcomes Framework Design**
Bruce Randall and Zulfira Pulotova, Calgary Region Immigrant Employment Council
- ◆ **Measuring the Outcomes of CRIEC's Mentorship Strategy**
Leah Hamilton, Mount Royal University
- ◆ **Using Outcome Measurement for Employer Engagement**
Henry Akanko, Hire Immigrants Ottawa
- ◆ **Is the Current Outcome Measurement Framework an Effective Tool for Understanding the Success of Vulnerable Newcomers?**
Mary Kam and Sandra Almeida, S.U.C.C.E.S.S.

3. **International Qualifications Recognition (IQR) – Are We Making Any Progress? – Location: Symphonie 1** (In English)

Chair: Jan Sheppard Kutcher, Immigrant Services Association of Nova Scotia (ISANS)

Many reports have identified the barriers to IQR and proposed recommendations for addressing this complex challenge. This workshop will invite discussion on how to assess the impact of complex social change initiatives, and will confront the question of whether we're making progress in improving processes and facilitating licensure and workforce integration of immigrants in regulated occupations. A presentation on the integrated multi-stakeholder approach to IQR, in place in Nova Scotia, will explore impact by examining quantitative & qualitative indicators of progress. A presentation on the recent comprehensive NCA program review will outline the resulting recommendations and assess progress towards implementation.

- ◆ **Reviewing and Improving the Process to Certify Internationally Educated Lawyers**
Deborah Wolfe, National Committee on Accreditation and Law School Program (NCA) / Federation of Law Societies of Canada
- ◆ **Assessing the Impact of an Integrated Approach to Addressing IQR**
Jan Sheppard Kutcher, Immigrant Settlement Association of Nova Scotia (ISANS)

4. **Supporting Vulnerable Newcomer Health and Wellness in Surrey – Location: Symphonie 2**

(In English)

Chairs: Khim Tan, Options Community Services Society, Gina Kim, Options Community Services Society, Peggy Lau, S.U.C.C.E.S.S., Laura Mannix, DIVERSEcity Community Resources Society, Fiona Stevenson, DIVERSEcity Community Resources Society, and Nancy Clark, University of Victoria

Surrey is home to the largest newcomer population in British Columbia, including over 52% of all refugees who arrive to the Province. The need for specialized and enhanced support services for vulnerable newcomers in Surrey has enabled the establishment of innovative approaches to providing health care accessibility, navigation, and education for newcomers facing complex health issues, and capacity building for health care professionals on how to provide culturally safe care for refugees that acknowledges the refugee experience. Through innovative partnerships that are driving system changes, settlement service providing organizations in Surrey are enabling the health and wellness of its newest community members.

- ◆ **Vulnerable Immigrant Population Program: Foundation of Holistic Support and Health Care Brokerage in B.C.**
Gina Kim, Options Community Services Society, and Laura Mannix, DIVERSEcity
- ◆ **Refugee Family Health and Wellness Services**
Peggy Lau, S.U.C.C.E.S.S.
- ◆ **Supporting Mental Health of Syrian Mothers: A Collaboration Among Community Stakeholders and Researchers**
Nancy Clark, University of Victoria
- ◆ **Capacity Building in the Healthcare System: A Partnership With Fraser Health Authority and DIVERSEcity**
Laura Mannix, DIVERSEcity
- ◆ **Youth and Sport: Building Wellness and Inclusion**
Khim Tan, Options Community Services Society, and Fiona Stevenson, DIVERSEcity

5. **Pre-arrival Services for Economic Immigrants: An Occupation-Specific Approach to Enhance Employment Integration – Location: Symphonie 3**

(In English and French)

Chair: Sylvie Moreau, Canadian Immigrant Integration Program (CIIP), Colleges and Institutes Canada (CICan)

Since 2007, CIIP has offered pre-arrival orientation and needs assessment services to over 46,000 economic immigrants and their dependants to support their social and economic integration in Canada. CIIP services include specific and targeted referrals to organizations across Canada, based on client needs, intended occupations, and city of destination. In 2018, in collaboration with long time partner, ICTC, CIIP began offering a streamlined occupation pathway for immigrants in the IT sector. The results of this pilot project which include a case management approach, sector specific job readiness assessment, Labour Market Information (LMI) counselling, and employers needs, will be presented and discussed.

- ◆ **Pre-arrival Services to Economic Immigrants: The Benefit of Streamlining Occupation Pathways**
Holly Skelton, Canadian Immigrant Integration Program (CIIP), Colleges and Institutes Canada (CICan)
- ◆ **Navigating the Digital Shift – From Immigration to Employment in the Canadian Economy**
Stephanie Wilson, Information and Communications Technology Council (ICTC), Julia Hurrelmann, Shopify, and David Habak, Abacus Talent

6. **Innovating for Newcomers’ Employment Success in the Canadian Labour Market – Location: Soprano C** (In English)

Chair: Susanna Gurr, Social Research and Demonstration Corporation (SRDC)

Join us for a conversation about innovative approaches to support highly skilled newcomers in the labour market. Learn about two pan-Canadian evidence-based initiatives—the Foreign Credential Recognition Loans Pilot, tested in nine sites, and First Canadian Work Experience Pilot, implemented in six sites. Hear about the cross-sector partnerships with government, service providers, employers, and researchers involved in these initiatives. Together we will explore selected “big questions” that will help elevate the conversation about innovative and multi-stakeholder strategies for connecting newcomers to employment. Come to this session ready to connect, deepen your knowledge, and share your experiences and insights in these areas.

- ◆ **Foreign Credential Loans Pilot and Canadian Work Experience Pilot**
Julie Rodier, Social Research and Demonstration Corporation (SRDC), Erin Donais, ECO Canada, and Tania Amaral, Centre for Education and Training (TCET)
- ◆ **Using Evidence From the Foreign Credential Loans (FCR) Pilot to Shape the National FCR Loans Program**
Julie Tousignant, Employment and Social Development Canada (ESDC)
- ◆ **Answering ‘Big’ Questions to Facilitate a Dialogue on Helping Skilled Immigrants Gain Their First Canadian Work Experience in Their Occupation**
Susanna Gurr, Social Research and Demonstration Corporation (SRDC), and Julie Tousignant, Employment and Social Development Canada (ESDC)

7. **Stories of Belonging and Canadian Identity — Location: Symphonie 4** (In English)

Chair: Paulina Grainger, Inter-Cultural Association of Greater Victoria (ICA)

This art-based workshop will showcase an ICA Photo-Story Project that was part of Canada’s 150 year celebrations. As a way to capture a fuller expression of Canadian identity, ICA created space for newcomers to articulate what it means to belong and to be Canadian. ICA heard 100+ stories about the struggles and joys of settling and integrating into a new country, of which 26 were translated into a touring Photo-Story Exhibit and Book. These stories will be the jumping off point for world café discussions about what influences our sense of belonging, and deeper conversation about our ever evolving Canadian identity.

Friday, November 23 | Time: 11:00 AM to 12:30 PM

1. Issues Related to Immigration Outside of Larger Centres – Location: Symphonie 1

(In French)

Chair: Karine Bourdeau, Ministry of Immigration, Diversity and Inclusion, Quebec

Labour needs, population decline and aging in some regions have pushed the Ministry of Immigration, Diversity and Inclusion, Quebec (MIDI) to reflect on the importance of regional strategies. This topic relates to at least three sets of issues: The immigration plan of people arriving in Quebec (choice, motivations, qualifications, needs, trajectories, life projects); the potential of secondary migration (from the metropolitan region of Montreal to regions with labour shortages); and the needs of Quebec society (reception and integration capacity, labour needs, demographics, skills in demand, attractiveness of the regions). This workshop will focus on the implementation by the MIDI of a pilot project on welcoming communities, in partnership with the City of Victoriaville, as well as on various initiatives implemented in recent years to promote sustainable settlement in the regions.

◆ **Immigration Regionalization in the Quebec Context: A Macro-Sociological Perspective for Shared Solutions**

Sébastien Arcand, HEC Montréal

◆ **Victoriaville: A Welcoming and Inclusive Community**

Alice Mihaela Livadaru, Ministry of Immigration, Diversity and Inclusion, Quebec

◆ **Immigration Regionalization: Perspectives and Issues**

Ronaldo Lauriano Cândido, Ministry of Immigration, Diversity and Inclusion, Quebec

◆ **Current Issues and Challenges Related to Immigration Regionalization in Quebec**

Delfino Campanile, PROMIS

2. Issues of Diversity and Immigration: Quebec and the Rest of Canada Compared – Location: Soprano A

(In English)

Chair: Annick Germain, Institut national de la recherche scientifique (INRS)

This workshop, organized by the Centre for Immigration Policy Evaluation at Concordia University, includes four presentations that compare how issues of diversity and immigration affect social and political dynamics in Quebec and in the rest of Canada. The first presentation compares the motivations of Quebecers and other Canadians for restricting the display of religious symbols. The second presentation compares how Quebecers and other Canadians define the boundaries of who belongs to the nation. The third presentation compares how the strength of national identity among Quebecers and other Canadians relates to views about immigration. The fourth presentation examines Quebec's new immigration policy and compares it with other approaches in Canada.

- ◆ **A Tale of Two Liberalisms? Attitudes Toward Minority Religious Symbols in Quebec and Canada**
Luc Turgeon, University of Ottawa
- ◆ **Boundaries of the Nation and Their Implications. Quebec and the Rest of Canada Compared**
Antoine Bilodeau, Concordia University
- ◆ **National Identity and Views About Immigration in Quebec and Canada**
Audrey Gagnon, Concordia University
- ◆ **Change and Convergence? Quebec's New Immigration Policy in Comparative Perspective**
Mireille Paquet, Concordia University

3. **Silent Partners in Migrant Employment and Integration – Location: Symphonie 2**

(In English and French)

Chairs: Jill Hanley, McGill University, and Sonia Ben Soltane, Ottawa University

The purpose of this bilingual panel is to discuss the role of some “silent” private actors, such as placement agencies and settlement community organizations, in the immigration and integration processes in Quebec and Canada. Placement and recruitment agencies and private market employers have a growing role in shaping immigrants’ trajectories in the labor market. In the same way, community organizations have been delegated a bigger role in accompanying recent immigrants during the first steps of their settlement. In both cases, private actors seem to gain more power in shaping immigrants’ experiences and trajectories in Quebec and Canada than governmental instances.

- ◆ **Placement and Recruitment Agencies: Silent Partners in Migrant Employment**
Jill Hanley, McGill University, Manuel Salamanca Cardona, McGill University, Lindsay Larios, Concordia University, Mustapha Henaway, Immigrant Workers Centre (IWC), Nuha Shaer, Wilfrid Laurier University, and Sonia Ben Soltane, Ottawa University
- ◆ **Racialized Immigrant Workers of the Montreal Placement Agency. Managing the Vulnerabilities Produced by Systemic and Institutional Racism**
Manuel Salamanca Cardona, McGill University
- ◆ **Reflection on the Privatization Process of Immigrant Supports in Quebec**
Sonia Ben Soltane and Thamara Labossière, Ottawa University

4. **Private Refugee Sponsorship Models – Location: Symphonie 4**

(In English)

Chair: Tamara Sabarini, Scadding Court Community Centre

The Private Refugee Sponsorship Program is a Canadian initiative established in 1978. Since its establishment, over 200,000 refugees have been supported. In this workshop, the Canadian model of private refugee sponsorship will be discussed as well as one innovative case study, the Ryerson University Lifeline Syria Challenge (RULSC) that was launched in July 2015. RULSC breaks new ground in private refugee resettlement by developing a new university-driven approach to refugee integration.

- ◆ **Case Study: The Ryerson University Lifeline Syria Challenge (RULSC)**

Wendy Cukier, Ryerson University

- ◆ **University and Volunteer-led Models of Refugee Sponsorship**

Samantha Jackson, McMaster University

5. **Recognizing International Qualifications - New Approaches for Changing Times – Location: Soprano B**

(In English)

Chair: Beth Clarke, World Education Services

Assessment and recognition of international qualifications and skills is critical to addressing labour shortages and will soon be an international obligation. In 2018, UN member states are expected to implement a Global Compact on Migration which, among other objectives, commits governments to facilitate recognition of skills, qualifications, and competencies, and to ensure migrants are employed in decent work. This requires collaboration and innovation from all manner of partners in Canada and abroad. Panelists will present approaches to assess and encourage wider recognition of international qualifications and skills of immigrants and refugees; creating opportunities for local economies to harness immigrant talent.

- ◆ **WES Gateway Program: Increasing Access to Credential Evaluation**

Beth Clarke, World Education Services

- ◆ **Putting Employer Needs at the Centre of Immigrant Employment: Making It Easier to Understand the Talents Immigrants Bring to the Table**

Sangeeta Subramanian, Immigrant Employment Council of B.C.

- ◆ **From National Occupation Codes to Agglomerated Skills in the Digital Era: Recognizing Skills and Competencies with the Information Technology Professional Designation**

Sandra Saric, Information and Communications Technology Council (ICTC)

6. Municipalities Partner to Roll Out the Welcome Mat – Location: Symphonie 3

(In English)

Chair: Stephen Chase, Government of New Brunswick

This workshop showcases how municipalities are working with various community partners and internally across departments to build welcoming communities. Municipalities and not for profit organizations are working proactively to create the magnets and glue required to grow our immigrant populations. This workshop will profile various municipal efforts to work with community partners, postsecondary institutions, and internationally-trained professionals (New Horizons Media) to attract and retain immigrants.

◆ Hamilton Inclusion Initiatives

Sarah Wayland, Hamilton Immigration Partnership Council

◆ “All Aboard” the Need to Partner and Grow Our Communities

Cathy Woodbeck, Thunder Bay Multicultural Association

◆ Tell Stories, Attract Immigrants

Gerard Keledjian, New Horizons Media / New Canadians TV

7. Alternative Pathways to Employment for Unemployed and Underemployed Newcomers: Innovations in Service Delivery – Location: Soprano C

(In English)

Chair: Tim Foran, Immigration, Refugees and Citizenship Canada (IRCC)

The session explores three innovative program models designed to meet the needs of newcomers facing barriers attaching to the Canadian labour market. Developed and evaluated at diverse sites across Canada (B.C., Ontario, and Manitoba), the programs feature innovative components such as a Pay for Success incentive structure, intensive employer engagement, and Essential Skills training aligned with job requirements that lead to success for diverse groups of newcomers, including those who are jobless and less-skilled, as well as university educated immigrants seeking skills-commensurate employment. Questions and considerations for future implementation of these models will be the focus of the discussion.

◆ Using Pay for Success to Build a Sector-Based Pathway to Employment for Recent Immigrants

Boris Palameta, Social Research and Demonstration Corporation (SRDC)

◆ The Employment Impacts of Foundations, a Career Pathfinding and Essential Skills Intervention, on Jobless Newcomers

Boris Palameta, Social Research and Demonstration Corporation (SRDC), and Valerie Lockyer, The Training Group at Douglas College

◆ Building Alternative Pathways to Re-Credentialing for Internationally Educated Nurses

Valerie Lockyer, The Training Group at Douglas College

Friday, November 23 | Time: 1:45 PM to 3:15 PM

1. Exploring “Hospitality” Through Intersectoral Initiatives in the Making of Welcoming Communities for Refugees and Immigrants – Location: Symphonie 1

(In French and English)

Chairs: Gabrielle Désilets and Chedly Belkhodja, Concordia University

With unprecedented numbers of displaced people since the Second World War, and urban centres becoming “minority majority cities,” media coverage and right-wing anti-immigration political parties are emerging in many parts of the Western world. To counteract and prevent the negative consequences this may have on local social fabric, many communities have started implementing strategies to foster welcoming attitudes and behaviours towards newcomers. The focus has shifted to looking at “hospitality” and elements that may make newcomers’ efforts to find a place in their new environment more successful. This panel will explore different community, academic, and citizen initiatives that tackle what a hospitable city might look like.

