

*Attracting & Retaining*  
*Immigrants*

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**A**  
**TOOL BOX**  
**OF IDEAS**  
**for smaller centres**

*2nd edition, 2007*

*Prepared by the National Working Group on Small Centre Strategies*

*Funded by  
The Government of Canada (Citizenship and Immigration Canada)*

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# **Preface**

## **Regionalization**

When we released the first edition of the tool box in 2005, Canadians throughout the country were already beginning to discuss and debate the importance of regionalization of immigration. Since then, that dialogue has grown stronger, and awareness of Canada's looming labour shortage—not to mention its significant drop in birth rates—has reached the mainstream, appearing regularly on the cover of publications and on television and radio airwaves.

Why are we so concerned about immigration and regionalization? In June 2007, analysts at Statistics Canada released a feature article entitled "Labour Force Projections for Canada, 2006-2031", which contains some sobering predictions about the combined impact of a low birth rate and aging population on Canada's labour force as well as its overall economy.

<http://www.statcan.ca/english/ads/11-010-XPB/pdf/jun07.pdf>

Many smaller communities have already felt the force of this demographic change, experiencing population decline; stagnation or minimal growth. At the same time, other places are experiencing remarkable growth rates and attracting the majority of Canada's immigrants. We believe it would be desirable to spread the benefits of immigration more evenly across Canada, a sentiment that has been voiced unanimously by Canada's federal, provincial and territorial ministers of immigration.

This is of course more easily said than done, for people can move freely within Canada, and there is a natural tendency for people from abroad to settle where they have friends and compatriots, or where they believe there are job and career options. There is also a century-old population trend that has people moving away from rural and smaller places and toward larger urban ones. We see this trend across the world as people migrate to its cities.

At the same time, Canada's largest metropolitan centres still see the desirability of continuing the growth that has been fueling their prosperity and quality of life, and although they are undoubtedly large in the Canadian context, they are not so large on the world's stage. Their civic agendas are focused upon gaining more financial resources to meet the expanding demands upon them as they continue to welcome newcomers.

Thus there are—and will continue to be—competing population goals and strategies in Canada. The federal government's immigration strategy is an even-handed one for the whole country, which leaves it up to individual regions to consider what their own population strategies should be, and then put them into effect. The purpose of this tool box, therefore, is to offer ideas and make suggestions in the context that exists, so that smaller centres, if they so desire, can develop their own unique and appropriate population strategies.

## **An immigration introduction**

The fields of immigration and immigrant settlement are complex. Each has a long history in Canada, and they continue to be subjects of discussion, even argument. They will continue to change and adapt. A general knowledge of immigration and settlement is essential if a smaller centre is to plan its own strategy.

This tool box provides an overview of these fields as an introduction for those unfamiliar with immigration and settlement practices and issues. It is not intended for those experienced and professional in the fields already. The information presented was correct at the time of publication, but the fields are in constant change.

We hope you will find this tool box helpful, both in informing you about a complex area of Canadian policy, and in stimulating your own ideas.

The National Working Group on Small Centre Strategies

# **Acknowledgments**

Appreciation is expressed to the various organizations and offices across Canada throughout government and the settlement sectors that have given members of the National Working Group the time to participate in the development of this tool box.

The Joint Planning Committee of the Voluntary Sector Initiative Project, and Citizenship and Immigration Canada have made this project possible, both through committed leadership and generous funding, which are gratefully acknowledged.

Many individuals with a genuine interest and often a real passion for the topic have provided comments and ideas throughout the many months of the tool box's creation, and the National Working Group is deeply appreciative of their contribution.

The 22 members of the National Working Group who participated in the tool box are, in alphabetical order:

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The 2007 edition of "Attracting and Retaining Immigrants: A Tool Box for Smaller Centres" is based on the original edition written by the National Working Group on Small Centre Strategies, under the supervision and coordination of Kingston and District Immigrant Services, its founding Sector Co-Chair Robert Godkin and principal consultant and writer Tom Denton, working in collaboration with CIC Co-Chairs and Settlement and Integration Joint Policy and Programs Council (SIJPPC).





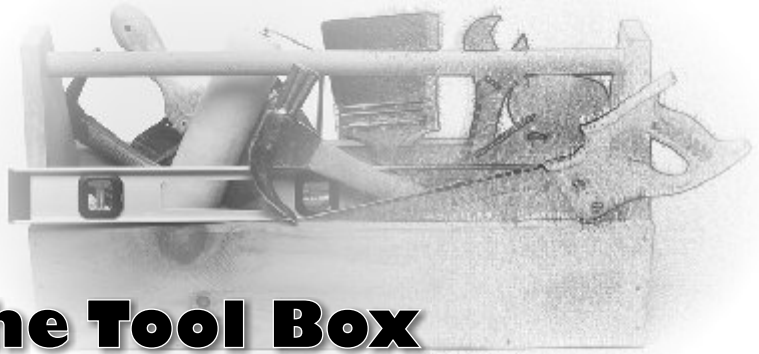


# 1

## **Introducing the Tool Box**



# 1



## Introducing the Tool Box

### *Purpose*

This tool box is intended to help communities that wish to attract and retain newcomers. Within its pages, you will find ideas and illustrations designed to stimulate discussion about the benefits of incorporating immigrants and refugees into your community's overall population strategy. Resources and best practices from across the country provide additional inspiration and insight. Not all will be useful to your community but it is hoped that the ideas will stimulate your own thinking and help you to develop strategies that will work for you.

In addition, the tool box offers critical tools that can be used to assess your community's state of readiness. Upon reflection, you may find that immigration is not the best option for your community at this time. Or, you may decide to put more infrastructures in place first. Whatever you decide, it is important to assess the situation thoroughly and gain widespread support for an immigration strategy before you proceed.

### *Smaller centres*

What is a smaller centre? That's for each community to decide for itself. It could be as large as an entire province, or as small as a town. The Maritimes, Saskatchewan and Nanaimo, BC could all be described as smaller centres. This tool box is for any self-identifying area that sees a need for newcomers, and is looking for help in attracting them, and of course, keeping them.

### *Background*

The framework for this tool box was initially described in a background paper developed for the Second National Settlement Conference, in Calgary, 2003. The conference and paper were products of a partnership between Citizenship & Immigration Canada, other governments, and the immigrant settlement sector under the Voluntary Sector Initiative. The first edition was published in 2005. Since then, trends in immigration and secondary migration have changed significantly, especially with regards to temporary foreign workers, Provincial Nominee Programs and international education. This new edition reflects these changing circumstances as well as the increased competition amongst communities hoping to attract and retain newcomers.

### *How to Navigate the Tool Box*

*We have tried to make the tool box straightforward and easy to follow. We suggest that you scan through it quickly before returning to the parts that apply most directly to your situation. The right-hand column of each page contains extra information, and the legend below will help you to apply it. Convenient hyperlinks appear throughout, and extra resources are listed in an appendix.*

### *Legends used in the sidebar of this tool box:*

*Extra Information*



*Things to think about*



*Useful Web Sites*



## Population context

### *World's population will stop growing, stabilize, and decline*

The world's population has passed six billion. Between 1960 and 2000 the population nearly doubled. According to the UN's demographers, it will not double again, but will peak at around nine billion mid-way through the 21st century. After that, it will begin to decline with relative rapidity. This is due to the improvements in living standards throughout the world, which, accompanied by spreading use of birth control, are decreasing birth rates; it is also related to the HIV/AIDS epidemic and the mortality of the 20th century's population bulge—the baby boom generation and its children.

### *Canada's population will also stabilize and then decline*

Within this global context, Canada has shown similar population trends. The fertility rate has already fallen to 1.5 (population replacement requires 2.1), and is moving toward the even lower levels of the developed nations of Europe, some of which have dropped to 1.1. Some predictions have deaths equaling births by 2020, and growth thereafter entirely dependent on immigration. But even immigration at annual rates approaching one percent of population will ultimately be insufficient to overcome mortality rates fueled by deaths within the baby boom generation and its “echo”. If Canada continues on its current immigration path, its population will stop growing at about 40 million around the time that the world's population is leveling off, mid-century. Like the world, Canada's population will begin to decline with relative rapidity thereafter.