◆ **Collaboration and Implementation of an Intersectoral Committee for Refugee Claimants**

Geneviève Binette, Comité d’aide aux réfugiés, Volet protection, Table de concertation des organismes au service des personnes réfugiées et immigrantes (TCRI)

◆ **Refugee Resettlement and Integration in Montreal: Examples of Some Projects Conducted by CSAI**

Hicham Khanafer, CSAI

◆ **Documenting the Initiative ‘Live Well and Celebrate Our Neighbourhoods’. Capturing the Dynamics of Different Places at the Montreal City and Neighbourhood Levels**

Gabrielle Désilets, Concordia University, Anna Goudet, Institut national de la recherche scientifique (INRS), and Florence Bourdeau, Table de concertation des organismes au service des personnes réfugiées et immigrantes (TCRI)

◆ **Hospitality in Action at the Border in Hemmingford: What it Looks Like and the Impact It Has**

Frances Ravensbergen, Citizen group Bridges not Borders

◆ **Discussion: On the Notion of Hospitality**

Chedly Belkhodja, Concordia University

2. Muslims in Canada - Discourses and Employment Experiences – Location: Symphonie 2

(In English)

Chair: Ruby Latif, Royal Roads University

Organizations do not exist in a vacuum; they are influenced by societal discourses. Muslims in Canada have generally been represented in some sections of the media as well as in rhetoric by some politicians as the “terrorist Other.” Their culture has often been dismissed as “barbaric” and “anti-Canadian.” These frames have

unwittingly resulted in individual Muslims in organizations facing discrimination and hostility. This workshop discusses the findings of research examining societal discourses on Muslims, and their implications for organizations and individual Muslim Canadians.

- ◆ **Muslim Women, Workplace Diversity and Reflexive Human Resource Management**
Ruby Latif, Royal Roads University

- ◆ **Competing Discourses on Muslims and Syrian Refugees in Select Media in Canada: Implications for Muslim Canadians and Refugees in the Context of Organizations**
Wendy Cukier, Ryerson University

- ◆ **“Masters in Our Own House”: Governing Identities, Memory, and the Politics of Difference in Contemporary Quebec**
Simon Blanchette, HEC Montréal

3. **Empowering Immigrants – Location: Symphonie 3**

(In English)

Chair: Wenche Gausdal, Immigrant Services Association of Nova Scotia (ISANS)

In striving to build a community where all can belong and grow, and helping immigrants settle in Nova Scotia, Immigrant Services Association of Nova Scotia (ISANS) is building an organizational empowerment framework. This framework shapes our approach to organizational leadership, engagement, and service to clients, colleagues, and the community. Colleagues from Ontario and Manitoba will share their approaches to empowering immigrants and we will discuss key priorities and challenges in our attempts.

- ◆ **An Overview of ISANS Empowerment Framework**
Wenche Gausdal, Immigrant Services Association of Nova Scotia (ISANS)

- ◆ **Empowerment in the (Re)settlement of Newcomers: Accelerating Engagement and Improving Integration**
Monica Abdelkader, COSTI Immigrant Services

- ◆ **The Ethno-Cultural Program at Society for Manitobans With Disabilities: Helping Newcomers With Disabilities Navigate the Road to Independence**
Muhiadin Sheikh Omar, Society for Manitobans with Disabilities

4. **Creating a Collaborative and Welcoming Space with a Focus on Trauma Informed Care**

– Location: **Symphonie 4**

(In English)

Chair: Diana Jeffries, Pacific Immigrant Resources Society

Ottawa Newcomer Health Centre (ONHC) was implemented out of a partnership between Somerset West Community Health Centre and Catholic Centre for Immigrants. ONHC provides a welcoming space and a one-stop shop for newcomers by offering services for physical and mental health and well-being through a lens that is focused on social determinants of health and trauma informed care. Diana Jeffries will present her work on trauma-informed practices for practitioners working with immigrants and refugees. Developed through IRCC funding, Diana has developed curricula and workshops addressing the issues of learning in safe spaces through the PIRS programs, which are designed for inclusive classroom practices, and addressing issues such as trauma and other barriers to learning.

◆ **Implementation of a Collaborative Initiative**

Paul Soubliere, Catholic Centre for Immigrants

◆ **Ottawa Newcomer Health Centre: Growth and Outcomes**

Siffan Rahman, Somerset West Community Health Centre

◆ **Creative Solutions for Challenging Barriers: Ottawa Language Access**

Nimo Farah, Somerset West Community Health Centre

◆ **Addressing Trauma and Barriers to Learning**

Diana Jeffries, Pacific Immigrant Resources Society

5. **Innovation and New Technologies in Newcomer Settlement – Location: Soprano A**

(In English)

Chair: Mark Patterson, Magnet

Technologies play a vital role in newcomer settlement. This workshop examines the role of new technologies and innovation various topics: how new technologies connect newcomers to employment, uses of new technologies for private sponsorship of refugees, how new technologies are being used to assist Syrian refugees in their settlement in Canada, the Cultural Access Pass and the role of arts and culture participation for Canada's newest citizens, and the We Speak Translate Project. Through these topics participants will learn about the value of innovation and technology in aiding newcomer settlement. Presenters in this workshop are directly engaged with the projects.

◆ **New Technologies and Employment Opportunities for Newcomers**

Mark Patterson, Magnet

- ◆ **We Speak Translate Project and Training**

Kate Longpre, ICA Victoria

- ◆ **Tech, Culture, and Inclusion: The Cultural Access Pass and the Role of Arts and Culture Participation for Canada's Newest Citizens**

Yasmine Mohamed, Institute for Canadian Citizenship

6. **The Impact of Partnerships: Successful Strategies to Support Economic Inclusion of Immigrants**

– Location: Soprano B

(In English)

Chair: Abigail Cameron, S.U.C.C.E.S.S.

Presenters will share how different partnership approaches enhance initiatives that support immigrant economic integration in Metro Vancouver. Using a wide array of community engagement strategies, presenters will share examples of successful initiatives that leveraged partnerships in its implementation and delivery, and the outcomes and benefits to immigrant economic integration. From specialized programs that support highly vulnerable newcomers to leveraging private partnerships, this workshop will look at the unique ways not-for-profit organizations can engage community support in the planning and delivery of programs that support immigrant labour market integration.

- ◆ **The Job Readiness Program Under ACT, a Program for Highly Vulnerable Newcomers – Unique Employer-Employee Partnership Approach**

Mary Kam and Sandra Almeida, S.U.C.C.E.S.S.

- ◆ **Foreign Credential Recognition Loan Project**

Michael Lam, S.U.C.C.E.S.S.

- ◆ **The Role of the LIP in Tri-Cities Newcomer Employment Week**

Abigail Cameron, S.U.C.C.E.S.S.

7. **Refugee Youth in Halifax and Toronto: Exploring Integration and Social Justice Through Photography**

– Location: Soprano C

(In English)

Chairs: Susan M. Brigham, Mount Saint Vincent University, and Nabihha Atallah, Immigrant Services Association of Nova Scotia (ISANS)

Presenters share findings from research projects involving refugee children and youth in Halifax and Toronto. The participants were critically engaged in using creative practice (i.e. photography and bookmaking) to express their perspectives, circumstances, and their reflections on social justice as related to several themes that they decided on: peace/war, gender equity, food security, family, the environment, and home/belonging. We

highlight their efforts to inform policy-makers of the needs of young refugees and to ultimately influence policy development. Our preliminary findings show that young people's needs are best met through welcoming communities that have culturally responsive institutions and where white settlers are open to and actively create opportunities to listen to refugees' stories and perspectives.

- ◆ **Exploring Social Justice Using Photography With Refugee Youth in Halifax, Nova Scotia**
Susan M Brigham, Mount Saint Vincent University
- ◆ **Partnering to Promote Youth Integration**
Nabiha Atallah, Immigrant Services Association of Nova Scotia (ISANS)
- ◆ **The Need for a Family Approach When Addressing the Social Integration Challenges of Syrian Newcomer Youth**
Bayan Khatib, The Syrian Canadian Foundation
- ◆ **Making Picture Books With and for Refugee Children: Young People as Cultural Producers**
April Mandrona, Nova Scotia College of Art & Design

8. Immigration on the Margins: Supporting Newcomers in Rural, Remote, and Northern Areas

– Location: Grand Salon Opera

(In English)

Chairs: James Baker, Association for New Canadians

While the majority of research on immigration tends to focus on major urban areas, there is a growing demand for scholarship that focuses on immigration to rural areas. This is especially important given the role that immigration can play in addressing rural demographic issues such as outmigration as well as declining and aging populations. The goal of this panel then is to highlight key initiatives and research that is designed to facilitate the inclusion and integration of newcomers while promoting and supporting their retention in rural, remote, and northern areas of the country.

- ◆ **Splits in the Neighbourhood? Negotiating Visibility in a Rural Reception Context**
Christopher Kyriakides, York University
- ◆ **Remote Dispatches: Settlement in Smaller Centres**
Ken Walsh, Association for New Canadians
- ◆ **Successes and Challenges of Small Centre Settlement**
Lynn Weaver, Cowichan Intercultural Society
- ◆ **Integrating and Retaining Immigrants in Small Centers**
Melanie Bailey, PEI Association for Newcomers to Canada

Listing of Poster Presentations

1. Kathya Aathavan, University of Western Ontario

Capturing Diversity Within Canadian Families

Mixed unions are partnerships that cross socially constructed differences such as race, ethnicity, or religion. Existing Canadian literature has examined how the rise in mixed race unions between visible minorities and whites may imply integration due to decreased social distance between these groups. However, this research does not focus on whites and overlooks partnerships between individuals of different ethnocultural identities who may belong to the same visible minority group. My research uses recent long-form census data to examine mixed unions based on place of birth of individuals and their parents for a more nuanced examination of diversity within Canadian families.

2. Nassiba Ahadi, University of British Columbia

The Settlement and Integration Experiences of the Middle Eastern Immigrants Residing in the Suburbs of Vancouver (Surrey, Coquitlam, and Burnaby)

A noticeable change in immigrant settlement patterns in Canada since the 1960s has made the suburbs a “port of entry” for new immigrants. Informal interviews with “key informants” involved in settlement service organizations in the suburbs of Coquitlam, Burnaby, and Surrey, where almost 80% of the recent Middle Eastern immigrants settling in the suburbs of Vancouver live, were conducted. Informants were asked about the major barriers and challenges these immigrants face in the suburbs. Language and housing-related issues were the most common challenge reported. This study points to the need for more comparative studies in the Canadian context to better understand different immigrants’ needs, barriers, and challenges.

3. Nancy Arthur, Christine Walsh, Tanvir Turin Chowdhury, Suzanne Goopy, Mary O'Brien, Brittany Harker-Martin, Xu Zhao, & Lori Wilson, University of Calgary

The Newcomer Research Network: Leadership for Community Engaged Research

UCalgary’s Newcomer Research Network (NRN) was formed to address challenges facing newcomers in settlement, health, and education. The Network is an interdisciplinary community of researchers committed to advancing knowledge and intercultural practices with newcomers, including immigrants, refugees and international students. The Network offers a space where researchers and community groups can connect and explore research ideas and topical issues from multiple perspectives. Our collaborative platform is designed to promote understanding and encourage members to explore and address the complex needs and experiences of newcomers. The poster presentation will outline key activities of the NRN to lead and foster community-engaged research.

4. Nancy Arthur & Xu Zhao, Werklund School of Education, University of Calgary

International Students in High Schools and their Intercultural Friendships

Growing numbers of younger international students attend Canadian high schools. Making friends with local peers is often the most difficult task in the adaptation process, even though intercultural friendship has been identified as a key indicator of young international students’ successful social integration. Our research considered what supports or impedes the development of intercultural friendships between international students and local students in the school context. In this poster, we introduce an evidence-based conceptual

framework that describes the key psychological, interpersonal, and cultural factors that facilitate or hinder intercultural relationships between international students and local students.

5. Natalya Brown & Anahit Armenakyan, Nipissing University

Welcome to the Neighbourhood: The Housing and Neighbouring Experiences of Recent Immigrants to North Bay, Ontario

Access to acceptable housing is necessary for successful integration into any community. To understand the role of neighbourhoods and housing in facilitating or hindering immigrant integration and sense of community, we surveyed and conducted focus groups with recent immigrants, and conducted interviews with key informants in the small city of North Bay (Northeast Ontario). While participants felt safe and comfortable in their neighbourhoods and with their neighbours, their interactions were superficial and did not provide a strong sense of community. Most participants were satisfied with housing suitability and adequacy, but less satisfied with affordability and availability in the community.

6. Abigail Cameron, Tri-Cities Local Immigration Partnership Manager, S.U.C.C.E.S.S.

Tri-Cities Newcomer Employment Week: The Role of the Tri-Cities LIP in Fostering Multi-Sectoral Partnerships

Tri-Cities Local Immigration Partnership collaborated with several multi-sectoral partners to host the first Newcomer Employment Week in the cities of Coquitlam, Port Coquitlam, and Port Moody, BC. The goals of Newcomer Employment Week were: to connect employers with immigrant talent to support workplace diversity, to raise the awareness of immigrants about the various services and resources available to support their employment goals, and to increase networking opportunities between employers, newcomers and service providers. The poster will present on the process of developing and delivering a multi-sectoral initiative, share lessons and successes, and share recommendations for future implementation.

7. Claude Charpentier, Bishop's University; Dale Stout, Bishop's University; & Simon Stankovich-Hamel, Bishop's University

Intercultural Relations, Nationalist Orientation, Collective Threat, and Accommodating Attitudes Toward Ethnoreligious Diversity in a Sample of Canadian-Born English and French Speakers Residing in Quebec

Immigration is changing Quebec's cultural landscape. An immigration influx results in greater ethnoreligious diversity, challenging Western democracies invested in protecting secular values. Survey responses of 395 Estrie residents revealed that although Francophones perceived ethnic and religious targets as more open to social contact than did Anglophones, they were less accommodating of ethnoreligious diversity. Their accommodating intentions were predictable from their perceptions of religious target openness. In this study, perspectives from acculturation, national identity, and collective threat research help explain, by way of a Quebec-wide sample, French/English differences in accommodating orientations. We explore whether these differences reflect different nationalist orientations.

8. Georgina Chuatico, Western University

Bonding and Bridging Ties among Recent Immigrants

Immigrants of different class backgrounds make social ties either restricted to their ethnic group (bonding), or beyond (bridging). Using the Longitudinal Survey of Immigrants to Canada (LSIC), I examine recent immigrants' previous class in their country of origin. I hypothesize that those from a higher class background relative to the

group's class background will make ties beyond their ethnic group (bridge) and those from equal or lower class background will remain within their ethnic group (bond). My findings illustrate Bourdieu's argument that class is engrained in the way people behave in society, which shapes the social networks they form.

9. Jacob Colby, Natalie Carrion, Katie Lee Bunting, Suzanne Huot, & Susan Forwell, University of British Columbia
Experiences of Internationally Educated Occupational Therapists Transitioning into Canadian Practice
 British Columbia (BC) has an increasing demand for Occupational Therapists (OTs) that is being met through the registration of Internationally Educated Occupational Therapists (IEOTs). We aimed to understand the process, barriers, and facilitators for IEOTs registration, and explore their transition experience in Canadian practice. IEOTs were recruited through the College of Occupational Therapists of British Columbia. An online survey addressed the process, barriers, and facilitators for IEOTs obtaining registration. Semi-structured interviews were conducted to explore the transition experience of IEOTs. Findings address the current knowledge gap in understanding the transition experiences of IEOTs as they become registered OTs in BC.

10. Angela Contreras, University of British Columbia
The Provision of Public Legal Education and Information (PLEI) to Migrant Workers: A Poverty Reduction Strategy?
 This presentation describes a case study of the provision of public legal services for people with precarious migration and employment status in Canada. The work by a local community legal clinic for low-waged migrant workers, and the concepts of access to justice and poverty law (Canadian Bar Association, 2002; Legal Services Society 2007, 2011) are assessed using the principles of institutional ethnography (Smith, 1987, 2005), critical adult educational (Freire, 1974, 2010; Carpenter et al., 2011), and systems practice (Stroh, 2015). The findings reveal ways in which collaboration between providers of access to justice services and practitioners of critical adult education is effective.