*The United Nations Population Division home page is*

<http://www.un.org/esa/population/unpop.htm>



*Statistics Canada has a wealth of information on its website;*

<http://www.statcan.ca>.

*Community profiles and population statistics are especially useful to smaller centres developing a population strategy.*



*Canada's Auditor General's report of 1998 devoted an entire chapter to the coming demographic challenge, and what it could mean for future government revenues without continuing high level immigration inflows. The report recommended that the Government inform Parliament, and through its Members, the people of Canada about these issues. Although it was written close to 10 years ago, its recommendations remain relevant today.*

*The report can be found at*

[http://www.oag-bvg.gc.ca/domino/reports.nsf/html/98menu\\_e.html](http://www.oag-bvg.gc.ca/domino/reports.nsf/html/98menu_e.html)

## *Reality check for your community*

Your community will be affected by these global and national population trends. Furthermore, its challenges will be compounded by an international phenomenon: migration away from rural areas and smaller centres to large cities like Toronto, Montreal and Vancouver. Whether this trend will continue indefinitely, or be modified as populations consider alternative lifestyle options, is anybody's guess. But at least for a generation, smaller centres like yours will struggle to maintain their numbers in the face of these population trends and shifts. The communities that are most successful will be those that identify their strengths—good schools, wide range of services, job opportunities—and figure out how to sell them in a competitive marketplace.

## *A population strategy*

As your community considers how it might tap into Canada's national immigration strategy—and deal with the challenges created by people's freedom to move wherever they please—your community's first over-arching goal may be developing a population strategy: immigration would be but one component within it. Whether people migrate from Alberta or Algeria, whether they come as retirees, long-term visitors, international students, temporary foreign workers, or are born in your community and are persuaded to stay, they all form part of the economic and cultural sustenance of the region, and are valuable as such. The quality of life, and the complex functioning of any successful economy or society, requires consumers and producers.

What are potential elements of a population strategy for your community?

Where might your community look for potential newcomers?

How could the quality of life offered by your community attract newcomers?



*What has been happening in your community? If you do nothing now, what is your community's population likely to be in 10 years?*



*Fertility rates in Atlantic Canada and in Quebec are less than the national average.*

*One of the reasons for this trend is the high rate of out-migration among men and women between 20 and 29; this movement is not matched by in-migration.*

*London, Ontario, which is typical of Canada's smaller cities, is not attracting the number of immigrants needed to head off a possible labour shortage. Its development corporation has warned of a "demographic time bomb".*

*Smaller centres and rural communities like La Malbaie in Charlevoix and Saint-Raymond in Portneuf, Québec—which attracted 145 and 75 immigrant newcomers respectively in 2001—are turning to immigration to sustain growth.*



*What might a population strategy for your community look like?*

*Where might your community look for people who would migrate in—and stay?*

*Is the quality of life in your community something you might use to attract newcomers? Think of things like healthy living, recreation, the arts, sports, education. Is your community family-friendly?*

## Immigration realities

Immigration is not a quick fix for the current concerns of your community. But when you understand it—and know how to work with it—immigration offers long-term potential for the growth and sustainability of your community. This potential, however, exists in a context that is constrained by national policy considerations (money, absorptive capacity, security) and administrative issues. For example, as provinces and territories expand their Provincial Nominee Programs, the processing time increases, slowing down the regulatory stream.

Another critical factor, which you cannot afford to ignore, is competition. Whether overt or subtle, competition is intensifying, not only between nations but also between the competing goals of other provinces/territories, cities and towns. Your community will not be alone in its quest for people.

## Timeliness of regionalization

Your community's interest in immigration occurs at a time of increasing attention to the possibility of developing different ways to spread the benefits of immigration across Canada. The term used to describe this is regionalization. Like our major cities, smaller centres can benefit from the arrival of newcomers, and immigrants can enjoy the benefits of living in our smaller communities. Canada's federal, provincial and territorial immigration ministers have placed regionalization on the agenda at their regular meetings. Your interest is therefore timely and strategic, and an early approach to the challenge will place your community in the forefront of Canadian thinking and action.



*Any national regionalization strategy will recognize that not all small centres will choose to participate; some may opt for a population strategy that will acknowledge and allow for the probability of population decline. Smaller centres such as this may choose a strategy of managed decline as the most appropriate plan. Within such a strategy there may still be a role for a policy that furthers in-migration as a means of lessening the abruptness of population change.*



*Some small Canadian communities are gaining labour market benefits thanks to a high number of newcomers and the availability of jobs for them to fulfill. Prince George in BC; Lethbridge, Fort McMurray, and Canmore in Alberta; Winkler and Steinbach in Manitoba, lead the way. Winkler has more immigrants per capita than any other small centre in Canada.*

*Many immigrants become entrepreneurs and launch new businesses when they settle in Canada. They may also choose to purchase existing businesses, a major benefit to communities throughout Canada as chambers of commerce and other organizations have identified succession planning as a critical issue facing our economy. Although the need and the opportunity exist in this area, there is still some difficulty in connecting individuals who wish to sell their businesses with newcomers who are ready to buy. The effort to bridge this gap, however, could result in economic benefits for newcomers as well as the overall community.*

*In the Yukon, a committee comprised of territorial government representatives and members of the Yukon Medical Association met to facilitate and expedite the immigration of health care professionals, especially physicians, to the Yukon. The recent arrival of two physicians and their families to the Yukon not only boosted the local population, it supported the government's goal of improving access to health care in the region.*



## Employment realities

Your community may be concerned about its current levels of unemployment. Looking ahead, current projections suggest that Canada will have more people leaving the work force than entering it by 2015. This will be due to aging and retirements among the baby boom generation. Your community may, as a consequence, face a shortage of workers.



*Québec predicts that immigration will account for all of its working age population growth by 2014.*



*In June 2007, analysts at Statistics Canada released a feature article entitled “Labour Force Projections for Canada, 2006-2031”, which addresses the impact of a low birth rate and aging population on Canada's labour force.*

The report can be found at

<http://www.statcan.ca/english/ads/11-010-XPB/pdf/jun07.pdf>







**Building the  
Foundations**



# 2



## Building the Foundations

### Community consensus

Before proceeding, it is important to find out what attitudes prevail in your community. Do people believe that your community needs to attract more people? Are they worried about the numbers of people who are moving elsewhere? Are there those who think it is misguided to focus on immigration while some current residents are unemployed? Does the community understand the population realities it faces, including its rates of births and deaths, and the impact of aging amongst baby boomers? Have these realities been identified and documented? Does the community have a vision of its future? What plans are in place?

Not everyone will agree that your community needs newcomers; nor do they have to. For any population strategy to work, however, there must be a consensus among opinion leaders and decision makers that the need is there—and significant public support backing the initiative.

Strategies designed simply to attract people are never sufficient because newcomers must also be retained; they, or at least a significant number of them, must “stick”. This will depend on the welcome the community extends, which requires a high level of community consensus. (Later sections of this tool box deal with the many aspects that define a welcoming community.)

**How will you build consensus in your community?**

**Think of ways you might do it**

### Checklist of potential key players

- Government (three levels)
- Regional municipalities
- Business and labour organizations
- Employers
- Economic development offices
- English and French language training programs
- Immigrant settlement agencies
- School boards, colleges, universities
- Faith communities
- Health-related institutions and agencies
- Law enforcement agencies
- Professional and trades associations
- Community service providers
- Social planning and advocacy groups
- Ethnic community groups
- Landlords and housing associations
- Libraries, recreation providers
- Newcomers established among you
- Chambers of Commerce
- Key unions
- Media
- Co-operative organizations



To look for population information and analysis about your community, go to the Statistics Canada website <http://www.statcan.ca>, and click on “Census” in the menu on the left. Then, to view the most recent census select “Community Profiles” from the menu on the right. You can also find the most recent provincial data at <http://www.cic.gc.ca>. Provincial and municipal government websites are often good sources of information as well.