11. Marina M. Doucerain, Université du Québec à Montréal; Andrew G. Ryder, Concordia University & Jewish General Hospital; & Catherine E. Amiot, Université du Québec à Montréal
Acculturation and Adjustment Among Immigrants: Which One Comes First?
 The positive association between immigrants' acculturation (mainstream and heritage) and their adjustment (psychological and sociocultural) is well documented in the extant literature. However, whether acculturation precedes adjustment or vice-versa is an open question. A longitudinal study of international students recently arrived in Montreal (N=278) targets this issue. Using structural equation modelling and latent-class mixed modelling, we find that participants' adjustment at arrival significantly and positively influences their acculturation trajectory over the following months, especially for mainstream acculturation. We did not find support for the opposite direction, contrary to the regularly assumed notion that acculturation leads to greater adjustment.

12. Setareh Ghahari & Shawna Burnett, Queen's University
Health Literacy Programs Help Immigrants Access Health Services
 The Accessing Canadian Healthcare for Immigrants: Empowerment, Voice & Enablement (ACHIEVE) program is a seven-session program designed to improve immigrants' skills in accessing/navigating the Canadian healthcare system. We evaluated the effectiveness of the ACHIEVE program using a pre-test post-test design study of immigrants (n=50). Communication self-efficacy, access, and navigation skills were tested before and after the

program. Participants had a statistically significant higher level of knowledge and communication self-efficacy after participation in this program. The ACHIEVE program can effectively improve immigrants' self-efficacy in communicating and knowledge on navigating the healthcare services in Ontario, Canada.

13. Anusha Kassan, Nancy Arthur, Charis Falardeau, & Suzanne Goopy, University of Calgary

School Integration Among Canadian Newcomer Youth: Preliminary Results of an Arts-Based Ethnographic Study

This arts-based ethnographic study centered on the phenomenon of school integration and investigated the following research questions: a) how do newcomer youth experience school? and b) how do these experiences influence their positive integration into the school system? Participants included newcomer youth who were in their first years of university in Canada. Their experiences were elicited through a) cultural probes and associated individual qualitative interviews, and b) focus groups. Preliminary results include the following significant themes: socio-cultural discourses related to migration; identity negotiation; health and well-being; relationships; educational, occupational, and financial transitions; and future plans in Canada.

14. Vibha Kaushik, University of Calgary

Unmet Settlement and Integration Needs of Skilled Immigrants in Calgary

This poster presents a mixed-methods study that examines the unmet settlement and integration needs of skilled immigrants in Calgary. Qualitative data provided an in-depth exploration of the settlement and integration needs of skilled immigrants in Calgary, as understood by immigrant serving agencies. Quantitative data focused on gaining an understanding about the areas of unmet settlement and integration needs as experienced by the skilled immigrants in Calgary. Findings enhance our understanding of challenges faced by skilled immigrants, highlight the availability and effectiveness of existing social services, and inform the development and implementation of effective immigrant settlement programs in Calgary.

15. Xin Ma, Jin Hu, Suzanne Huot, & Susan Forwell, University of British Columbia

Exploring Newcomer Integration into a Canadian Metro City from an Occupational Perspective

Newcomers face numerous challenges throughout their integration into the host society. We completed a five-stage scoping review study (Arksey & O'Malley, 2005) of the literature focused on Metro Vancouver to identify factors that influence immigrants' and refugees' engagement in meaningful occupations within a specific local context. Forty-six articles, drawn from varied disciplines, were included in the review. Our synthesis and analysis of the literature identified a range of factors at macro, meso, and micro scales that were categorized according to five themes: systematic barriers, contextual influences, gaps in information and services, change in support circles and roles, and language use.

16. Dragana Mrdjenovic, OCISO Settlement and Integration Program

Welcoming Communities through Peer Support and Friends of the Family

OCISO successfully adopted a Peer Support Model (involving women, youth and families) in a cross-sectoral approach that enables us to provide new opportunities for the large incoming cohort of newcomer and refugee populations. Through implementing a multi-faceted and community-based set of interventions, we seek to achieve: a) improved psychological well-being and b) improved social integration. Our five large-scaled peer support projects benefit from the support of community volunteers who bring the element of authenticity and

genuine friendship to the newcomer's settlement journey. The efficiency of this model is confirmed by the impressive outcomes.

17. Gaspard Mucundanyi & Carolyn Trussell, New Mexico State University

Experiences of Campus-based International Students in Online Courses at a Public Higher Education Institution in the USA

Online education is a growing medium in colleges and universities in the USA. Cultural attributes influence learning in online courses. This poster describes problems with campus-based international students taking online courses including feeling isolated, a lack of experience with technology, and a fear of engaging in discussion boards. International students also benefit from taking online courses by allowing enough time to reflect on posts and the availability of discussion board posts. Finally, this poster shows how online courses use culturally responsive teaching at public higher education that provides an opportunity for international students to feel valuable and engage in learning.

18. Katelin Neufeld, University of Manitoba; Danielle Gaucher, University of Winnipeg; & Justin Friesen, University of Winnipeg

The Effects of Acculturative Framing and Psychological Threat on Support for Settlement Agencies

We explored two potential influences of public support for settlement agencies: framing of acculturative goals, and whether the public feels psychologically threatened. Participants (375 undergraduates, 404 community members) read a neutral article or one about terrorism (to elicit psychological threat). They also learned about settlement agencies' goals, framed as promoting either integration or assimilation, and reported their support. Overall, participants were more supportive of agencies promoting integration than those promoting assimilation. When participants were psychologically threatened (vs. not), they reported more support for assimilative agencies; threat did not impact support for integrative agencies. Implications for settlement agencies will be discussed.

19. Ghazal Niknazar, Hospitality Workers Training Centre

Hospitality Workers Training Centre (HWTC): An Exemplary Practice in Adaptive Workforce Development Interventions for Newcomers

This poster highlights HWTC's adaptive, sector-specific workforce development interventions that have demonstrated outstanding outcomes for newcomer job seekers over the past two years. Learnings and best practices that can inform other workforce development efforts across Canada include: intensive community needs and opportunities assessment to inform program planning and adaptability points; occupation-specific, targeted language screening and primer tools; practical, occupation-specific, essential skills training and assessment, directly connected and reflective of accessible employment opportunities and standards; collaborative, coordinated community supports to streamline client access to the range of supports necessary for success; and concurrent employer supports for hiring and retention.

20. Kimberly A. Noels, University of Alberta; Hali Kil, University of Toronto; Dayuma Vargas Lascano, Laval University; & Oliver Schweickart, Princeton University

English Canadians' Cultural Stereotypes of Ethnic Minority Groups: Implications of Stereotype Content for Immigration and Acculturation Attitudes

English Canadians (N = 129) indicated their stereotypes and immigration attitudes regarding six immigrant and

two non-migrant comparison groups. Filipino and Jamaicans were stereotyped as warm but less competent, Chinese as competent but moderately warm (as were French-Canadians), and Pakistanis, East Indians, and Somalis as moderately competent and warm. The Aboriginal group was stereotyped as low in competence and warmth. The more English Canadians perceived immigrant groups to be competent, the more positive were their attitudes towards immigration; the more they perceived them to be competitive, the more negative were their attitudes. English Canadians' role in immigrants' adaptation is discussed.

21. Northern Policy Institute and Project Partners: North Superior Workforce Planning Board, La Société Économique de l'Ontario, the Thunder Bay Chamber of Commerce, & the Thunder Bay Community Economic Development Commission

Thunder Bay Community Matchmaker

Local partners have launched the Thunder Bay Community Matchmaker project, a program that offers employability and entrepreneurship services for potential immigrants, migrants within Canada, and employers seeking international sources of skilled workers. To maintain current population levels, Ontario's northern regions need to attract 150,000 people by the year 2041. This project is designed to help northern and rural communities build a skilled workforce and fill recognized labour shortages by helping potential immigrants and international students secure job offers. Securing a job offer expedites the permanent residency process helping newcomers to achieve citizenship, and contribute positively to Northern Ontario.

22. Juliana G. Pontes, Dalhousie University

Halifax as a Welcoming and Unresponsive Community for Youth from Refugee Backgrounds

After examining the experiences of integration and marginalization of six youth from refugee backgrounds living in Halifax, this research reframes and problematizes the concepts of integration, marginalization, and welcoming community, and introduces the notion of unresponsive community. The experiences of the youth were explored in six integration areas: education, official language, employment, health, housing, and social connections. Overall, the youth experienced different degrees of integration and marginalization in each area outlined. Halifax oscillated as a welcoming and an unresponsive community depending on the area of integration, age, country of origin, kind of sponsorship, and educational background of the youth.

23. Hua Que, Memorial University of Newfoundland

Surviving to Thriving: Post-secondary Education for Refugee Youth in Smaller Centers in Canada

There is a dearth of research about the pursuit of post-secondary education among refugee youth in small-sized cities in Canada. This study examines refugee youths' aspirations for and access to post-secondary education in the capital city of Newfoundland. It reveals that refugee youth are faced with several barriers while pursuing post-secondary education, including insufficient financial resources, inadequate specialized guidance regarding how to access post-secondary education in Canada, and limited availability of adult education programs. Based on the results, it is recommended that high schools, post-secondary institutions, and community organizations work collaboratively to promote refugee youths' participation in higher education.

24. Hua Que & Xuemei Li, Memorial University of Newfoundland

Supporting Refugee Students in a Smaller Center in Canada: Achievements and Challenges

This paper comprehensively examines the educational needs of refugee students at the elementary, inter-

mediate, and secondary grade levels in a smaller center in Atlantic Canada, as well as how their needs have been addressed. It reveals that to some extent, refugee students' needs for improving their language proficiency and filling their educational gaps have been met by the ESL program and the academic bridging program, respectively. However, it also highlights the issues that must be considered by policymakers, such as the inadequacy of ESL instructional time and the inaccessibility of the academic bridging program at the elementary level.

25. Siffan Rahman, Somerset West Community Health Centre

Collaborative Care: Creating a Welcoming Space

Ottawa Newcomer Health Centre was implemented out of a unique partnership between a not-for-profit health services agency and a settlement agency. Somerset West Community Health Centre and Catholic Centre for Immigrants have been collaborating for several years to create a welcoming space designed to facilitate refugee settlement and integration by providing services for physical and mental health and well-being through a lens that is focused on social determinants of health. The two agencies work closely to provide health education, system navigation, life-skills support, and referral and interpretation services. This poster will provide a glimpse of the various programs and their outcomes.

26. Sagi Ramaj, University of Toronto

The Homeownership Attainment of LGB Immigrants: The Role of Social Relationships

Using data from the 2008 and 2013 Canadian General Social Survey, I examine the effects of socio-demographic traits, social networks, and neighborhood detachment on homeownership disparities by sexual orientation and nativity status. Gay and bisexual immigrants have lower odds of homeownership compared to heterosexuals and the Canadian-born. Differences in socio-demographic traits (e.g., age) explain the lower homeownership rates for gay immigrants compared to Canadian-born heterosexuals, but only partially do so for bisexual immigrants. Social network characteristics partially explain the low homeownership of bisexual immigrants, but not gay immigrants. Neighborhood detachment explains the homeownership differentials between LGB immigrants and Canadian-born heterosexuals.

27. Monica Schlobach & Danic Ostiguy, Institut de recherche sur l'intégration professionnelle des immigrants, Collège de Maisonneuve

Action-Research as a Source of Innovation for the Interconnection Program

This poster presents the results of a research-action developed between 2015-2017 by the Institute of Research on the Professional Integration of Immigrants (IRIPI), affiliated with the College of Maisonneuve, in collaboration with the Chamber of Commerce of Metropolitan Montreal. Having developed the Interconnection program in 2008, the Chamber wanted to know more about the viewpoints of employers participating in the program and to eventually make changes to it according to the unmet needs of employers. This poster will present the different phases of this research as well as the axes followed during the development of new activities and tools.

28. Shenaz Shahban, University of British Columbia

BC's Implementation of Informal and Formal Well-being Supports to Refugees

Human migration motivated by the search for well-being has been a feature of the human species' evolution

before recorded history and before formal political borders. Today, humans still cross such borders in search of well-being causing both benefits and tensions in receiving communities and for migrants themselves. This study researched the formal (professional/government) and informal (community) well-being services provided to 4,400 refugees who arrived in British Columbia in 2017. This poster presents the well-being services offered to refugees in British Columbia where only 14% of refugees self-reported as being sad or depressed in their first year of settlement.

29. Vanessa C. Wachuku, Ryerson University

Alternatives to Immigration Detention – Adopting a Human Rights-Centered Approach in Canada

Over the years, the politicization of borders and migration has introduced an unwelcoming community for asylum seekers and irregular migrants. Destination nation states respond to irregular movement by adopting restrictive border control measures such as immigration detention as an automatic response to detain and deport these groups of migrants. The United Nations urges nation states to adopt non-custodial alternatives to immigration detention. This paper investigates the typologies of non-custodial alternatives to immigration detention with an aim to inform future policy decisions and provide a better understanding of non-custodial alternatives for asylum seekers and irregular migrants detained for immigration purposes in Canada.

30. Qianyun Wang, University of Calgary; Christine A. Walsh, University of Calgary; & Hongmei Tong, MacEwan University

Exploring Spousal Bereavement Adjustment among Older Chinese Immigrants

Spousal bereavement poses considerable challenges to adults in later life. Spousal bereavement is also culturally embedded as it is related to cultural beliefs and attitudes concerning death and family relationships. However, studies on spousal bereavement or widowhood among older immigrant groups are limited. This study aims to fill the gap by exploring, via a phenomenological approach, the lived experiences of widowed older Chinese immigrants in Calgary. We used in-depth, semi-structured interviews with 12 Cantonese and Mandarin speaking older Chinese immigrants recruited from faith communities, ethno-cultural communities, and service-providing organizations. Findings and implications are discussed.

31. Meghan Wankel, Grace Felix, Diane Stephenson, Nicholas Ghadiri, Joanne Roth, & Ruth Lee, CARE - Centre for Internationally Educated Nurses

Mentoring Internationally Educated Nurses to Successful Integration into the Canadian Health Care System: Partnership Between CARE Centre's Pre-Arrival Supports and Services Program and the Canadian Nurses Association

In partnership with the Canadian Nurses Association (CNA), CARE Centre for Internationally Educated Nurses' Pre-Arrival Support and Services Program (PASS) facilitates a mentorship program linking Internally Educated Nurses (IENs) pre-arrival to expert/senior nurses in destination provinces. Utilizing a clinical specialty network, the CNA has mobilized and recruited mentors across Canada to provide support for the integration of IENs by sharing education, wisdom, life and career experiences through direct interaction. Matches are based upon each IEN's intended destination province and clinical background/interests. Connections are designed to prepare overseas IENs for rapid social integration and provide increased access to Canadian health regulatory bodies, agencies and employers. In this poster presentation, we will share the history of the CNA-PASS partnership, feedback received and lessons learned, and additional strategies for supporting IENS upon arrival to Ontario.

32. Peter Wanyenya, University of British Columbia

We in Media: The Role of Digital Storytelling in Refugee, Migrant and Indigenous Youth Experiences of DisPLACEMENT, Discrimination and Dispossession

This poster reflects a media arts production program created for and produced by refugee, migrant, and Indigenous youth in 2017, that focuses on their experiences of displacement, discrimination, and dispossession. Using creativity, storytelling, and collaboration, the youth explored how films could be successfully produced together as an empowering method to deal with past traumas, and practice creative resilience, with a view to moving forward. In addition, these films attempt to provide perspectives on experiences outside those that are portrayed by the mainstream media. This initiative was made possible by the Access to Media Education Society.