## The migration context

Your community exists in a competitive context. Human migration is complex and it is affected by multiple laws and policies. This section of the tool box will broaden your understanding of this context but we encourage you to develop a more in-depth knowledge by checking out the various resources listed throughout the tool box.

### Globalization

Globalization, while mainly involving the movement of money, goods and services, suggests a trend that is impacting people too. People usually migrate within the borders of their own country due to the laws of nations and human ties to their homes. Less than three percent of the world's population lives outside the country where they were born. Yet 18% of Canadians are foreign-born.

### Migration to cities

Worldwide, in-country migration is primarily directed towards cities—and big cities keep growing. Canada mirrors this trend. We are one of the world's most experienced immigrant-receiving countries, but our big cities attract the majority of our immigrants. Canadian citizens and permanent residents are free to move wherever they like within our country. Only temporary foreign workers and international students are restricted by the terms of their time-limited visas. Your community must find ways to compete effectively in this environment if it wants to attract and retain immigrants.

### Canada's immigration laws

You may be considering different ways or programs to bring in immigrants [see section 4]. Canada's immigration laws change from time to time as national priorities and philosophies change. It is important to be familiar with the current version. It is also important to know how your province or territory's immigration policies fit within the national laws. This tool box contains links to relevant websites.



During the first three quarters of 2006, Canada welcomed 193,164 new permanent residents. (Seven percent fewer than in the same timeframe in 2005.) Although Ontario, Québec and British Columbia, continued to attract the majority of newcomers, they each experienced a slight decline over 2005.

Conversely, all other provinces saw an increase in permanent residents, especially Prince Edward Island, Nova Scotia and New Brunswick, each of which attracted at least 33% more permanent residents than in the same three quarters in 2005.

Alberta:	15,712
British Columbia:	32,697
Manitoba:	7,786
New Brunswick:	1,255
Newfoundland and Labrador:	352
Nova Scotia:	1,960
Ontario:	96,514
Prince Edward Island:	363
Québec:	34,485
Saskatchewan:	1,869
The Territories:	132
Unstated:	39



Only four percent of immigrants to Ontario settle in rural areas. Forcing immigrants to settle outside Toronto is not an option because they enjoy the same freedom of movement as do other Canadians. "We have to entice them to locate somewhere other than Toronto," says Harald Bauder of the University of Guelph.

There is a similar situation in British Columbia, where only nine percent of new immigrants select an initial destination outside the Greater Vancouver/Lower Mainland area. Recent changes to the Provincial Nominee Program, however, have resulted in greater numbers of Business Class immigrants settling in smaller centres within BC.

### *Family Class limitations*

Family reunification has long been a Canadian priority but the definition of family is a limited one. Your community's access to the Family Class program is also restricted to the family members of individuals who already live in Canada. Despite these limitations, it is a useful means of subsequent or "echo" immigration as newcomers seek to sponsor family members, after they have settled into the community.

### *Economic Classes priority*

Canada's major immigration focus is within the Economic Classes of its immigration categories, and here the main emphasis is on obtaining Skilled Workers to meet the country's labour market needs. A secondary emphasis is upon Business Immigrants who come in three sub-categories: entrepreneurs, investors, and the self-employed. The technical requirements to qualify in these classifications need to be understood in the light of your community's needs and opportunities because they limit as well as define a potential immigrant's applicability.

### *Provincial / Territorial opportunities*

Provincial and territorial governments enter into agreements with the federal government about specific immigration programming. Quebec has long had this capacity and now other provinces and territories have Provincial Nominee Programs (PNPs) as well. These PNPs are not uniform in nature for they depend on the needs of each individual province or territory and the terms it has negotiated with the federal government.

In addition, all provinces and territories now have agreements in place regarding international students. Although they are not classified as immigrants, don't overlook the potential for international students to boost your population. They represent one of the fastest-growing trends across Canada, not only in relation to post-secondary education but also with regards to students enrolled in classes from kindergarten through grade 12. In the case of younger students, parents typically buy or rent property, temporarily relocate to Canada and invest money into the local economy.

British Columbia has benefited as an attractive destination for international students, between 2001 and 2005, there were on average 20,557 international students arriving in BC each year. This accounts for 34% of all new international students in Canada.



### **Who is eligible for sponsorship in the family class?**

*Canadian citizens or permanent residents may sponsor the following members of the family class living abroad:*

- *A spouse, common-law partner or conjugal partner*
- *Dependent children*
- *Parents and grandparents*
- *Children under 18 whom the sponsor intends to adopt in Canada*
- *Children of whom the sponsor is the guardian*
- *Brothers, sisters, nephews, nieces and grandchildren who are orphans under age 18*
- *Any other relative, if the sponsor has no relative as described above, either abroad or in Canada*



*In 2006 Canada assigned 55% of its immigrant processing capacity to the Economic Classes, and 45% to the other classes including the Family Class (28%) and Refugees (13%).*

*In 2005, Provincial Nominee Programs increased 29%, resulting in more than 8,000 newcomers to Canada. Manitoba has used this program to great advantage by becoming home to 57% of Canada's Provincial Nominees in 2005. Other provinces and territories are benefiting from it as well, including PEI, where two-thirds of all immigrants were Provincial Nominees during that same year. In New Brunswick, one-half of all immigrants were Provincial Nominees and, in Saskatchewan, one-quarter.*

*In Saskatchewan, the Provincial Nominee Program has been instrumental in addressing labour market shortages. In 2006-2007 alone, more than 170 employers in the city of Saskatoon hired 511 immigrant newcomers, including 24 at the University of Saskatchewan. The program has been so successful the government has established a regional immigration office in Saskatoon specifically to support the local business community and integrate newcomers into the workforce.*

In Nova Scotia, regional economic development agencies and Francophone organizations have been empowered to nominate a limited number of Provincial Nominees—typically international students and temporary foreign workers. The province also worked closely with the local Lebanese community to develop a Family Business Worker Stream, which enables immigrant entrepreneurs to sponsor family members who will then assist them in their business.

### *How is your province doing?*

It is important to understand your province or territory's capacity to put its own immigration strategy into effect, whether determined by federal delegation or provincial/territorial policy (including resources committed). Perhaps you can see ways to utilize your government's programs and resources to meet local needs.

Can you make use  
of the PNP to  
further your  
community's  
population  
strategy?

### *Refugee immigrants*

As a part of Canada's international humanitarian commitments, the federal government accepts 10,000 or more refugee immigrants each year from abroad. These immigrants are selected by Canada and, when they arrive here, they are immediately classed as permanent residents. These overseas-selected refugees are in two categories: Government Assisted Refugees (GARs) and Privately Sponsored Refugees. We shall explore later in this tool box how refugee immigrants might fit into your population strategy and become contributing members of the community.



### ***Useful web sites*** :

**Canada:** <http://www.cic.gc.ca>

**Alberta:** <http://employment.alberta.ca>

**British Columbia:**

<http://www.ag.gov.bc.ca/immigration/index.htm>

**Manitoba:** <http://www.gov.mb.ca>

**New Brunswick:** <http://www.gnb.ca>

**Newfoundland & Labrador:**

<http://www.gov.nl.ca>

**Northwest Territories:**

<http://www.gov.nt.ca>

**Nova Scotia:** <http://www.gov.ns.ca>

**Nunavut:** <http://www.gov.nu.ca>

**Ontario:** <http://www.gov.on.ca>

**Prince Edward Island:**

<http://www.gov.pe.ca>

**Quebec:** <http://www.gouv.qc.ca>

**Saskatchewan:** <http://www.gov.sk.ca>

**Yukon:** <http://www.gov.yk.ca>



### *Temporary foreign workers*

One of the most significant changes in immigration in recent years is the increased impact of Temporary Foreign Workers across Canada. As part of its Advantage Canada strategy, the federal government has made it easier and faster for Canadian employers to hire Temporary Foreign Workers when Canadian employees are not available. In the first three quarters of 2006, they accounted for close to 91,100 of Canada's temporary residents—an increase of nine percent over the same period in the previous year. At more than 41,000, Ontario was home to the majority of them, followed by British Columbia (18,640) and Québec (13,985).