33. Salta Zhumatova, University of British Columbia

Separate Cultures, Separate Lives: Interethnic Interactions in Multicultural Contexts

According to some policy-makers, multiculturalism encourages separate cultures to live separate lives and leads to “parallel societies” (Angela Merkel, David Cameron). This critique has inspired my research question: how do the attitudes of the majority population towards interactions with ethnic and racial minorities vary across countries with different levels of multicultural policy development? Are more expansive multicultural policies associated with higher levels of xenophobia? To answer these questions, I fit a set of multilevel models using individual-level survey data from the European Social Survey matched with country-level information from the annual Multiculturalism Policy Dataset 1960-2011 and OECD database.

Exhibitors at the Pathways to Prosperity 2018 National Conference

- ◆ CARMIS – A Complete CRM for Non-Profits
- ◆ Centre ontarien de prévention des agressions (COPA)
- ◆ Immigration, Refugees and Citizenship Canada; the 2019 International Metropolis Conference
- ◆ Intercultural Competency Advantage Program (ICAP) of the Cross Cultural Learner Centre (CCLC)
- ◆ International Organization for Migration (IOM)
- ◆ Magnet and New Canadians TV
- ◆ National GAR Case Management — Client Support Services (YMCA – Toronto)
- ◆ The National Settlement Sector Community of Practice — Ontario Council of Agencies Serving Immigrants (OCASI)
- ◆ Refugee Sponsorship Training Program (RSTP) and Catholic Crosscultural Services
- ◆ World Education Services (WES)

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INTERCULTURAL
COMPETENCY ADVANTAGE PROGRAM

Featured Exhibitors

CARMIS – A Complete CRM for Non-Profits



CARMIS is an innovative artificial intelligence-based robust case management system. It is the complete solution to the challenges faced by non-profit agencies of all sizes serving newcomers, immigrants, refugees and citizens.

A product of NSD Tech Inc. developed and supported in Winnipeg, CARMIS is customizable to fit within the existing business processes of agencies. It is built on a secure centralized database, enables agency’s staff to collaborate on their clients’ and programs’ data and ensure compliance to requirements of IRCC (iCARE) and other funders.

CARMIS is an advocate of IT doing more for non-profits and women in technology.

Website: <http://carmis.ca>



The Intercultural Competency Advantage Program of the Cross Cultural Learner Centre

At the Intercultural Competency Advantage Program we envision a vibrant society where cultural diversity is recognised and valued. Our mission is to develop intercultural competency in the workplace and community.

We know that cultural diversity is an asset to effectiveness and productivity in any sector, and Intercultural Competency is the tool to value and support it. Our program is grounded in people’s lived experiences because we believe self-reflection is the springboard to inclusion.

We listen to our clients to design client-centred and locally grounded solutions while providing evidence-based tools and strategies.

Contact: infoicap@lcllc.org +1.519.697.3707



Magnet

Magnet is a digital social innovation platform that helps to grow careers, businesses, and communities through its data-rich, intelligent matching technology. Magnet connects people, businesses and organizations to opportunity and helps regions and communities to collaborate and work more productively for public good. Magnet works to support employment and workforce diversity, eliminating barriers to employment.

New Canadians TV

New Canadians is an informative and entertaining TV and web-based series portraying stories of recent immigrants making Canada their home. The magazine-style presentations showcase settlement, education, employment and small business resources available to newcomers to help them maximize their chances of success and ease their integration into Canadian society and workforce.



National GAR Case Management – Client Support Services (CSS)



CLIENT SUPPORT SERVICES
SERVICES DE SOUTIEN AUX CLIENTS

The National GAR Case Management – Client Support Services Program (CSS) is a national program providing specialized settlement services to meet the complex needs of Government-Assisted Refugees (GARs) in their 18 months after resettlement to Canada.

The CSS program is funded by IRCC and implemented in the YMCA of Greater Toronto, where the National Coordinator is based, and in fourteen sites across Canada.

YMCA of Greater Toronto – CSS Coordination activities:

- ◆ Standardizing approach, tools and resources
- ◆ Comparative reporting and monitoring of GAR needs, outcomes and promising practices
- ◆ Information sharing and cross-learning between partner agencies through community of practice model
- ◆ Central case management database, housing standard assessment and monitoring tools

Website: <https://clientsupportservices.ca/>

The National Settlement Sector Community of Practice Ontario Council of Agencies Serving Immigrants (OCASI)

Coming March 2019 — An online community of practice for the settlement sector



The Community of Practice is an online hub where settlement practitioners, leaders and professionals in related sectors can connect, share, collaborate and learn to build their knowledge and skills capacity to improving settlement services.

- ◆ Discover professional development opportunities
- ◆ Learn the latest news about the sector

The CoP will also create a community for sectoral and regional groups to meet with each other, share their stories and collaborate on common initiatives.

The CoP is being developed and supported by all of Canada’s Regional Umbrella Settlement Agencies and some of the nation’s largest settlement agencies.

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World Education Services



World Education Services is a non-profit organization dedicated to helping international students and professionals achieve their educational and professional goals in the United States and Canada. Founded in 1974, we evaluate and advocate for the recognition of international education qualifications.

For over 40 years, we have set the standard of excellence in the field of international mobility with our credential evaluations, research and consulting services, and ongoing support for international students and skilled immigrants.

Twitter Information

Pathways to Prosperity Canada: @P2PConnects

Conference Hashtag: #p2pconference

Twitter handles of Pathways to Prosperity 2018 National Conference Speakers

Name	Affiliation	Twitter Handle
Naomi Alboim	Queen's University	@QueensSPS
Sophie Auger	Immigration, Refugees and Citizenship Canada	@CitImmCanada and @CitImmCanFR
André Baril	Immigration, Refugees and Citizenship Canada	@CitImmCanada and @CitImmCanFR
Mario Calla	COSTI	@COSTI_org and @MarioCalla
Craig Damien Smith	Munk School of Global Affairs and Public Policy	@CraigDamian and @munkschool
Jarod Dobson	Statistics Canada	@StatCan_eng and @StatCan_fra
Victoria Esses	Pathways to Prosperity	@P2PCanada
Tim Foran	Immigration, Refugees and Citizenship Canada	@CitImmCanada and @CitImmCanFR
Mitchell Goldberg	Refugee and Immigration Law Practice	@MitchellJGoldbe
Suzanne Huot	University of British Columbia	@suzannelabanane
Sunil Johal	University of Toronto	@JohalSunil and @MowatCentre
Alex LeBlanc	New Brunswick Multicultural Council	@nbmc_cmnb
Jean McRae	Pathways to Prosperity	@P2PConnects @ICAVictoria
Mireille Paquet	Concordia University	@Mireille_Paquet and @CIPEConcordia
Angelique Reddy-Kalala	City of Moncton	@MonctonChezMoi
Katie Rosenberger	AMSSA	@amssabc
Doug Saunders	The Globe and Mail	@DougSaunders

Twitter handles of Pathways to Prosperity 2018 National Conference Sponsors

Name of the Sponsor	Twitter Handle
World Education Services	@WESCanada
Immigration, Refugees and Citizenship Canada and the 2019 International Metropolis Conference	@CitImmCanada and @CitImmCanFR
Intercultural Competency Advantage Program of the Cross Cultural Learner Centre	@londoncclc

Biographical Notes

Monica Abdelkader is the Manager of Client Support Services at COSTI Immigrant Services where she works with refugees through empowerment-based intensive case management services. Monica has over 10 years of experience working with refugees and migrants in Canada and also in Egypt, Guatemala, and Uganda. She is a Graduate Fellow of the Centre for Refugee Studies at York University where she completed her Masters of Arts in Health Policy and Equity, and sat on the Executive Committees of the Canadian Council for Refugees and Canadian Association of Refugee and Forced Migration Studies.

Henry Akanko is the Director of Hire Immigrants Ottawa (HIO). An initiative that brings together employers, immigrant servicing organizations, and other stakeholders to develop and champion solutions to systemic barriers in the workplace around the integration of skilled immigrants into the Ottawa labour force. Henry leads a team that undertakes employer engagement for immigrant employment, and develops employer-oriented tools and resources for creating inclusive workplaces. Prior to joining HIO, Henry worked in international development, managing education, healthcare, and institutional development projects. He holds a Master Degree in Collaborative International Development Studies from the University of Guelph.

Naomi Alboim is a Distinguished Fellow and Adjunct Professor at the School of Policy Studies at Queen's University where she teaches Canadian immigration and refugee policy. Alboim is an active public policy consultant and has advised governments and NGOs across Canada, in Europe, the Caribbean, Vietnam, Indonesia, Ghana, and Kenya. Previously, Alboim worked at senior levels in the federal and Ontario provincial governments for 25 years, including eight years as Deputy Minister in three different portfolios. Her areas of responsibility included immigration, human rights, labour market training, workplace standards, culture, and women's, seniors', disability, and Indigenous issues. Naomi is a recipient of Queen Elizabeth II's Gold and Diamond Jubilee Medals and is a member of the Order of Ontario.

Mohja Alia has more than 20 years of experience in employment counselling and career coaching. She is leading a team of professional staff who are supporting thousands of immigrant newcomers every year. The Employment and Bridging team offer a range of services and programs to support immigrants living in Nova Scotia or pre-arrival. To name a few, employment counselling, profession specific bridging programs, pre-arrival employment services, career loan fund, and bridge to work programs. Her goal is to build strategic partnerships with the community at large to increase diversity in the workplace and help immigrants and newcomers in building a stronger Nova Scotia.

Sandra Almeida is the Program Manager of SUCCESS ACT Program (A Specialized Settlement Program for Highly Vulnerable Newcomers) that primarily works with vulnerable families and youth. She has been working with refugees, communities in shanty towns in Latin America, and various immigrant groups in Canada for over 20 years. Her holistic and direct community approach allows her to meet and learn from people of different cultures and understand the complexity and importance of people's dignity, dreams, and needs in life. Sandra has published two books about self-expression, community, identity, and art as a way of communication in communities at social risk.

Tania Amaral. With over 10 years of experience in the settlement sector working primarily with newcomers, Tania is the Manager of Newcomer & Employment Services at the Centre for Education & Training. She started her

career straight out of University, where she earned her Honours B.A. in Psychology. Her previous projects include developing and launching a website for Canadian Citizenship preparation. She has sat on several Steering Committees and is passionate about social development. Tania earned her Project Management Professional certification in 2014 from the Project Management Institute, and is also a Mediator & Conflict Resolution Workshop Facilitator.

Ebenezer Annan is the Manager of Programs at the Nova Scotia Apprenticeship Agency. Prior to working with the Agency, Ebenezer worked with the Department of Economic and Rural Development and Tourism. Prior to migrating to Canada, he worked in both the automobile and telecommunications industry, engaged in market research and analysis. An immigrant from Ghana, West Africa, Ebenezer holds a Masters degree in International Development and a Masters Certificate in Project Management. He lives in Bedford, Nova Scotia with his wife and two children.

Sébastien Arcand is a professor and the director of the Department of Management at HEC Montréal. His interests focus on ethno-cultural diversity management, and immigrants' social and economic integration. He is among the scientific officers at the Centre d'intervention pédagogique en contexte de diversité (Centre of Pedagogical Intervention in a diversity context) at the Marguerite-Bourgeois School Board, and he sits on the monitoring committee of the French language at the Office québécois de la langue française, and the Advisory Committee on linguistic statistics at Statistics Canada. He is often an adviser for managers on cross cultural management practices and publishes reports for various local, national, and international organizations.

Nabiha Atallah has worked with Immigrant Services Association of Nova Scotia (ISANS) since 1996, first as Manager of Immigrant Business Development, then as Manager of Communications & Research. In September 2018 she took on the new role of Advisor on Strategic Initiatives. Prior to her work in Nova Scotia, she taught English as an Additional Language in Winnipeg, Vancouver and Cairo. Nabiha is active in immigration research networks and has made numerous presentations at national conferences. She is currently a member of the Pathways to Prosperity Board and Cluster Co-Lead in the Child and Youth Refugee Research Coalition.

Melanie Bailey is currently project lead for a province-wide Local Immigration Partnership (LIP) based out of the PEI Association for Newcomers to Canada (PEIANC). Prior to that, she worked in settlement roles for the PEIANC, and before that, in the private sector. Born in Alberta, Melanie immigrated to the US where she worked on regional and national operations for a US-based company. In 2003, after moving back to Canada, she chose PEI and has passionately led work to welcome and support others that are new, knowing that improved immigrant retention is possible with the right services and support in place.

James Baker is currently Manager, Programs and Research, with the Association for New Canadians in St. John's, Newfoundland and Labrador. James research is primarily in the areas of immigration, refugees, and racism, and has published on Newfoundland nationalism, racism, identity, ethnicity, and patriotism. From 2016-18, he was a Banting Postdoctoral Fellow at McMaster University. He holds a PhD in Sociology from Memorial University.

Sharon Bala is the author of the bestselling debut novel — *The Boat People*. The novel is the gripping story of a group of refugees who survive a perilous ocean voyage to reach Canada, and then face the threat of deportation

amid accusations of terrorism. It portrays the morally complex situation of these refugees, how they are handled by the Canadian system, and the shifting perceptions held by those with whom they come into contact. *The Boat People* was a finalist for Canada Reads 2018 and the 2018 Amazon Canada First Novel Award.

André Baril is the Senior Director of Refugee Affairs Branch at Immigration, Refugees and Citizenship Canada. He has been with Refugee Affairs for the last six years and is an expert in asylum policy and program design. He has worked for the Government of Canada for more than 19 years in policy areas related to: economic and regional development, Canada-US relations, border management, and on immigration and refugee issues. He has been with Immigration, Refugees and Citizenship and Canada for the last 8 years. André has a Master's Degree in Economics from University of Toronto and a Bachelor's degree in Economics from Université de Montréal.

Christine Beausoleil joined the Research and Statistics Branch at the Ministry of Immigration, Diversity and Inclusion more than three years ago. She has collaborated on the publication of the main statistical documents of her service, including the quarterly Statistical Bulletin on Permanent Immigration in Quebec and the yearly publication on Temporary Immigration in Quebec. Since 2017, she is also in charge of the available data on asylum-seekers.

Chedly Belkhodja (PhD, Montesquieu University) is the Principal and a Professor at the School of Community and Public Affairs at Concordia University. Since 1996, he taught in the Department of Political Science at University of Moncton, where he was also chair for two terms. From 2006 to 2012, Dr. Belkhodja was the director of the Atlantic Metropolis Centre and he is currently a Co-Investigator in the pan-Canadian Pathways to Prosperity Social Sciences and Humanities Research Council (SSHRC) Partnership. Dr. Belkhodja's research focuses on immigration policies and mobility of migrants in the case of less common destinations. He is also interested in the processes of integration and inclusion.

Sonia Ben Soltane is a lecturer at the University of Ottawa's School of Social Work. Her work explores racialized female immigrants' integration, with feminist and intersectional lenses. She also examines immigration and settlement policies as well as integrative practices developed by individuals and communities.

Frank Bessai is a Team Leader with the Immigration and Settlement Service of Catholic Social Services. Frank draws from his background in music and theatre to create innovative programs for immigrants and refugees in Edmonton. Nature based outdoor recreation programs are Frank's current passion in a colorful history of creative programming.

Antoine Bilodeau is professor of Political Science at Concordia University. His research interests focus on the political incorporation of immigrants and public opinion toward ethnic diversity and immigration. His research has been published in many journals such as the Journal of Ethnic and Migration Studies, the International Migration Review, Ethnic and Racial Studies, the International Political Science Review, Democratization, Nations and Nationalism, Politics and Religion, the Canadian Journal of Political Science, and the Australian Journal of Political Science. Antoine is a member of the Centre for the Study of Democratic Citizenship and winner of a 2017 Concordia University Research Award.

Geneviève Binette is a lawyer and the coordinator of the Comité d'aide aux réfugiés (CAR) (Support Committee to Refugees), an individual and collective advocacy organization supporting migrants in the Montreal region. As CAR coordinator, she also coordinates the component dedicated to migrant protection, at the Table de concertation des organismes au service des personnes réfugiées et immigrantes (TCRI), which gathers more than 140 community organizations offering services to immigrants in Quebec.

Simon Blanchette recently graduated from HEC Montreal with an M.Sc. in Strategy. His thesis focused on creative ideation and bilingualism, as well as on establishing new paradigms to improve the management of innovation and creativity in organizations. Additionally, Simon has been working in research at McGill University for almost five years, and his research there focuses on diversity, inclusion, memory, and intersectionality. Simon has also authored a forthcoming report on diversity in governance. His work has been presented in prestigious academic conferences such as the Academy of Management Annual Meeting.

Vicky Boldo is of Cree/Coast Salish/Métis heritage. She is a writer, research coordinator and cultural educator/facilitator and a registered energy medicine practitioner (ANQ). She is passionate about effecting change in policy, education and attitudes in social work, health care and education for First Nations, Inuit and Métis peoples. Vicky is highly involved in and around the city as Co-Chair of the Montreal Urban Aboriginal Community Strategy NETWORK. Vicky sits on boards for the Native Women's Shelter, the National Indigenous Survivors of Child Welfare Network, and is on the (Police Service of Montreal) SPVM Aboriginal Advisory Committee. In 2016 Vicky was hired to provide cultural support at Concordia University's Aboriginal Student Resource Centre and is a member of the Indigenous Directions Leadership Group (IDLG).

Karine Bourdeau holds a BA in Communications and has been working at the Ministère de l'Immigration, de la Diversité et de l'Inclusion since 2008. She first worked at the Communication Directorate, and since the beginning of 2018, works for the implementation of a territorial strategy at the MIDI where she leads the territorial strategy for Montreal and Laval. Before working at the MIDI, Bourdeau worked in several community organizations.

Manal Bouzhar was born and raised in Morocco. A graduate in business administration, she began a career in the banking sector. Manal arrived in Canada and settled in Quebec in 2002. She discovered the network of community organizations and started participating in different activities for children. Touched by the reality of newcomer families and the role of community organizations in supporting them, she began to volunteer with various organizations. In volunteering, Manal discovered her passion and decided to continue working full time for this cause. She has been working for 12 years at Mon Resto Saint-Michel as a coordinator for the Family and Childhood department.

Susan M. Brigham is Full Professor in the Faculty of Education at Mount Saint Vincent University, Chair of the Alexa McDonough Institute for Women, Gender, and Social Justice, and President-elect of the Canadian Association for the Study of Adult Education. Her research interests include: adult education, migration, critical theories, and arts-informed research methods. Susan has conducted and presented her research in North America, the Caribbean, Africa, Asia, and Europe. Two of her current research projects include: 1) Social Justice in Focus: Participatory Photography and Refugee Youth [SSHRC/ CYRRC funded]; and 2) Understanding the Strategies for Success used by Underrepresented Students in Canadian Universities, [SSHRC funded].

Mario J. Calla, BA, MSW, has been the Executive Director of COSTI Immigrant Services since 1987. COSTI is a community service agency that has been providing a broad range of services to immigrants and refugees in the greater Toronto area for the past 66 years. Mario has been involved in his community as past-President of Social Planning Toronto and as a member of the Board of TRIEC, OCASI, and the Catholic Children's Aid Society. Mario is the recipient of the Newcomer Champion Award by the Province of Ontario, the Queen Elizabeth II Golden and Diamond Jubilee Medals, and was recently appointed a Knight Officer by the President of Italy in recognition of his community work.

Abigail Cameron joined S.U.C.C.E.S.S. in 2017 as the Tri-Cities Local Immigration Partnership (LIP) Manager, where she has been able to expand membership and identify partnership opportunities to support the implementation of the LIP Strategic plan. Abigail has over 12 years of experience in community development and project management in the not-for profit sector. Her career began in Scotland where she implemented a city-wide physical activity strategy. Upon returning to Vancouver, Cameron joined the health sector and worked with family physicians, patients, and other agencies to support health care improvements at local and provincial levels.

Delfino Campanile has worked for 24 years at the CLSC (Local Community Service Centre) Parc-Extension and the CSSS (Health and Social Services Centre) de la Montagne in Montreal where he has supported the implementation of various projects for youth and family, urban planning and social housing, community economy, mental health, and immigrant and refugee settlement and integration. He is a member of the Conseil emploi métropole, and of the Conseil supérieur de la langue française of Quebec. Since 2010, he has been the executive director of PROMIS, an organization helping immigrants and refugees in the region of Montreal.

Ronaldo Lauriano Cândido holds a BA in Psychology from the Federal University of Minas Gerais in Brazil, and a MA in Public Health from the University of Montreal. In Quebec, Mr. Cândido worked as a psychosocial counsellor at the Youth Centre of Montreal, and as a research officer at the University of Montreal Hospital Research Centre (CRCHUM), among other positions. He is currently a policy and programs advisor at the Ministère de l'Immigration, de la Diversité et de l'Inclusion. Mr. Cândido participates in the policy and program formulation for immigrant and ethnocultural minority inclusion, as well as for immigration regionalisation.

Stephen Chase is the Manager of the Settlement and Multiculturalism Unit within the Government of New Brunswick's Population Growth Division. This unit manages the funding provided to immigrant serving agencies and other organizations that assist newcomers to the province. Stephen has developed programs and partnerships for the leading provider of foreign credential evaluations in Canada and the US. He has led an award winning Federally funded online pre-arrival service project for immigrants, successfully embedded cross-cultural competency training within leading Canadian organizations, and has presented to range of audiences.

Nancy Clark's research interest includes social justice, intersectionality and equity oriented health and social policy. Clark's specific area of focus is in building community capacity and community engaged scholarship related to social determinants of mental health of structurally vulnerable groups, including immigrant women and other groups affected by displacement during the resettlement period.

Beth Clarke. For almost 20 years, Beth has been leading the integration of skilled immigrants into the Canadian labour market. As the Director of Strategic Partnerships for WES Canada, Beth leads the Global Talent Bridge and

WES Gateway Programs, playing a key role in their development and growth. Prior to joining WES, Beth served as Senior Director, Employer and Stakeholder Relations for the Toronto Region Immigrant Employment Council. Beth is an advocate for the recognition of international qualifications and is passionate about creating opportunities for immigrant professionals to contribute their skills and knowledge to their fullest potential.

Wendy Cukier is an expert in disruptive technologies, innovation processes, and diversity. She has written over 200 papers on technology, innovation, and management and co-authored “Innovation Nation: Canadian Leadership from Java to Jurassic Park.” She led the creation of the Ontario Centre for Workforce Innovation, the Ryerson University Lifeline Syria Challenge, the RBC Immigrant Diversity and Inclusion program, and pioneered Work Integrated Learning through the Advanced Digital and Professional Training program. As the Founder of Ryerson University’s Diversity Institute, she has led projects aimed at promoting the participation and advancement of underrepresented groups. Dr. Cukier has assisted many organizations in becoming more inclusive through innovative programs.

Cédric de Chardon is currently Director in the Research and Evaluation Branch at Immigration, Refugees and Citizenship Canada (IRCC). With a background in economics, he has worked in the private sector, then for the Government of Quebec, and finally for the Federal Government for the last 14 years. Cedric worked on economic and social issues including social assistance, employment, natural resources, technological hubs and clusters, and municipal affairs. In the last 10 years, his focus has been entirely devoted to immigration; first in selection and integration policies; then in research for official languages, social and economic integration and data development. Cedric is also a former international student, a former permanent resident, and now a proud Canadian citizen.

Carol Derby is the manager of the Language Services, Immigrant Services Association of Nova Scotia (ISANS). She manages face-to-face, online, and blended English as an Additional Language (EAL) classes. With a MEd in Adult Education, she has over two decades of experience in EAL, with a focus on workplace communications and program development. She currently sits on the National Language Advisory Board, the Centre for Canadian Language Benchmarks Board of Directors, and the New Media Language Training Board of Directors.

Gabrielle Désilets (PhD Australian National University) is a post-doctoral fellow and project manager for the Migration and Resilience in Urban Canada Project (BMRC-IRMU, SSRCH 2016-2021). She studies the multiple configurations of urban diversity and her research focuses on the impact of migration and mobility on identity, sense of belonging, and inter-ethnic cohabitation in cities. Her current research focuses on welcoming communities and hospitality towards refugees and immigrants at the neighbourhood scale in Montreal.

Jarod Dobson is a Senior Analyst working in the Social and Aboriginal Statistics Division at Statistics Canada. He has been involved with various aspects of the collection and dissemination of census data since the 1996 Census and currently leads the unit responsible for processing ethno-cultural variables for the 2021 Census.

Erin Donais is a Learning and Development Professional with over 15 years of experience in training, communications, performance, and career development. She has spent most of her career helping new Canadians and environmental professionals develop their careers through training, coaching, and mentoring. She is the Senior Manager of ECO Canada’s training team and her main focus is the development of targeted training to enhance the

career advancement of employed environmental professionals, as well as to increase the employment rates for unemployed and underemployed environmental professionals, including new Canadians, women, and Aboriginal peoples.

Brigitte Duguay Langlais has been the coordinator of the Réseau de soutien à l'immigration francophone de l'Est de l'Ontario since 2014. Brigitte has been working for the last 20 years in community development to advocate for the rights and interests of Francophone minorities in Canada. With a BA from the University of Moncton, Brigitte migrated to French Ontario in 2000. A go-getter, Brigitte strongly believes in best practices, opportunities to share resources, as well as service-delivery "by and for" Francophones.

Louis Dumas is Director General, Domestic Network, Operations Sector. He started his career with Immigration, Refugees and Citizenship Canada (IRCC) in the Foreign Service as a Visa Officer in Moscow in 1990. He has also served in Cairo as Immigration Control Officer, and as Immigration Program Manager in Tel Aviv, Singapore, and Beijing. During this time, he coordinated one of the largest government-assisted refugee programs in the IRCC network. In Ottawa, Louis served as advisor to IRCC's Assistant Deputy Minister of Operations, as Manager for Organized Crime and Counter-Terrorism, and as Director of National Security at the Canada Border Services Agency. From 2013 to 2016, Louis was Director of the Case Processing Centre-Ottawa. In 2016, Louis was appointed as Director General of the Domestic Network (DN), which manages IRCC's operational response to irregular migration. Louis holds an MSc in Management from Boston University and a BA in Translation from Laval University.

Johanne Dumont holds a BA and MA in economics and is pursuing her studies at the PhD level. She has more than 28 years of experience working for the government of Quebec. Before joining the Ministry of Immigration, Diversity and Inclusion, Quebec, Dumont was the Associate Deputy Minister in charge of the Women's Secretariat at the Employment and Social Solidarity Ministry and the Justice Ministry. She was also the Assistant Deputy Minister for marketing at the Tourism Ministry. Today she is the Assistant Deputy Minister for Immigration and Prospection at the MIDI, where she also chairs the inter-departmental coordinating committee of assistant deputy ministers on refugee claimants.

Mohamed Elmi is a PhD student in Information Systems at University of Cape Town and a Project Coordinator with the Ted Rogers School of Management's Institute for Innovation and Technology Management at Ryerson University. Mohamed's research focuses on how Information Communication Technologies can further economic and social development in African countries. He looks at how ICT is used within communities that lack a defined and legitimate state apparatus to identify what role these technologies can play in building a stable Somalia. Mohamed completed his MA in International Development Studies at Saint Mary's University and an Honours BA in Political Science at the University of New Brunswick.

Jennifer L'Esperance has her Bachelor of Public Relations from Mount Saint Vincent University and Masters of Business Administration from Saint Mary's University. She has worked with the Nova Scotia Government for more than 10 years. Previous roles include Director of Communications for Economic and Rural Development and Tourism, and Executive Lead, Youth Initiatives with Labour and Advanced Education, supporting the Premier as the Minister Responsible for Youth. Jennifer is currently the Director of Strategic Policy and External Relations for the Nova Scotia Office of Immigration.

Victoria Esses is Co-chair of the Pathways to Prosperity Partnership, Director of the Western Centre for Research on Migration and Ethnic Relations, and Professor of Psychology at the University of Western Ontario. Her research focuses on immigration policy and practice, including public attitudes toward immigration and cultural diversity; promising practices in settlement and integration; factors promoting the settlement and integration of immigrants; and the measurement of community welcome-ability and immigrant outcomes. Victoria has extensive experience conducting research in this area, including invited work for federal, provincial, and municipal governments and for the settlement sector. She has also served as an Expert Consultant for the US Equal Employment Opportunity Commission on several occasions.

Nimo Farah joined Somerset West in 2015 as the Program Administration for the Ottawa Language Access program. Under her leadership, what began as a modestly sized service offering free interpretation services for healthcare providers has grown exponentially. Nimo has a background in international development and specializes in refugee development, education, and health. She is passionate about community based projects designed to increase access for marginalized individuals, advocating for health equality, poverty reduction, and increased service provision for newcomer and immigrant populations.

Tim Foran is a Senior Director within the Settlement and Integration Policy Branch, Immigration, Refugees and Citizenship Canada. He led the design of the settlement component of the Government's Atlantic Immigration Pilot. Tim has over 25 years of experience in the Federal Government focussed on strategic policy, Federal-Provincial-Territorial relations, and program policy development. As Director of Canada's Homelessness Partnering Strategy, Tim led work related to Canada's implementation of the Housing First Approach. Tim has worked on labour market programming and training issues, including for vulnerable populations, and led work with key stakeholders, including provinces and territories, regarding foreign credential recognition issues.

René Fréchette holds a Business Diploma from the University of Sherbrooke and has over 30 years of experience in leading major non-profit organizations: The Maisonneuve-Rosemont Hospital Foundation, the Canadian International Organ Competition, and the Mondial des cultures of Drummondville. Since June 2017, René has led a team of 22 immigration specialists with ALPA-Accueil liaison pour arrivants, based in Montreal. Thanks to his managerial qualities and humanism, René energetically mobilizes employees and volunteers to ensure the success of ALPA, where thousands of immigrants use welcoming, employability, francization, and regionalisation integrated services each year.

Audrey Gagnon is a PhD student in the Department of Political Science at Concordia University. She holds a master's degree in Political Science from the University of Montreal. Her research focuses on pathways to radicalization among members of the majority group in Quebec. She is also interested in attitudes toward minority groups, intergroup relations, and media representation of minority groups. She is the student representative for the Centre for the Study of Democratic Citizenship at Concordia University.

Wenche Gausdal is the Director of Programs, Settlement, Community Integration & Support Services at Immigrant Services Association of Nova Scotia (ISANS). Throughout her 22 year career with ISANS, Wenche has helped to resettle over 7,000 refugees. She has held a variety of roles, including coordinating the resettlement of Kosovar refugees in 1999, the 2016 resettlement of Syrian refugees, and helping establish the Newcomer Health

Clinic. Wenche has served on a variety of committees and initiatives including her current appointment to the National RAP Working Group. Wenche is passionate about newcomer and staff empowerment, and creating welcoming and inclusive communities.

Annick Germain is a Professor at the Institut national de la recherche scientifique, Centre Urbanisation Culture Société, where she teaches in Urban Studies. She was the Director of the Metropolis Center of Quebec- Immigration et Métropoles from 2008-2013. She published many volumes with colleagues on Montréal (Montréal. A Quest for a metropolis, London, John Wiley & Sons, 2000) and on immigration (Travailler et Cohabiter. Au-delà de l'immigration, PUL, 2015; Vivre ensemble à Montréal. Épreuves et convivialités. Atelier 10, 2017; L'immigration et l'ethnicité dans le Québec contemporain, PUM 2018).

Mitchell Goldberg was admitted to the Quebec Bar Association as a lawyer in 1989. He began his Montreal based refugee and immigration law practice after volunteering for a human rights organization in Guatemala. Mitchell is a founder and Past President of the Canadian Association of Refugee Lawyers. He is also a member of the Federal Court's Immigration Bench-Bar Liaison Committee and an executive member of the Jewish Refugee Action Network. Mitchell has appeared before parliamentary committees reviewing refugee, immigration and citizenship bills on behalf of the Canadian Bar Association, the Quebec Bar Association, the Canadian Council for Refugees, and the Jewish Refugee Action Network. His law practice focuses on immigration and refugee litigation.