### *Processing reality check*

There is a practical matter that may affect your community's ability to receive immigrants from overseas in a timely manner. Canada has finite overseas processing capacity, determined by policy and budgetary constraints. Queues in the various immigration categories can vary in length from several months to two or more years. This becomes part of the context in which your community must operate. There may be long delays in immigrant arrivals.



*Today Canada's overseas posts are staffed to process a limited number of immigrants a year. The balance to reach the current annual immigration level is made up of inland landings (refugee claimants, other inland applications, including Provincial Nominees) processed within Canada.*

What are your  
options?

How does your  
community fit within the  
immigration context?  
What pieces can you best  
use?



## Getting organized

Your community needs to come together around the immigration idea. That takes leadership and a team. Perhaps you have that already. It is best when there is political leadership, from municipal, provincial/territorial and federal governments as well as community development organizations. But failing that, perhaps your Chamber of Commerce or local economic development agency could provide the impetus.

There is often a strong connection between economic development and a population strategy.



*In Nova Scotia, regional economic development agencies in the Colchester and Cape Breton regions took an early lead in looking at immigration strategies. The provincial government launched a strategy of its own in 2005.*

*New Brunswick launched a Population Growth Secretariat April 1, 2007. Its mandate is to address demographic concerns, halt the exodus of young workers, encourage repatriation of New Brunswick workers and increase the number and long term settlement of immigrants in the province.*

*Sometimes it is an employer in a community who has spearheaded a drive to get immigrants because of needing workers for business expansion. McCain Foods Ltd., in Florenceville, New Brunswick, is an example of such initiative.*

*In Manitoba all political parties agree with the importance of attracting newcomers to a province with a history of out-migration, an aging population, and low unemployment in a diversified economy. Mayors of its cities recognize the importance of immigration for their communities. Business and labour are onside. There is community consensus.*

*Manitoba has established an Immigration Council to advise the provincial government on its immigration initiatives.*

*The City of Sherbrooke in Quebec has published its "Immigrant Welcome & Integration Policy" as a part of its strategy.*

*The Community Futures Development Association of BC plays a pivotal role in coordinating and implementing a variety of local development initiatives, including regional immigration initiatives. <http://www.communityfutures.ca/provincial/bc>.*

*In Alberta, Regional Economic Development Authorities are playing a major role in supporting communities to become more welcoming of immigrants.*

## Community development

Your “population” or “immigration” idea is about community development. It doesn’t matter where the idea originates so long as it gets planted. Its growth will be gradual. The process is evolutionary. Be patient. Allow it time to mature. Time spent on development will pay dividends later.



## Team approach critical

A team approach is critical. With a team your community will have the best chance of success with its population strategy. Look back to the checklist of potential key players in **Chapter 2** for ideas of whom you could invite to share in this initiative. Establish a welcoming committee to gain a wider perspective on how to attract more people to your community.

## Identify a champion

To be successful, every idea needs a champion, someone who can take hold of it and push it along, who can fire imaginations, build a team and get things moving. As every community knows from its experiences, champions come in many guises and there is no single mold. But they share the qualities of commitment, passion, and diligence. There are people like this in your community.

A champion does not need to be an immigration expert, although you will need people with this specialized knowledge on your team. Instead, a champion could be a municipal or religious leader, business owner or an immigrant who has become established in your community.



*You may consider hiring a local or regional consultant, particularly one skilled in strategic planning or knowledgeable about Canada's immigration and refugee laws, to help you organize your welcoming committee. In addition, you will need to develop a budget and find financing to cover expenses related to your efforts.*



*In British Columbia, the provincial government has been working with community partners, economic development offices and local governments to enact regionalization plans. Each community has selected its own approach to best meet local needs and maximize local opportunities. In Kelowna, for example, the community agreed to participate in a targeted recruitment mission to encourage skilled worker immigration from France. Industry leaders from the regional economic development agency and the aviation industry joined the Government of British Columbia in France to directly recruit skilled workers through the BC Provincial Nominee Program. At home, the local Francophone community made plans to actively welcome and integrate the prospective newcomers into their community.*

## *Begin to hold regular meetings*

Your team should make a habit of holding regular and frequent meetings. This is essential both for building team commitment and for moving forward with your ideas. As you work together things will begin to happen.



*The Manitoba Refugee Sponsors began meeting regularly many years ago.*

*The cohesiveness that has developed within the community has propelled Manitoba to the top in the private refugee sponsorship movement, and hundreds of refugee immigrants arrive each year.*

### **Agenda checklist for your initial team meeting**

- Do a round of introductions (ask everyone why they're interested in this issue)
- Provide a background on what the issues are in your community
- Brief the participants on your community's demography
- Provide a brief introduction to the tool box
- Look around the room: Who's missing? Who should be invited to the next meeting?
- Make a decision: Is immigration the right fit for your community? Do you proceed?
- If the answer is yes, make plans for your next meeting

## Strategies for building support

We have already seen the importance of building community support. Now your welcoming committee needs to plan how to achieve it.

### Demographic realities

Learn about your community's demographic realities. The statistics are available at <http://www.statcan.ca>. Compare past census data and assess and project the trends. Where do you appear to be heading? What problems do you foresee?

Understand the population and immigration context we have already outlined. Study the details. Become familiar with Canada's immigration website [<http://www.cic.gc.ca>]; the sections of your province or territory's website that are relevant to immigration; and regional links, particularly those related to economic development. What are the immigration possibilities for your community?

**What are your community's advantages? Make a detailed list. Discuss the items. Plan around them. These are the strengths you will want to emphasize and enhance as you seek newcomers.**

**Quickly make a list of your community's challenges in attracting newcomers. Don't dwell on the negatives, but it is useful to name them. Your plans may be able to reduce or remove them, or provide a counterbalance.**

### Agenda checklist for second meeting

- Introduce the team
- Provide an overview of the tool box and other resources available to your community
- Have the group do a SWOT analysis of your community
- Ensure you've invited a local economic development officer, Provincial representative and/or other agency that can provide a snapshot of provincial / territorial initiatives that may be of help
- Using the tool box as a guide, assign topics and tasks for the next meeting
- Ask the team members to scan list serves, newsletters and other resources for information on conferences and other opportunities to learn how communities in your region have approached this issue. Make these updates a standing item on your agenda.
- If available, ask local settlement providers or English and French language training providers to give an update on local services and programs.
- Set the time and place of next meeting.

Now you are moving forward; future agendas will begin to suggest themselves.



**SWOT** analysis is a simple tool for understanding your community's current position and making best use of the opportunities open to it. A scan of the internal and external environment is an important part of your planning process as you consider a population strategy. Environmental factors internal to the community can usually be classified as strengths (**S**) or weaknesses (**W**), and those external to the community can be classified as opportunities (**O**) or threats (**T**).

A **SWOT** analysis will be helpful in matching your community's resources and capabilities to the Canadian competitive environment for newcomers. It will help you form strategies and make choices. [For more information on this tool, search for **SWOT** analysis on the Internet].

## *Your strengths and weaknesses*

It is time to look realistically at your community, to understand how others may see it and to acknowledge how your own residents see it. Every community has advantages and disadvantages. Assess your community's ability to receive newcomers. Are there strengths and are there weaknesses? (We will deal later in this tool box with the characteristics of a welcoming community.) Look ahead now to **section 5** of this tool box for the types of things that might concern you.