Paulina Grainger was born in Tanzania, East Africa. She immigrated to Canada 16 years ago, after working as a TV & Radio Producer for International Advertising Agencies in Kenya, Zimbabwe, South Africa, and Sri Lanka. For 10 years, Paulina worked as the General Manager of PUENTE Theatre, a Victoria-based multicultural theatre company. She's not only produced several plays but enjoys spending some of her spare time on stage as an actor and storyteller. She's is now the Arts & Outreach Coordinator at the Inter-Cultural Association of Greater Victoria, a settlement organization that strives to build cultural connections as a way to create welcoming communities.

Michel Guibert holds a BA in Communication and has worked at the Ministry of Immigration, Diversity and Inclusion since 1984. He has occupied many positions, including at the Immigration Bureau of Quebec in Dubai, and at the Quebec Delegation in Hong Kong and in Paris. Since 2004, as the coordinator of humanitarian immigration within the Family and Humanitarian Immigration Directorate, he is in charge of the refugee program, and of overseeing asylum-seekers' movements. He also sits on interdepartmental and external committees related to these movements.

Susanna Gurr is a Research Director at Social Research and Demonstration Corporation. Susanna has built a reputation for her ability to collaborate with partners in community organizations, industry, government, and others to carry out innovation projects that vary in scope and complexity and yield timely, relevant, and actionable recommendations for funders. Throughout her career, Susanna has worked on social and health issues in areas such as employment, training, health promotion, disabilities, immigration and other issues of concern to vulnerable groups and communities. Susanna holds a MA in Economics from Simon Fraser University. She is a Credentialed Evaluator with the Canadian Evaluation Society.

David Habak has over 10 years of experience in the field of International recruitment for the Information Technology industry. He currently runs Abacus Human Resources, a firm that specializes in finding, attracting, selecting, and guiding top international tech professionals before matching them with jobs/companies in Quebec. Abacus is a pioneer in the field of pre-arrival preparation for immigrating professionals. The success of ABACUS TALENT and of the professionals that it has helped place in jobs that match their experience, can be attributed to the industry-specific guidance that it offers early in the professional's immigration process.

Leah Hamilton is an Associate Professor at the Bissett School of Business, Mount Royal University. Leah is a community-engaged scholar whose research focuses on the social and economic integration of immigrants and refugees in Canada. She has extensive experience conducting community-based research with the settlement sector. Her research is funded by the Social Sciences and Humanities Research Council of Canada.

Jill Hanley is Associate Professor at the McGill School of Social Work. Her research focuses on access to social rights (health, housing, labour) for precarious status migrants, as well as their individual, family and collective strategies to defend and promote these rights. She is also the co-founder of the Immigrant Workers Centre where she has been actively involved for nearly 20 years.

Suzanne Huot is an Assistant Professor in the Department of Occupational Science and Occupational Therapy at the University of British Columbia, where she co-leads the university's Migration Research Excellence Cluster. Huot is a leading Scholar at UBC's interdisciplinary Green College and chairs the International Society for Occupational Science. Her critical qualitative research program examines international migration to Canada, with a specific focus on Francophone minority communities. She examines how individuals' experiences of migration and integration are mediated within their socio-historic and geographic contexts. She is particularly interested in the intersections of identity, place, and human occupation.

Julia Hurrelmann is Shopify's Talent Acquisition Diversity & Inclusion Specialist. Before joining Shopify, Julia worked in international relations for the Friedrich Ebert Foundation.

Samantha Jackson is currently a consultant at the Boston Consulting Group. Samantha completed her PhD at McMaster University, working as a Research Associate at the Diversity Institute and co-founder of the Ryerson University Lifeline Syria Challenge. At the DI, Sam executes evidence-based, actionable qualitative and quantitative research, and develops strategies to advance the status of underrepresented groups. At McMaster, her PhD research analyzed physician-driven refugee health policy advocacy in Toronto, London, and Berlin. Sam's work on gender and migration has been published in the Canadian Journal of Political Science, Journal of Refugee Studies, Gender in Management: An International Journal, the ILA Women as Global Leaders series and in numerous industry reports.

Diana Jeffries specializes in working with refugees and multi-barrier programs for women. Diana has facilitated numerous workshops for educators and community practitioners on trauma-informed practices, along with other workshops on implementing community and art-based learning. Diana has written curriculum and resource guides for several non-profit community organizations and is currently the Education Coordinator and Training Manager at Pacific Immigrant Resources Society in Vancouver.

Sunil Johal is Policy Director at the Mowat Centre, an independent public policy think tank at the University of Toronto. He leads the Centre's research activities, manages the research team and teaches a variety of executive education courses. He is frequently invited to speak about the future of work, technology, and social policy at conferences in Canada and abroad. He has contributed expert commentary and advice on regulatory and policy issues to a range of organizations and media outlets, including the G-20, World Economic Forum, Brookings Institution, *Globe and Mail*, *Toronto Star*, CBC Radio and Television.

Dennis Juarez is the Refugee Claimants Specialist at Options Community Services Society where he works tirelessly to assist refugee claimants with customized employment services. As a former refugee claimant, Dennis brings compassion and integrity to his work. Dennis is a certified Career Development Practitioner and, in a number of previously held positions, has also honed his skills in providing settlement information/referrals and supporting his clients through their open work permit, MSP, PR and income assistance applications.

Mary Kam is the Program Director of SUCCESS Family & Community Services. Over the past 25 years, she has developed programs for immigrants and vulnerable populations believing that every human being has rights and potential to thrive. Mary co-investigated with a psychologist on the "Multicultural Youth Entry Project" to establish a youth model for multicultural immigrant youth. She co-wrote an article "CBT - Does it work well with the Chinese population in Vancouver?" and was published in Visions BC's Mental Health and Addictions Journal. Mary is the Queen Elizabeth II Diamond Jubilee and Canada 150 Community Leadership Award recipient.

Elizabeth Kaminsky is a policy analyst in the Settlement and Integration Policy Branch of Immigration, Refugees and Citizenship Canada. Elizabeth works on labour market integration policy for newcomers to Canada. She has well rounded operations and policy experience spanning over ten years in the field of immigration and settlement, at both the provincial and federal level. She has an MA from Ryerson University in Immigration and Settlement Studies.

Gerard Keledjian is the Founder and Executive Producer of New Horizons Media, a multicultural video production and events social enterprise, where he works with a team of internationally-trained media professionals, young graduates and people with disabilities to assist Canadian organizations with their video production and content needs. In 2015, Gerard launched New Canadians, a national TV and web-based series dedicated to newcomers to Canada and would-be immigrants. Gerard is also the organizer of the Immigrant Business Expo event series dedicated to newcomer and immigrant entrepreneurs. Gerard is a recipient of Pioneers for Change Award for Excellence in Innovation (2015); MNLCT Community Impact Award (2016), and a finalist for the RBC Top 25 Canadian Immigrant Awards (2017). He is the Founder and Chair of New Canadian Media Professionals' Network and sits on the Board of Directors for the Immigrant Writers Association.

Hicham Khanafer (CSAI) grew up in the Democratic Republic of Congo and Lebanon. He arrived at the end of 2013 in Montreal to do his Master in International Studies at the University of Montreal. Since 2016, he has been working for the Centre social d'aide aux immigrants (CSAI) (Immigrant Support Social Centre) in Montreal, developing partnerships and projects. He worked on several issues including the Syrian refugee arrival (settlement, information sessions, employability) and with youth. He also developed partnerships aiming at raising conscious awareness about refugees and launched new projects.

Bayan Khatib is the Executive Director of The Syrian Canadian Foundation. She is also a Board Director of the Syria Film Festival in Toronto and the Al-Qazzaz Foundation for Education and Development. For the past six years, Bayan lead a multinational media campaign, had numerous media appearances, and participated as a speaker on the Syrian crisis at local and international events. Her passion for human rights began with the translation of “Just Five Minutes: Nine Years in the Prisons of Syria, the memoir of a female political prisoner”. She is the author of “Iraq: The Untold Tales”, as well as numerous short works of fiction. Bayan's opinion articles have appeared in many newspapers including The Globe and Mail and the Toronto Star.

Ryan Kidney is an accomplished Human Resources professional with over 18 years of experience working in the Forest, Mining, Transportation and Construction sectors in Atlantic Canada. Ryan holds a Bachelor of Arts degree from Dalhousie University and an Advanced Diploma in Human Resources from the Nova Scotia Community College. Ryan is currently the Director of Human Resources for the Municipal Group of Companies. The Municipal Group of Companies is Eastern Canada’s Premier Heavy Civil Construction, Mining, and Waste Management Contractor, employing over 3400 staff across Atlantic Canada. Ryan’s focuses are acquisitions and integration, labour and employee relations, indigenous affairs, strategic human resources planning, recruitment, and employee training / development.

Gina Kim is the Manager of the Moving Ahead Program at Options Community Services Society where she leads an amazing and dedicated team of case workers who provide wraparound outreach support to vulnerable refugee families. Gina has over 15 years of experience and she has previously offered settlement services to newcomers as well as specialized services for vulnerable youth and young adults.

Shanisse Kleuskens is a policy analyst with the Government of Canada where she conducts research and policy analysis, and development to enhance migrant worker protections under the Temporary Foreign Worker Program. She works alongside a small team to coordinate the Migrant Worker Support Network initiative being piloted in British Columbia. She has an MA in Criminology from the University of Ottawa, where her research focused on the impact of social and economic policies on marginalized populations, particularly prisoners.

Farah Kotadia was born in Nairobi, Kenya and immigrated with her family to Canada in 1975. Raised in Calgary and Vancouver, Farah has an undergraduate degree in Communications from SFU, an MBA in HR from the University of Phoenix and a Certified Professional in Human Resources designation. As well, she is completing the Intercultural Communication certificate at UBC and has recently been accepted into the Doctor of Social Sciences program at Royal Roads University. Farah has worked in the Settlement Sector for over 10 years, currently employed at AMSSA as their Program Director.

Amanda Koyama. Born and raised in Calgary, Amanda Koyama has spent most her professional career in the non-profit sector, with a focus on access and engagement. Amanda and has a strong record in balancing stakeholder expectations, mobilizing resources, and building effective teams. As an accomplished communicator, strategic thinker, and collaborative decision maker, Amanda is often solicited to provide Board and Committee leadership in varying community networks. Amanda has worked with Calgary Catholic Immigration Society (CCIS) in a number of different roles since 2004. Committed to enhancing cultural responsiveness in service delivery to newcomers, Amanda currently serves as the Manager of the Family and Children Services division of CCIS.

Jan Sheppard Kutcher has worked in the field of immigrant settlement for over 20 years focusing on workforce integration and international qualifications recognition. As Manager Employment Services with the Immigrant Settlement Association of Nova Scotia (ISANS), she built an innovative program of employment services for newcomers to the province and developed the Multi-stakeholder Work Group model. Since 2011, she has partnered with the Nova Scotia Department of Labour & Advanced Education to provide leadership to this model and currently co-chairs twelve multi-stakeholder work groups for different regulated professions. She holds a BA, B.Ed, MA, and MSW, and her awards include Honorary Fellow of Engineers Canada and the Queen's Diamond Jubilee Medal.

Christopher Kyriakides holds the Canada Research Chair in Citizenship, Social Justice and Ethno-Racialization with the Department of Sociology, and is an Executive Committee Member of the Centre for Refugee Studies at York University, Canada. Kyriakides coordinates an international research program on refugee reception which includes Canada, Jordan, Greece, Italy, and the United States.

Michel Labelle has worked in the Official Languages sector for the last 12 years in different capacities, including interdepartmental coordination at Canadian Heritage. In 2014, he joined the Official Languages Secretariat at Immigration, Refugees and Citizenship Canada, where he is now the Director. He acted as a facilitator during several events such as the 2017 Forum Destination Canada in Paris and Brussels, the Linguistic Duality Day, and the National Metropolis Conference.

Michael Lam is the Program Director of Employment Services at S.U.C.C.E.S.S. He works closely with the federal and provincial governments to address skill shortage issues and various programming for the under-represented populations. Michael introduced the very first funded job mentoring program in B.C. with support from Human Resources and Skills Development Canada. He represents S.U.C.C.E.S.S. on different local and national committees such as the National Visible Minority Labour Force Development Council, Overseas FCR Projects Working Committee, and BC Canadian Asian Workforce Strategy Advisory Committee.

Ruby Latif has over 15 years of experience in building strategic partnerships and advancing community-centered initiatives. In her independent consultancy and during her time working in the offices of former Ontario Premier Dalton McGuinty and City of Toronto Mayor John Tory, Ruby has worked with over 1,000 community groups across Ontario, 500 ethnic media outlets, and facilitated over 400 community focused events. At Ryerson's Diversity Institute, her work focuses on breaking down barriers for underrepresented groups in leadership positions, media representations of women and visible minorities, and creating partnerships to advance diversity & inclusion initiatives. Her research focuses on Muslim women and identity disclosure in organizations. Ruby is a Young Women of Distinction recipient, a Zonta Young Women in Public Affairs Award recipient, and was named one of the most influential South Asian Canadians by South Asian Generations Next magazine.

Peggy Lau is the Program Director of the SUCCESS Immigrant Settlement and Integration Program which serves approximately 17,000 immigrants and refugees per year. With a background in psychology and education counselling, Peggy has worked both in senior management and front line roles to support newcomers in the Greater Vancouver area for more than 13 years. Peggy started her career in the settlement sector engaging newcomers through health education. She is passionate about serving the needs of unique client populations, specially

connecting refugees to the health care system in a way that takes into account inclusive and anti-oppressive practices.

Alex LeBlanc is the Executive Director of the New Brunswick Multicultural Council and co-founder of the Economic Immigration Lab—a social lab focused on addressing New Brunswick’s unprecedented demographic and labour market decline by fostering innovation in immigration and newcomer settlement. Alex recently led a provincial awareness and engagement tour involving 15 towns and cities across New Brunswick, to raise awareness about the imperative for immigration and to engage employers, municipalities, and residents in dialogue about their roles in welcoming newcomers. Alex holds a BA in Leadership Studies from the University of New Brunswick and has over 12 years of leadership experience in the non-profit sector.

Denise Légaré works as Senior Program and Policy Advisor in the team responsible for settlement policies for Francophone minority communities, at IRCC in Ottawa. Before joining the public service, Denise worked in international development for NGOs. In 2016, she joined the settlement sector in order to support the pressures due to the Syrian refugee initiative. Her expertise in program and project management is now put to good use for Francophone minority communities. Denise holds a Master in Public Administration and a certificate in Project Management.

Alice Mihaela Livadaru holds a Bachelor’s degree in Law and is a Master’s candidate in Philosophy. Mrs. Livadaru has been working at the Ministère de l’Immigration, de la Diversité et de l’Inclusion (MIDI) since 2017 within the Directorate of Strategic Development of Francization Services and Integration. Within her mandate, she focuses on the operationalization of the pilot project “Welcoming and Inclusive Community”. Before joining the Ministry, Mrs. Livadaru taught philosophy in CEGEP and was a research and teaching assistant at the university.

Valerie Lockyer, Executive Director with the Training Group at Douglas College, has more than 25 years of experience in the design, development, and management of employment and skills training programs in both non-profit and post-secondary sectors. The Training Group provides services, training, and support to immigrants and refugees, youth, persons with disabilities, long term unemployed, mature workers, and persons with multiple barriers to employment including low literacy. Current programming for newcomers includes: Career Paths for Skilled Immigrants (internationally educated Health professionals), LINC & Workplace LINC, and Education ReBoot (partnership with local School Districts to help at-risk, immigrant youth).