## *Set practical objectives*

Set objectives and practical goals for both the short and long term. Be realistic in your expectations. Be prepared to start small and let things build as community capacity builds. Remember that you must not only attract people, you must also help them resettle successfully because you want to retain them—or, practically speaking, a good number of them. Be prepared to lose some. Newcomers will move just like other members of your community.

## *Sharing consensus*

Chances are that you have now built consensus among the members of your council who have made this journey of learning and planning together. Now it is time to spread the news to the wider community, beginning with those groups represented on your council. They are opinion leaders, and this is why it is important to involve as many of them as possible from the beginning. Share all your results: your discoveries, your realistic plans, and yes, your dreams. Let your members' constituencies share in the knowledge they have obtained.

## *Involving the community / the media*

The community's media may well have knowledge of your efforts long before this. They may have supported you or leaped to easy and perhaps erroneous opinions. It is always important to be open with them as plans develop. But now, with your council members and their constituencies on your side, it is time to share the full results of your work. Have a press conference or individual meetings with editorial boards. Consider submitting opinion pieces to print media. Bringing the media on side will help to bring the larger community on your side.



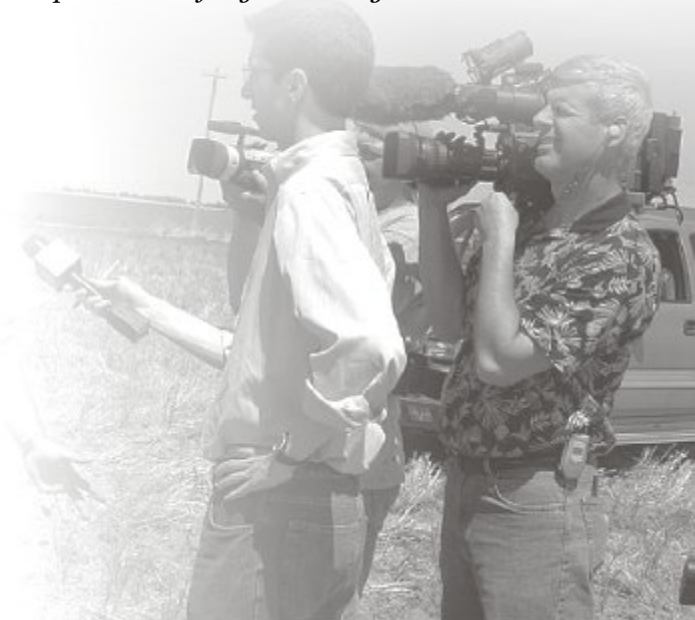
*The websites of provinces and territories have a wealth of information. Your community's profile may appear there and be helpful to you as you assess its advantages and disadvantages.*



*There are outside resources that can be helpful in developing realistic plans and community support. Some to consider:*

- *Citizenship and Immigration Canada staff (regional, local)*
- *Provincial immigration staff and local provincial employment staff*
- *Immigrant service providing organizations*
- *Contacts through the Metropolis Project at [canada.metropolis.net](http://canada.metropolis.net), an initiative built upon partnerships between all levels of government, academic researchers and community organizations in five Centres of Excellence (Atlantic region, Montreal, Toronto, Prairie provinces and Vancouver).*
- *Consultants*
- *Facilitators*

*There are those who will be critical of your efforts and your plans. Value them. In their challenges and questions you may find improvements for your strategies.*





**Key**  
**Factors**





# 3

## Key Factors

The reason an arriving immigrant intends to live initially in a particular community can depend on a number of factors.

For refugees it may be their assigned destination by the federal government under its Government Sponsorship Program, or it may be the location of their sponsoring group under the Private Sponsorship Program.

For any immigrant it may be the location of family, friends, or ethnic / linguistic community, or the lure provided by literature, or fame (the magnet of the big city) that determines how one selects their first Canadian home.

Even inaccurate information may be a factor in influencing their decision.

It may be as simple as the place of termination of an international flight, or as complex as a Provincial Nominee Program that arranged special access.

Or it may be the prospect of a job.

**There are some primary things to recognize as your community frames a strategy within which to seek and to welcome newcomers. These are understood instinctively, or documented, or can be attested to by the experience of others in the settlement field. These key factors are covered in the following pages.**



*Brooks, Alberta, is one of the most interesting examples in Canada of how a small centre can grow when there are employment opportunities.*

*“On the surface, Brooks looks like a typical small Alberta town – a predominantly white population of ranchers, farmers and gritty oil patch workers, along with an abundance of pickup trucks and a gusty prairie wind. It’s rife with feedlots...Its largest employer...is doing remarkably well in the face of the disaster that closed international borders to live animals...But surface views can be deceiving. One quarter of the plant’s 2,400 employees are immigrants, mostly of African descent from Sudan, Ethiopia, Somalia and the Congo. And while everyday life in Brooks is unlike anything they’ve ever known before, they’re adapting to the community of 12,500. After all, the immigrant population is more than 2,000 strong and comes from more than 98 countries. According to town statistics, every country in Africa is represented in Brooks, the multi-cultural capital of Alberta.”*

*Maria Canton, Calgary Herald*

*Brooks offers settlement services, ESL services to over 500 learners a year and a variety of employment services. Major stakeholders work together on community planning to become responsive to newcomers.*

## *Importance of family ties*

Research by Statistics Canada has shown that the single most significant reason an immigrant chooses a new home is the presence of relatives or friends who have already settled there.

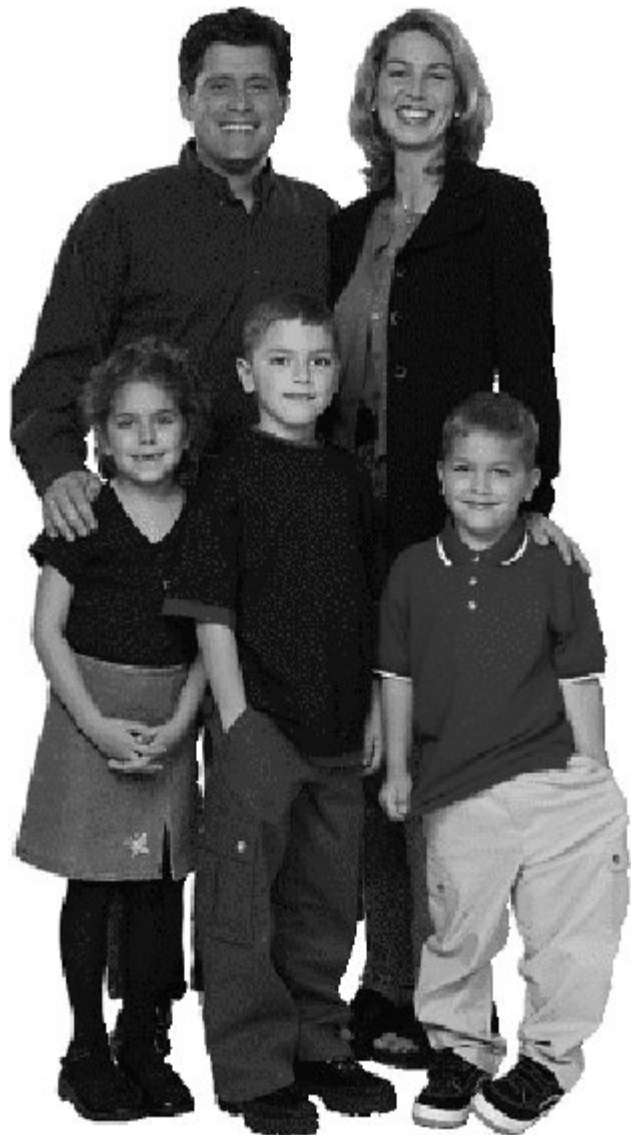
Your community may be new to the immigration field, and it may now have few newcomers who come from an immigrant background. The importance of family ties is, however, a useful tool to remember as you develop your population strategy because it can help initiate a second wave of immigration after the first wave has settled among you. There may indeed be extended family members who want to come to be with their family, and you may be able to help to facilitate this.