Kate Longpre is the Community Integration Coordinator at the Inter-Cultural Association of Greater Victoria. Kate works strategically across sectors to ensure that resettled refugees entering the Greater Victoria area are successfully integrated into welcoming communities. Kate approached Google Translate in September 2016 with the idea for the We Speak Translate project. In April 2017 the project launched in Victoria, BC, the first location worldwide to initiate the project. Since the project launched, over 2300 participants have been trained in the We Speak Translate project across Canada.

Cliff MacDonald has been with ISANS for over five years in many roles. His current role, as Coordinator of Employer Engagement, is to develop and maintain connections with employers in rural areas of Nova Scotia, including introducing and connecting them to the appropriate employer support resources available at ISANS. Cliff

organizes and develops employer networking opportunities events to create employer market awareness and share best practices. He also conducts on-site and online information sessions designed to diversify employer's workforce, and hosts monthly webinars on the AIPP for employers discussing the service provider's role.

Craig Mackie has been the Executive Director of the PEI Association for Newcomers to Canada since 2010. Prior to that, Craig owned and operated a consulting, communications, and marketing firm providing support to businesses, government, and non-profit organizations. Craig's strengths as a communications and organizational leader were developed in his more than 35 years of media experience including over 25 years with the CBC. Craig is Co-President of the Atlantic Region Association of Immigrant Serving Agencies (ARAISA). He has also served as the Co-Chair of the Immigration and Settlement Working Group at the Canadian Council for Refugees, on IRCC's national Refugee Resettlement Assistance Program Working Group, and as Co-Chair of the PEI Ministerial Advisory Council on Refugees.

April Mandrona is an art education specialist and program director and teaches courses as part of NSCAD's Visual Arts Certificate for Teachers and the Mount Saint Vincent University BEd program. April is developing NSCAD's new graduate program in Art Education. She received her PhD in Art Education from Concordia University in Montreal, Quebec, and was a SSHRC postdoctoral fellow at McGill University in the Department of Integrated Studies in Education. She has published articles and book chapters on young people's visual culture, rurality, ethics, and participatory visual research. She recently guest edited a Special Issue of *Girlhood Studies: An Interdisciplinary Journal*, "Ethical Practice and the Study of Girlhood." Her co-edited volume, "Visual Encounters in the Study of Rural Childhoods" (Rutgers University Press) was released in Spring 2018.

Laura Mannix is a social rights advocate passionate about human-connectivity and instilling a collective narrative within the community of equity, diversity, and inclusion. A child of immigrants and inter-cultural union, her lived experience has provided a valuable foundation for her role as Director of Community Development at DIVERSEcity Community Resources Society, where she oversees Settlement & Integration, Community & Volunteer, and Refugee & Specialized Programs. Laura is committed to supporting innovation that empowers newcomers and builds equitable communities.

A career administrator, **Mr. Bernard Matte** has been Deputy Minister at the Department of Immigration, Diversity and Inclusion since July 2017. He holds a Bachelor's degree and a Master's degree in Economics from the Université de Montréal and a master's degree in public administration from the National School of Public Administration (ENAP). He now has nearly 30 years of experience in the field of utility management. His professional background has led him to work as Deputy Minister, Associate Deputy Minister and Assistant Deputy Minister at the Ministry responsible for Labor, Employment, Social Solidarity and the Fight Against Poverty. He has also served as Deputy Minister of Education, Recreation and Sports, Secretary General of the Labor Market Partners Commission and has held a variety of other management positions in government.

Jean McRae, B.A., C.P.Ed, M.B.A., is Chief Executive Officer of the Inter-Cultural Association of Greater Victoria (ICA). Jean is sector Co-Chair for *Pathways to Prosperity*, President of the Affiliation of Multicultural Societies and Service Agencies of BC (AMSSA), represents AMSSA on the National Settlement Council (NSC), and the Canadian Immigrant Settlement Sector Alliance (CISSA). She co-chaired the Western Region Working Group, and served on the Executive

Committee of the Canadian Council for Refugees, the University of Victoria's Institute for Community University Engagement Council, as co-chair of the National Working Group on the Attraction and Retention of Immigrants and Refugees to Smaller Communities, and the Advisory Council for Royal Roads University's School of Communication and Culture.

Ayaa Mohamad is a Development Associate at Scadding Court Community Centre. Ayaa leads the Entrepreneurship Hub programs at Scadding Court with a focus on supporting vulnerable newcomers and women with early-stage business start-up. She has secured market opportunities for low-income business owners in various temporary markets across Toronto and has organized incubation space for online business support at Scadding Court. Ayaa has over 5 years' experience in the community development sector primarily working with newcomers and settlement services. Ayaa is passionate about finding new approaches to community engagement and making political, economic, and social participation more accessible to newcomers in the City. Ayaa graduated with an Honors Degree from the University of Toronto in Urban Studies, Sociology, and a minor in Human Geography.

Yasmine Mohamed is the Director of the Cultural Access Pass, a national inclusion program run by the Institute for Canadian Citizenship. Yasmine works with a network of museums, art galleries, science centres, and parks across Canada to deliver free admission for new Canadian citizens during their first year of citizenship. She holds a certificate in Refugee and Migration Studies, and completed her BA and MA in Geography and Environmental Studies at York University, studying the links between social policy, environmental outcomes, and the spatial marginalization of newcomer communities in Toronto.

Sylvie Moreau has more than 20 years of experience in the immigration and diversity sector, as well as rich expertise in the development of newcomer welcome and settlement services in a partnership perspective. Sylvie has worked at Colleges and Institutes Canada since 2015 where she manages the pre-arrival orientation services of the Canadian Immigrant Integration Program (CIIP). Prior to this, Sylvie was responsible for the Francophone immigration portfolio at the Fédération des communautés francophones et acadienne (FCFA) for 7 years and was research coordinator at the Table de concertation des organismes aux services des immigrants et réfugiés au Québec for more than 5 years. She also worked abroad in Haiti, Benin, and Burkina Faso, notably doing missions for the United Nations High Commissioner for Refugees.

Janna Mulholland is a Canadian Certified Counsellor with certificates as a Clinical Traumatologist and in EMDR therapy. During her 5 years with the Immigration and Settlement Services at Catholic Social Services, she has grown the Cross-Cultural Counselling program which provides culturally-competent counselling to immigrants and refugees, and has helped develop therapeutically beneficial programs such as nature based programming, a women's support group and psychoeducational presentations. She draws on her MA in Art Therapy from the George Washington University in Washington DC, her work creating art therapy programs in India, and her love for constant learning.

Muhiadin Sheikh Omar has been working as an Ethno Cultural Facilitator at SMD since 2011. In his role he provides a wide range of social services to immigrants and newcomers with disabilities. He is also the executive director at Bilal Community and Family centre, an organization that provides services to newcomers youth to help them successfully integrate in society. He received his first BA from Alazhar university in Egypt. In 2015, Omar

received his Bachelor of Social Work from the University of Manitoba. Currently he is doing a master's degree in management at the University of Winnipeg. Muhiadin is very passionate in inspiring and empowering immigrants and newcomers so that they can succeed both professionally and personally. Omar lives in Winnipeg with his family and two beautiful children.

Jean-Pierre Ouellet started his career as a teacher. Elected Member of Parliament for Madawaska-les-Lacs from 1978 to 1987, he served as Minister in different provincial departments, including Minister in charge of the Francophonie. He sat on the organizing Committee of the First Francophone Summit held in Paris in 1985, and then in Quebec City in 1987. In May 2017, he was elected Mayor of Community of Haut-Madawaska and he is currently the Chair of the Board of the Northwest Regional Service Commission, gathering all the northwest municipalities of New-Brunswick.

Boris Palameta is Chief Behavioural Scientist at SRDC, with 11 years experience conducting applied research in the areas of adult training and education, and labour market integration of disadvantaged groups. He led the design and evaluation of two recent training initiatives for multi-barriered newcomers: i) the national Foundations Workplace Skills Program demonstration project, which used a randomized control trial design to examine the impact of a career pathfinding and skills training intervention on employment; and ii) the first Canadian test of a Pay for Success model, designed to stimulate innovation in services focused on job development and employer engagement.

Mireille Paquet is the Concordia Research Chair on the Politics of Immigration and Co-director of Concordia's Centre for Immigration Policy Evaluation (CIPE). As a political scientist, she conducts research on immigration policy and politics in Canada, North America, and Australia. She is interested in how political institutions and bureaucracies affect the content of immigration policy. Her current projects focus on the restructuring of political cleavages around immigration, on the implementation of sanctuary policies in Canada, and on the political role of bureaucracies in immigration policy-making.

Mark Patterson is pioneering new approaches in career development, inclusive recruitment, and contextualized labour market information to drive social and economic change. For over a decade, he has focused on providing opportunities for diverse job seekers and addressing employer needs. As Executive Director, Mark led the creation of Magnet, a social innovation platform based at Ryerson University. A first-of-its-kind in North America, Magnet harnesses intelligent matching technology, data, and analytics to effectively connect people, businesses, and organizations to opportunity. Magnet works to support workforce diversity, eliminating barriers to employment. With the singular goal of helping Canadian communities, Mark is a passionate driver of productive collaboration.

Zulfira Pulotova, MPA, MSW has over fifteen years of research, evaluation, program management, and capacity development experience locally and internationally. Zulfira has worked on designing and successfully implementing programs, managing monitoring and evaluation systems in organizations within the Immigrant and Refugee Integration Sector in Canada and the US, as well as in the International Development field, having served International NGOs including United Nations Programs. Zulfira is a Founder and Principal Consultant at Connect Local & Global Inc. based in Calgary, Alberta. She holds a Master's in Public Administration and Master of Social Work.

Siffan Rahman, Manager of Ottawa Newcomer Health Centre hosted by Somerset West Community Health Centre, oversees programs serving and advocating for immigrants and refugees in different capacities. She sits on the Ottawa Local Immigration Partnership's Health and Wellbeing Sector Table and co-chairs a working group striving to increase access to mental health services for immigrants and refugees. Siffan is a former member of the Board of Directors of the Canadian Association of Community Health Centres (CACHC) and continues to sit on CACHC's Newcomer Health working group. She also sits on the advisory committee of Connecting Ottawa.

Frances Ravensbergen is an active member of Bridges Not Borders, a group based out of Hemmingford, Quebec. Roxham Road, where most asylum seekers have been entering Canada in the recent past, is part of the Hemmingford community. Bridges Not Borders shares information about issues concerning asylum seekers with fellow members of the community, lobbies political leaders, and provides direct support to asylum seekers crossing the border. Frances also works in the community sector with the Centre for Community Organizations and teaches at Concordia University as a part-time faculty member.

Angelique Reddy-Kalala: Immigration and finding ways to help newcomers feel welcome and adjust comfortably to their new surroundings has been a focus of Angelique's career from the beginning. She graduated from Saint Mary's University with a degree in International Development, completing much of her education in West Africa. After working at the Multicultural Association of Greater Moncton (MAGMA) and YMCA of Greater Moncton, she joined the City of Moncton in 2014 as Immigration Strategy Officer. Her focus is to implement the Greater Moncton Immigration Strategy by working with stakeholders and finding immigration solutions to Moncton's workforce needs. Reddy-Kalala founded the Greater Moncton Local Immigration Partnership and is currently the Chair of the Labour Market Working Group.

Stephan Reichhold has been the director of the *Table de concertation des organismes au service des personnes réfugiées et immigrantes* (TCRI) since 1989. In this capacity, he is responsible for coordinating and developing a national group of 143 community organizations working with immigrants, refugees, and people without status in Quebec. The TCRI mission aims at supporting and defending the rights of immigrants and refugees in Quebec in their migration and integration journey, with services, support, critical reflections, and solidarity. Stephan Reichhold holds an MA in French literature and Political Science from the Freie Universität Berlin.

Steve Reynolds (MA) has been working in the Manitoba settlement sector since 2007, beginning as an ESL instructor before moving into various management roles, and becoming Executive Director at Regional Connections Immigrant Services in 2018. Steve is a trained Diversity and Intercultural Facilitator who has delivered presentations and workshops for newcomers, employers, schools, and community volunteers. His original passion for teaching and learning has evolved through his experiences of living and working in Osaka, Japan, working with newcomers to Canada for the past 10+ years, and more recently through stakeholder engagement to help create more welcoming communities.

Erin Roach is the Director at the Diversity Institute. Erin has seven years of experience working in the federal government, private sector, and university settings overseeing equity, inclusion, and social innovation research and programming. She is an experienced program evaluator using a Theory of Change approach to conduct process and impact evaluations of public and private sector initiatives, including Scadding Court Community Centre's innovative

social franchise model. Her work focuses on intersectionality, inclusion, innovation, and bridging theory and practice. Erin has been published in several journals and book series and has presented papers at international conferences including European Group for Organizational Studies and the Academy of Management's Annual Meeting. Erin has an MA In Immigration and Settlement Studies from Ryerson University.

Julie Rodier has been a Research Associate at the SRDC since 2011. She has worked on multiple research projects and program evaluations in diverse policy areas such as immigration, K-12 and postsecondary education, and health. Julie played a key role in the evaluation of the Foreign Credential Recognition Loans Pilot Project, a project that tested approaches to help internationally-trained workers pay for tuition and other expenses associated with FCR recognition. She is currently working on the Canadian Work Experience Pilots Evaluation. Julie holds a graduate diploma in Public Policy and Program Evaluation from Carleton University. She is fluently bilingual.

Katie Rosenberger is the Executive Director of AMSSA, a British Columbia provincial association that strengthens over 70 member agencies and hundreds of community stakeholder agencies who serve immigrants and newcomers. Katie represents the BC Settlement Sector on the National Settlement Council and is the Board Secretary for the Canadian Immigration Settlement Sector Alliance (CISSA-ACSEI), the national body for settlement associations. Since joining AMSSA in 2014, she has worked with the Federal and Provincial governments to grow AMSSA's technological expertise to provide online and e-learning opportunities for service providers outside of the Metro Vancouver area. Katie holds a Bachelor of Arts in Sociology and a Masters of Business Administration.

Tamara Sabarini was formerly the Project Coordinator for the Ryerson University Lifeline Syria Challenge (RULSC), where she supported groups in navigating Canada's Private Sponsorship of Refugee Program and helped develop the volunteer and student experiential learning program. Tamara graduated from Ryerson University with a MA in Immigration and Settlement Studies, where she examined issues related to space, power, and identity in Lebanon refugee camps. She completed her undergraduate studies in Political Science at McGill University and the University of Toronto. Tamara is currently the Manager of Development and Community Engagement at Scadding Court Community Centre - an agency in Toronto that is tackling systemic issues for low-income, racialized, and newcomer communities.

Manuel Salamanca Cardona has a Ph.D. in Education from the Faculty of Education of McGill University and was formerly a Research Assistant in the School of Social Work of McGill University on the project "Recruitment and Placement Agencies: Silent Partners in Migrant Employment." Currently, he is a Research Assistant at the Research Institute for the Professional Integration of Immigrants (IRIPI). His academic trajectory includes topics of Canadian migration policies, human and labor rights of immigrants, knowledge production and learning in social movements. He has an MA in Research Methodology and a MA in Social Science with focus in Education. He recently finished his doctoral research which examined the Temporary Agency Workers Association of Montreal. He is a member of the Board of the Immigrant Workers Centre (IWC) of Montreal and the Artists' Bloc of the IWC.

Sandra Saric is Vice President, Talent Innovation at the Information and Communications Technology Council (ICTC) where she leads initiatives that promote diversity, inclusion, and collaboration with industry, government, and education. These initiatives include strategies and actions that leverage talent and build education, skills, and career pathways for youth, global talent, women, and diverse groups in Canada's digital economy. In this role,

Sandra received a WCT Leadership Excellence Award for Diversity in 2015 and frequently speaks on topics that address talent inclusiveness, STEM education and the digital labour market. At ICTC, she has also been instrumental in launching a new Canadian Cyber Security Youth and Education initiative – CyberTitan – to prepare youth with cyber security skills.