It is also useful to remember that if your strategy is a broader population strategy, then in-migration from within Canada can certainly be influenced by the fact that your existing population will undoubtedly have relatives and friends elsewhere in our country, whether recent or long-standing Canadians; and they will not have to overcome the hurdles of Canada's immigration rules to move in among you.



*Research has shown that among immigrants with higher levels of education, family ties or cultural communities are less important when choosing a community.*

**Identify individuals in your community who have relatives abroad who might be interested in immigrating to Canada.**



## Importance of employment

Newcomers will have many different reasons for their initial selection of a Canadian community. The retention of newcomers always depends on interrelated factors like the opportunity for career or educational advancement, or the complexities arising from family and community ties. But if the transplanting is to take root, suitable and acceptable employment comes first, and as soon as possible. In the case of couples, employment opportunities for both partners may be a factor.

**What is the employment situation in your community? New jobs are still being created every month as people leave the workforce, or as businesses expand. And newcomers often enter jobs for which there are no local applicants.**

The usual wisdom is that only about 10 to 15% of all available jobs are ever advertised. Your community should challenge this situation and make every effort to widen the posting of available jobs, by spreading the news, and by helping newcomers tap into the hidden job market. There are many useful websites devoted to job postings but these have two common limitations: they are dependant on what they are supplied for posting and, as a rule, they are not confined to your community (which in effect means they can be advertising the competition from other communities). On some websites there are even linkages to other websites.

**Does your community have a job access website? If not, could you link to the local or municipal site? The importance of employer participation cannot be overstated.**



*The importance of employment reinforces the significance of having employer representation on your welcoming committee, particularly those leaders who see immigration as critical to maintaining their workforce.*



*The **Information Appendix** contains links to useful employment-related websites.*



*Be prepared to challenge the often-heard myth that “immigrants take our jobs”. They don't. In fact, they can stimulate your economy by creating new demand for goods and services, and can actually create jobs. Look around, in your community and beyond, and see the many ways in which immigrants have contributed.*



*Among its English language training classes, Skills for Change in Ontario offers an English as a Second Language/Accounting program for immigrant women. Over the course of 11 weeks, the students enrolled in the program prepare for careers in accounting. Upon graduation, they may be eligible to join the agency's Clerical/Employment Services Program. <http://www.skillsforchange.org>*

*There are a variety of English and French language training programs across the country, including a growing number of programs funded by Citizenship and Immigration Canada, and in some instances, provincial governments, targeting higher end occupational language needs and work experience to assist internationally educated immigrants reenter jobs related to their field. For a list of these programs, funded primarily through Enhanced Language Training, visit <http://www.goingtocanada.gc.ca>.*

## Self-employment opportunities

When surveying employment opportunities for newcomers, your community should not forget that some may be able to be self-employed. Many immigrants (and not only those who arrived under the Business Class rules) traditionally have been or become entrepreneurs, with their own business, or they reestablish themselves as independent practitioners in their trade or profession.

### A checklist to consider

- Do some jobs in your community require particular skills?
- Do Canadian qualifications requirements by trades or professions pose a problem for skilled newcomers in your community?
- Are your highly-skilled newcomers going to be allowed to practice their trade or profession in your community?
- Are employers expecting Canadian work experience before accepting newcomers as employees?
- Does your community offer effective bridge-to-work programs to newcomers?

Plan how you will help newcomers overcome these potential barriers. In general, you cannot do anything to address the recognition of credentials and qualifications at the community level. You can, however, become informed about the obstacles facing potential newcomers and the resources—including English and French language training programs and settlement agencies—available to them.

## Commuting to work

Many people in Canada commute considerable distances to work. There may be those who choose to live in your community and work elsewhere, or live elsewhere and work in your community. Your population strategy should recognize and value both. Don't think too locally.



*Mentoring programs have a long and successful history, using volunteer mentors from Canadian trades and professions to assist a newcomer on a personal one-on-one basis to negotiate the hurdles in getting reestablished.*

[See “*Credentials and qualifications recognition*”]



*Including employers in your welcoming committee is one way to help them, and their community contacts, understand the role they can play in helping newcomers gain Canadian work experience.*



*Teach in Ontario is a program that helps internationally trained teachers prepare for certification in Ontario, then find employment. The program also addresses the high demand for qualified teachers in the areas of French, chemistry, physics, computer studies, math and technological studies. For more information visit the Skills for Change website at <http://www.skillsforchange.org>*



*Volunteer programs have been employed by both governments and corporations as a mechanism for introducing newcomers to the Canadian workplace; they should, when appropriate, be introduced only with the full cooperation of organized labour.*

## Importance of housing

What are the vacancy rates in your community? How affordable and available is decent accommodation? Depending on your strategy, you may need to look especially at the lower end of the cost spectrum. How do house prices compare with those in other Canadian communities?

Some people are choosing communities for no other reason than the availability of good housing in their price range. This ranks close to family ties and employment as a reason for selecting a particular community. It is especially true for people whose skills are in demand anywhere (like health care workers); people who are planning their retirement; or those who are part of the new home-and-internet-based economy and can practice their trade anywhere.

To assess the cost of living in your community and to see how it compares to other areas in Canada, visit <http://www.livingin-canada.com/cost-of-living-in-Canada.html>. Your community may have a real competitive advantage in the housing market. Be prepared to publicize it.

Even if prices in your community are not remarkable in any way, information on availability of housing in different price ranges will be of interest to many.

When framing your strategy, these five areas are important to understand;

- the significance of family ties
- the importance of employment
- the importance of housing
- the importance of a welcoming community
- possible barriers and how to manage them

Other tools for attracting newcomers will be explored in the next section, **Attracting Migrants**.



*Housing, particularly affordable housing, is a topic of growing public concern as vacancy rates tighten in Canada's larger and growing centres. Your community may or may not be experiencing this challenge. If it is, however, become aware of what steps are being taken to address it. Communities across Canada are beginning to look at innovative ways to resolve chronic housing shortages. Your community may already be one of these. In some larger centres, facilities are being developed and operated that are specifically targeted to refugee newcomers; this is an option you might consider for a wider clientele.*

*For example, in 2007, Sherbrooke, Québec began constructing 30 apartments specifically for newcomers with families of seven or more people. This initiative was launched after it became apparent that immigrants and refugees from Afghanistan and Africa, who typically have five or more children, had difficulty finding appropriate housing.*

*The Newcomers Guide to Housing offers a more thorough examination of this important consideration for communities throughout Canada. <http://www.cmhc.gc.ca/en/co/buho/loaders.cfm?url=/commonspot/security/getfile.cfm&PageID=93728>*

*While family ties, employment and housing are important factors, they are not exclusive. Things like educational facilities, cultural and recreational opportunities, access to interesting hinterlands and national amenities can all play a role in attracting and retaining newcomers.*

## Importance of managing barriers

Recognizing and managing existing and potential barriers is critically important in attracting, welcoming and retaining newcomers to your community.

What barriers to attracting, welcoming and retaining newcomers—even inadvertent barriers—are present in your community?

How open and accepting is your community when newcomers arrive? Is there community “clannishness” that will make it difficult for newcomers to feel welcome?

### *Structural and systemic barriers*

Every community has barriers that impact newcomers. Your community needs to ensure that the barriers are managed to lessen or remove their effect. Are there barriers in local government programs, whether employment-related or not, arising from the mere newness of the immigrant in the community?

Some examples of barriers that may exist in your community include:

- The community health care system provides services only in English or French
- Local law enforcement agencies are unfamiliar with the customs and traditions of international newcomers
- The local library does not have books or audio-visual materials available in diverse languages or cultures
- Local businesses have long-standing hiring practices—such as requiring a letter of reference from someone known in community, giving preference to local work experience or conducting interviews using advanced levels of English or French—that provide advantages to long-time residents.

Newcomers may experience barriers that are distinct from those experienced by the majority of your residents. Your community needs to be sensitive to its newcomers and be prepared to consider accommodating them with innovative solutions that will ensure equitable access to employment opportunities and public services. Direct barriers that relate to cost of services or length of residency (for example, the cost to join a local recreation centre or limited access to public housing); inadvertent barriers arising from gaps in the newcomer’s knowledge about Canadian culture; or your community’s lack of cultural awareness can discourage newcomers and cause them to move elsewhere.

The barriers posed, for example, by non-recognition of foreign credentials and qualifications are well known. Skilled people have been coming to Canada for many years and have



### **Credentials and qualifications recognition**

*Trained and educated newcomers who come to Canada from other countries often have difficulty in having their foreign credentials or qualifications recognized. For a long time there has been a national log-jam on this topic. Everyone agrees that the situation is unfair and that something needs to be done. Many studies have confirmed this. But it is a complex and challenging area, particularly because there are many, many licensing bodies and rules—and they usually come under provincial jurisdiction. The good news is that some provinces and territories are now taking creative and aggressive steps to resolve the log-jam in their area, with the encouragement and support of the federal government. Provinces and territories that successfully resolve this issue will have an immediate advantage in attracting skilled workers.*

*Find out what your province or territory is doing. Some governments have done considerable work on the assessment of a newcomer's prior learning. Some have instituted programs to support and fast-track retraining of trades people and professionals. Your community needs to know what tools are available. Check your province or territory's website. Your community can become part of the solution.*

*In 2007, the federal government launched the Foreign Credentials Referral Office (FCRO) to help individuals who plan to work in Canada to get their credentials assessed more quickly. The FCRO provides in-person and telephone services through 320 outlets across the country as well as online.*

<http://www.credentials.gc.ca>

been unable to gain acceptable employment in their trade or profession because they have difficulty with Canadian licensing standards and bodies. (This barrier is discussed more fully opposite.) Trades and professional associations need to assess their own rules to ensure that there is openness to adding newcomers to their ranks. Unions need to buy in to the community goal of attracting more immigrants and hence more workers. This is a good reason for having labour and immigrants represented on your welcoming committee.

Having members who have been immigrants themselves—and have first hand knowledge of these barriers—will help ensure your welcoming committee is effective.

### *English Language Training/ French Language Training*

Language can be another inadvertent and direct barrier to attracting and retaining newcomers. Language training is one of the three needs most consistently identified by immigrants when they are asked about their community integration process. Your community should ensure the availability of adult language training, including opportunities for access to workplace-related instruction in English or French for new workers, and related day care opportunities for their children. This involves a whole-community response, especially including the participation of employers. Language is essential for employment preparation.

If English or French training is not available in your community, take the time to explore various ways of providing this service to newcomers before implementing a newcomer strategy. This is one of the key criteria that will determine their successful integration into your community. Find out what other communities have done. You may also develop innovative strategies, relying on volunteers, retired English or French teachers and community schools to deliver these services in the absence of adequate funding.

Your community should also explore and look at ways to enhance communication with newcomers who may still be learning English or French. Develop a list of local English- or French-speaking residents who are fluent in other languages and can assist newcomers as volunteer community interpreters. These community interpreters can play an important role in facilitating communication between newcomers and their employers, local businesses or service providers. Often an interpreter can provide newcomers and community members with important cultural information that aids full understanding. On your community website try listing key information in several languages other than English or French. This will communicate to immigrants and refugees “you are welcome here”.



*Examples of related organizations working to resolve the issue of foreign credentials and qualifications recognition include:*

- *BC Internationally Trained Professionals Network (BCITP Net) is a partnership of internationally trained professionals from around the province working cooperatively to improve access to meaningful employment for all immigrant professionals in BC.*  
<http://www.bcitp.net/>
- *Ontario Network for Internationally Trained Professionals (ONIP) is an Ontario based network for foreign trained and credentialed professionals.*  
<http://www.onip.ca>

*Additional information can be found through a number of online resources, including:*

- *The Canadian Information Centre for International Credentials, which provides information on an array of occupations and maintains a list of key agencies belonging to the Alliance of Credential Evaluation Services of Canada*  
<http://www.canalliance.org/indexe.stm>.

*These include well-established organizations like the*

- *International Qualifications Assessment Service (IQAS) in Alberta*  
<http://www.advancededucation.gov.ab.ca/iqas/iqas.asp>
- *International Credit Evaluation Service (ICES) in British Columbia*  
<http://www.bcit.ca/ices>
- *Academic Credentials Assessment Service in Manitoba (ACAS)*
- *Centre d'expertise sur les formations acquises hors du Québec (CEFAHQ)*  
<http://www.immigration-quebec.gouv.qc.ca/en/education/comparative-evaluation/index.html>

*Other valuable resources include:*

- *World Education Service*  
<http://www.wes.org/ca/>
- *Bow Valley College in Calgary, which has a useful website providing steps to accreditation in a number of fields* <http://www.ditpc.ca>

*In the meantime, mentoring programs are an excellent way to help trade-skilled and professional newcomers understand their new environment, and to help them deal with Canadian licensing requirements on an informed and facilitated basis.*

**What barriers have you considered that might impede a successful immigration strategy for your community?**

**What plans have you made to create solutions? If you aren't at that stage yet, when do you need to make them?**

Here's a partial checklist of things for your welcoming committee to consider as you set out to identify and manage potential barriers in your community:

- Racism and other forms of unlawful discrimination based on religion, sexual orientation, age and place of origin among other variables may exist in your community and can serve to discourage newcomers from settling there. Such types of discrimination may be overt or covert. Human rights legislation protects against unlawful discrimination. Your community should be aware of its responsibilities under the Human Rights Act and be prepared to proactively identify, address and prevent such discrimination. Information about human rights in your province or territory—and assistance with anti-racism and human rights training—can be found on the Canadian Human Rights Commission Website [<http://www.chrc-ccdp.ca>] or your provincial and territorial Human Rights Commission website.
- Education needs to be equitable and must take into account the needs of newcomers who are students, particularly English and French language training and support. Schools must be able to welcome and accommodate students with different language abilities, cultural backgrounds and learning styles.



*Intercultural Awareness Training for Employers, Employees, and Volunteers*

*Your community should be prepared to welcome immigrants from a range of countries with varied linguistic and ethnocultural backgrounds. Ethnocultural, linguistic and experiential differences between newcomers and other residents could give rise to racism or other forms of discrimination in the workplace or public facilities. Racism and other forms of discrimination inhibit the successful integration and retention of the newcomer. Community resources for intercultural training should be identified, developed and made available to businesses, community organizations, and service providers in your community. There are a number of Canadian non-government agencies that have developed this expertise.*

- *For example, Safe Harbours Program is a province-wide initiative in British Columbia that provides no-cost workshops to business, government and community organizations on how to welcome and better serve a diverse population and assist victims of discrimination. For information on Safe Harbours visit their website at <http://www.safeharbour.ca>*

- *The New Brunswick Multicultural Council is an umbrella organization comprising all of the multicultural associations in the province. It offers a wide range of programs focused on enhancing the economic, social and cultural value of diversity, including a Cultural Competency Training Program to assist managers and team members in public and private sector workplaces build their capacity to manage diversity and creating welcoming environments where all team members can reach their fullest potential <http://www.nb-mc.ca/English/programs.html>*

*Check the **Information Appendix** for the agency list and other resources in your province or territory.*



- Housing needs to be available and affordable. Are landlords prepared to modify reference or damage deposit requirements to accommodate international newcomers?
- A sense of community and friendships can help promote a sense of belonging for newcomers. Are there community groups or individuals who can reach out to newcomers to make them feel welcome?
- Community facilities, services and programs must be accessible and affordable. How do newcomers learn about them? Are there access barriers like cost, language, and residency requirements?
- Cross-cultural awareness and sensitivity training for staff of local businesses, government and community organizations can ensure services and programs meet the needs of newcomers.