Doug Saunders is an author and journalist specializing in cities and migration. He is the international-affairs columnist at the Globe and Mail, where he has served as a foreign correspondent covering Europe, the Americas, South and East Asia, the Middle East, and North Africa. He is the author of three international books: *Arrival City: The Final Migration and Our Next World* (2010), which examines migration to urban areas on five continents; *The Myth of the Muslim Tide* (2012), about the migration and reception of religious minorities; and *Maximum Canada* (2017) about the history and future of Canada's population policy. He has won the National Newspaper Award on five occasions, the Shaughnessy Cohen Prize for political writing and the Schelling Prize for Architectural Theory.

Cyrille Simard started his career at the University of Moncton as Director of Continuing Education and later pursued his career at the Organisation internationale de la Francophonie. Upon his return to Edmundston, he invested his energy in the business community by successfully starting up different businesses in the field of knowledge management and technology. He has always been strongly involved in making a difference in his community. Simard was President of the Société historique du Madawaska, le Salon du Livre d'Edmundston, le Conseil scolaire des frontières (district #3), Enterprise Madawaska, and also sat on different community and local boards. This is his second term as Mayor of Edmundston.

Holly Skelton joined Colleges and Institutes Canada in 2017 as Director of the Canadian Immigrant Integration Program (CIIP). Holly leads the CIIP team in delivering high-quality, client centered, employment focused, innovative pre-arrival programming for prospective Economic and Family Class immigrants, offering in-person (India, Philippines and China) and online group information sessions, individualized planning sessions and customized referrals to Canadian organizations. Prior to joining CIIP, Holly worked with Global Affairs Canada as a Trade Commissioner for the education sector supporting business development and recruitment activities in South Asia, Sub Saharan Africa, the Middle East and North Africa. Before joining the government, Holly was an educator, teaching science and biology at both college and secondary levels in Canada and abroad. Holly has lived and worked in Greece, Saudi Arabia, Democratic Republic of Congo, and Mexico. She holds degrees from McGill (BSc), University of British Columbia (MSc) and Simon Fraser University (BEd).

Craig Damian Smith is the Associate Director of the Global Migration Lab at the Munk School of Global Affairs & Public Policy at the University of Toronto. His research focuses on the international politics of irregular migration. He earned his PhD at the University of Toronto in September, 2017. His doctoral research on the effects of EU migration controls involved three years of field work in North Africa, the Middle East, Western Balkans, and Europe. His current SSHRC-funded research project examines the effects of US policy changes on irregular migration to Canada.

Marcia Snow, HR Partner with Citco (Canada) Inc., has helped her employees navigate the Immigration process for the last 3.5 years. Since the Atlantic Immigration Pilot Program was launched in 2017, Marcia has supported more than 50 applicants pursue their Endorsement through the NS Office of Immigration. Marcia has over 10 years

of HR experience in various role and industries. She holds a Masters of Business Administration from the University of Massachusetts as well as her CPHR designation from CPHR NS. Marcia is a strong supporter of Immigration and recognizes the value diversity offers to the workplace.

Iris Solorzano is the Manager of the Newcomer Employment Support Program and the BC Settlement and Integration Services Program at Options Community Services Society. Over the last 17 years, Iris has developed strong partnerships and collaborations with different stakeholders in Surrey to provide timely and relevant services/support to immigrants/refugees, migrant workers, and refugee claimants. Iris has remained steadfast in her passion to empower the most vulnerable newcomers by giving them the necessary tools and resources to be successful.

Paul Soubliere, Program Manager at Catholic Centre for Immigrants, Ottawa, is a solid advocate for special populations, including refugees. With more than 20 years of experience in social services, he has assisted many people with disabilities and new Canadians to be fully included in our community. Paul has worked in a variety of roles with the Catholic Centre for Immigrants, starting in 2006. Currently, he manages the Client Support Services Program, an intensive, mobile, case-management program for Government-Assisted Refugees.

Saleem Spindari is the Manager of Refugees and Migrant Workers Programs at MOSAIC, one of the largest settlement organizations in British Columbia. As a member of a minority group and a former refugee, Saleem has a passion for social justice and strives to support those in need. Since arrival in Canada in 1997, Saleem has been active in advocating for refugees, immigrants, migrant workers, and other marginalized groups. He is also the co-chair of the Multi-Agency Partnership (MAP), a partnership of representatives of more than 40 refugee claimant-serving organizations in BC.

Fiona Stevenson is the Manager of Volunteer and Community Programs at DIVERSEcity Community Resources Society. Fiona oversees a diverse portfolio of programs from settlement and integration to food security and seniors' initiatives. As an immigrant from Scotland who immigrated to Canada from Chile, Fiona is passionate about creating a sense of belonging through community engagement, volunteerism, civic engagement, and inclusion. With an M.Ed in Adult Education, Fiona focuses on creating culturally relevant and innovative client centred and responsive programming for newcomers in a variety of formal and informal settings.

Sangeeta Subramanian is the Senior Manager, Workplace Development at the Immigrant Employment Council of B.C. (IEC-BC) and brings to her role 20 years of professional experience in the not-for-profit sector in Canada and Asia. This encompasses strategic planning, facilitation, cultural intelligence training, policy development, partnership development, and program design and coordination. Sangeeta holds a BA in Economics from the University of Madras, India, and an MBA from the Indian Institute of Management. Additionally, she has a Certificate in Non-Profit Management and Leadership from the Schulich School of Business. Sangeeta brings to her role a passion for working on issues of diversity & inclusion.

Khim Tan is the Senior Manager of Immigrant Services at Options Community Services Society where she provides leadership and oversight of a comprehensive array of services for newcomers. As a passionate advocate of inclusion and diversity, Khim has been involved in innovative approaches to meet the needs of vulnerable newcomers and in program development and delivery of settlement services, language skills training, employment support, and community connections.

Sara Torres is an Assistant Professor at the School of Social Work, Laurentian University. She has over 17 years of experience conducting research and outreach with multicultural and hard-to-reach populations. Her other research interests include the role of community health worker programs in addressing health inequities among immigrant and refugee women in Canada, and protective factors for children's welfare. She is also Chair and Co-founder of the Community Health Worker Network of Canada.

Julie Tousignant has served since January 2018 as Director of the Foreign Credential Recognition Program at Employment and Social Development Canada. This program supports the workplace integration of skilled newcomers by: reducing barriers to foreign credential recognition, providing Canadian work experience, and providing loans to support the costs to having their credentials recognized. Julie brings a breadth of policy and operational experience having worked in the Treasury Board Secretariat, the Privy Council Office, and ESDC's Employment Insurance Policy Directorate. She was educated at the Université de Montréal where she earned a Master's degree in Economics and Bachelor degree in Mathematics and Economics.

Luc Turgeon is Associate Professor in the School of Political Studies at the University of Ottawa. His research focuses on attitudes toward immigration, the bureaucratic representation of minorities, as well as federalism and nationalism. His most recent work has been published in the *Canadian Journal of Political Science*, *Politics and Religion*, *Nations and Nationalism*, *Canadian Public Administration*, *Regional and Federal Studies*, and the *Journal of Canadian Studies*. He has also co-edited two books: "Segmented Cities: How Urban Contexts Shape Ethnic and Nationalist Politics" (UBC Press, 2014) and "Comparing Canada: Methods and Perspectives on Canadian Politics" (UBC Press, 2014).

Raquel Velasquez is the Program and Operations Manager at the Umbrella Multicultural Health Co-op. Umbrella Co-op is a cooperative community health centre in New Westminster, BC, that supports immigrant and refugee communities accessing culturally and linguistically appropriate health services. At Umbrella Co-op, Raquel supports Cross Cultural Health Brokers in facilitating the communication between patients and health care providers, and connecting patients with resources and social services that support their general wellbeing. Raquel coordinated the first National Gathering of Multicultural Health Workers in June 2018, in collaboration with the Community Health Workers Network of Canada.

Dana Vocisano is an evaluation and organizational development consultant with 30 years experience in the non-profit and philanthropic sectors. Before becoming a consultant, Dana was a Program Director at The J.W. McConnell Family Foundation, where she managed national initiatives such as employment for professionally trained immigrant. Prior to joining the Foundation, Dana was the Executive Director of a United Way funded agency. More recently, she has been involved with evaluating a mentoring organization and a resident-driven community plan, and an "Age Friendly Cities" research project. She has volunteered with countless organizations and sits on several Boards. She has a MA from Concordia.

Ken Walsh. Originally from St. John's, Newfoundland and Labrador, Ken has been an employee with the Association for New Canadians for over ten years. He has contributed to several research projects on behalf of the organization, served as a Program Manager and a Private Sponsorship of Refugees Coordinator, and most recently, has taken on the role of Senior Settlement Coordinator at the ANC's Regional Satellite Office in Corner Brook, on Newfoundland's west coast.

Jennifer Watts is CEO of Immigrant Services Association of Nova Scotia (ISANS), the largest immigrant serving agency in Atlantic Canada. ISANS provides a wide range of programs and services including resettlement, language, employment, business development, employer engagement, community integration and online programs both pre and post arrival. Trained as an Urban and Rural Planner, Jennifer has a background in community development, urban and rural planning and municipal issues having served as a Municipal Councillor on Halifax Regional Council for 8 years (2008-2016).

Sarah Wayland is Senior Project Manager for the Hamilton Immigration Partnership Council. Until March 2018, she was the creator and leader of Global Hamilton, the City's immigrant attraction and retention initiative. A dual US-Canadian citizen, she earned her PhD in political science from the University of Maryland. She has worked as an independent researcher focusing on various social issues, especially immigration-related, and her clients have included CIC/IRCC, Government of Ontario, Region of Peel, Maytree, Metcalf, and Community Foundations of Canada. From 2005 to 2014, she served on the board of Hamilton's largest settlement agency, including as Secretary and President.

Lynn Weaver has worked in intercultural relations for 20 years, and is the Executive Director of the Cowichan Intercultural Society (Immigrant Welcome Centre of the Cowichan Valley). Lynn is a member of the Canadian Federation of University Women's National Study Group on the Status of Women and was on the Executive Committee of the Vancouver Island Refugee Response Team. She was a recipient of the Lieutenant Governor Award for Community Service.

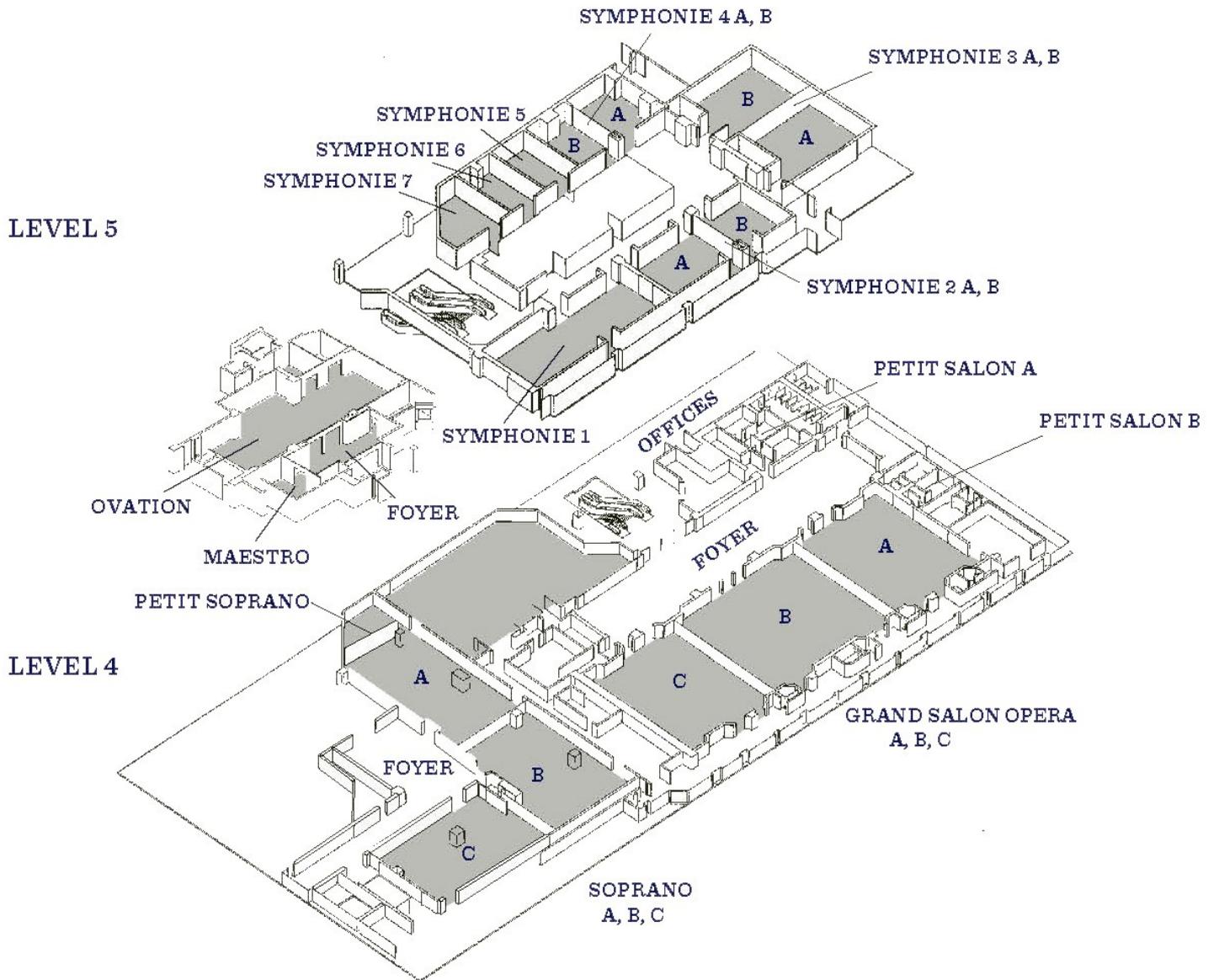
Stephanie Wilson is Senior Director, Digital Transformation & Strategic Outreach at the Information and Communications Technology Council (ICTC). With over 20 years of experience working in the not-for-profit and public sectors, she has demonstrated success in stakeholder engagement and diversity and inclusion initiatives specifically in the recruitment, retention, and integration of a diverse and global workforce.

Stacey Wilson-Forsberg is an Associate Professor in the Human Rights Human Diversity program at Wilfrid Laurier University. Stacey's research focuses on Immigration and multiculturalism, particularly experiences of immigrant and refugee youth in schools, and migrants with precarious immigration status in Canada, the United States, and Mexico. Her ongoing research includes a qualitative study of the challenges and opportunities faced by African refugee youth when attempting to access postsecondary education in Canada, and a study of asylum seekers waiting in temporary shelters in Mexico. Recent publications include a textbook published by Oxford University Press called *Immigrant Youth in Canada: Theoretical Approaches, Practical Issues, and Professional Perspectives*.

Deborah Wolfe, P.Eng., is the Managing Director of the Federation of Law Societies of Canada's National Committee on Accreditation. The NCA assesses the qualifications of individuals with legal education and professional experience obtained outside of Canada, or in a Canadian civil law program, who wish to be admitted to a common law bar in Canada. Deborah is also the Federation's Director of Law School Programs and leads the process to approve Canadian common law and law school programs. Deborah is the Chair of the Association of Accrediting Agencies of Canada and a former Chair of the Canadian Network of Agencies for Regulation.

Cathy Woodbeck is the Executive Director of the Thunder Bay Multicultural Association and alumnus of Lakehead University. She was a municipal councillor in her home municipality for 5½ years. She has spent 25 years in the immigrant settlement sector representing northern, rural, remote and small centres in a number of working groups provincially and federally and has been a mentor assisting agencies across Canada in developing programming and proposals. She is a member of the Executive Advisory to Thunder Bay Police Service and was responsible for the development of the “Developing Diversity in Policing” project. Cathy provides mentorship and training to agencies and organizations on issues of diversity, building welcoming communities, and working with interpreters. She is a resource on serving small, remote, and northern communities; newcomer settlement across the North; language acquisition; small centre strategies for building welcoming communities; and issues of institutional change with respect to diversity.

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