It is critical to solicit input from immigrants and refugees who have established themselves in your community. Their experiences may be quite different from those of Canadian-born residents.

At all times, listen to what newcomers have to say; respect their feedback and the solutions that they propose.

This section is intended to stimulate your thinking about these issues, and to point you to **chapter 5** of the tool box, "The Welcoming Community".



*Community Interpreter List: Do you have speakers of other languages in your community?*

*Your welcoming community committee can create a list of community-based volunteer interpreters and translators. This can be a great asset and tool to assist newcomers who are struggling to learn English or French. It will also strengthen friendships and ensure newcomers feel welcomed and valued.*

*Emergency Interpreting Services: Need help?*

*Emergency interpreting services are usually available, sometimes by telephone. Your phone company may be aware of these. Contact your nearest settlement agency for information and other forms of advice and help.*



*How do you begin to address potential barriers?*

- *It is important to assess your community's readiness to accept immigrants and refugees from a range of linguistic and cultural backgrounds. A key component is the degree of awareness and sensitivity within your community to the unique needs of newcomers. In the next chapter, we will look at ways to become a welcoming community, but there are some practical, straightforward steps your community can take to create a community ready to welcome newcomers. For example, **form an Anti-Racism or Welcoming Diversity Committee** that is responsible for work involved in eliminating racism or ensuring all types of diversity are welcomed in your community. The committee should involve people from all levels of government, business, labour and ethnocultural and community organizations.*

- ***Start a Community Interpreter List** featuring volunteer interpreters for all the languages used in your community.*

- ***Host a Diversity Celebration** that recognizes diversity in your community. Incorporating food, art, fashion, music, games, storytelling into the event is a powerful way of encouraging cross-cultural*



understanding and sharing.

- **Create a Welcoming Community telephone hotline and website portal** that encourages newcomers to communicate directly with a resource person who can provide information about your community and assist newcomers with settlement issues.
- **Encourage the local Chamber of Commerce or service clubs like the Lions or the Rotary Club** to invite guest speakers from different ethnocultural communities to speak about their experiences. Provide ethnocultural food and entertainment from around the globe to enliven the meetings and increase awareness.
- **Join the UNESCO Coalition of Municipalities Against Racism and Discrimination.** The International Coalition of Cities against Racism is an initiative launched by UNESCO in March 2004 to establish a network of cities interested in sharing experiences in order to improve their policies to fight racism, discrimination, xenophobia and excusion. [<http://www.unesco.org/shs/cities/againstracism>]



**Red Deer, Alberta: A Small Community Ready to Welcome Newcomers and Create an Inclusive Community.**

*The City of Red Deer, Alberta, a town of approximately 80,000 residents, is an example of a small community that in recent years has taken a number of meaningful steps to welcome newcomers and create an inclusive community. In 2007, the City of Red Deer completed a study entitled: “Building a More Welcoming and Inclusive Community”. The study was undertaken in collaboration with Red Deer College and used a number of research tools to generate recommendations and encourage Red Deer to take a community-based approach to attract and retain international newcomers. The study provides an array of helpful recommendations, strategies and concrete*

*actions that could be used by small communities like yours to welcome newcomers.*

*For more information, visit <http://www.city.red-deer.ab.ca>. Select “Connecting with your City” then choose “Plans, Studies and Strategies” to find the “Welcome and Inclusive Communities Report”.*







**Attracting  
Migrants**



# 4

## Attracting Migrants

### Existing opportunities

#### Immigrants

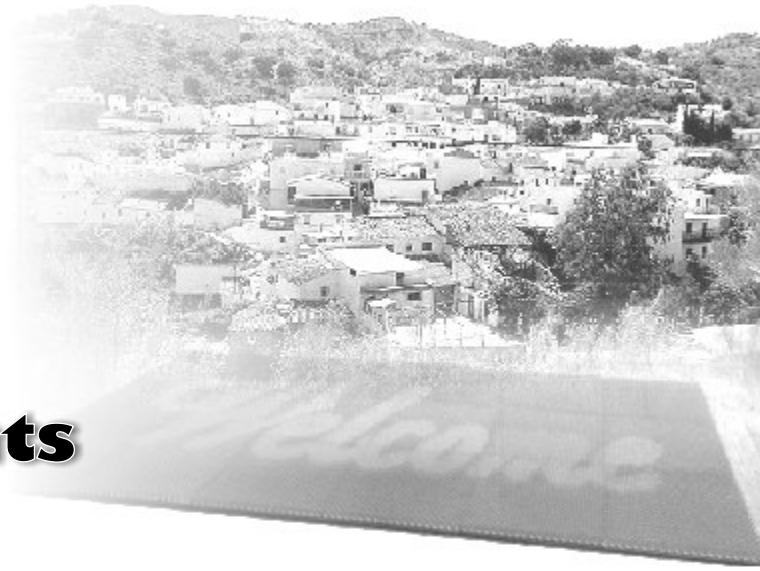
There are already people interested in coming to Canada as immigrants. They will be making enquiries about opportunities here and about places to make their home. They will also be looking at existing avenues of immigration to achieve this.

How will they learn about your community?  
Do you have a website?

Remember that Canada has an active immigration program. The Immigration and Refugee Protection Act of 2002 seeks to facilitate the entry into Canada of new immigrants. Immigrants intending to come to your community must meet the requirements of the Act and its regulations.

Provincial and territorial governments can have a role in immigration, for immigration is deemed a “shared responsibility” within Canada’s constitution. As we have seen [chapter 2], Provincial Nominee Programs, which increased by 29% in 2005, are an increasingly effective way of drawing qualified newcomers into your community. In some cases, prospective immigrants may already be living in Canada as international students or temporary foreign workers.

What is the nature of your provincial or territorial government's formal immigration arrangements with Ottawa? What role is the government now playing? How active is it in pursuing an immigration strategy? Can the current strategy fit the needs of your community?



All provinces and territories now have some type of immigration arrangement with the federal government. As discussed in chapter 2, Provincial Nominee Programs are proving to be an effective means of increasing population, particularly within Economic Class and Business Class immigration.

Some regions have a limited focus in the immigration goals they pursue and use their immigration powers principally to bring in Business Class immigrants. If this is the strategy favoured by your province or territory's current immigration plan, it may help you to determine whether the government views immigration primarily as a population strategy or an economic development strategy. Notably, the provincial government in British Columbia recently merged its population and economic development strategies, altering its approach to immigration considerably. (It's worth noting that this experience has shown that Business Class immigrants to Canada are the most mobile of all immigrant classes.)

Another strategy that should not be overlooked is Family Sponsorship. Accounting for 28% of all immigration in 2006, it has an even greater impact when you consider the possibility of secondary migration. (See Chapter 2 for additional information and resources.)

Become familiar with the human and financial resources your province or territory is putting behind its current immigration strategy.



## Overseas targets

Canada's annual overseas processing targets [discussed in [chapter 2](#)] assign 55% of the processing capacity to the Economic Classes of immigration. The remaining 45% is assigned to the "humanitarian" (Family and Refugee Classes) categories. The Refugee Classes have their own processing sub-target of about 15% of the total stream. The Economic Classes include the Skilled Worker and Business categories. They also include those processed under Provincial Nominee Programs.

The length of the queues awaiting overseas processing under the various immigration categories does not necessarily bear a relationship to Canada's policy intentions for admittance of immigrants in the ratios described. They are affected by demand. Hence processing times will vary depending both on the volume of applications and the target constraints. For example, Family Class applications are now being processed within Canada, which has led to a reduction in the length of time it takes to complete the process.

This suggests that your community may need to look at these overseas processing constraints and the immediacy or longer term nature of its needs, and choose its immigration priorities accordingly when developing its own population strategy.

*If the rules or the financial resources currently appear to limit the ability of your community to attract and settle immigrants, find out how receptive your provincial or territorial government is to changing them. This points once again to the importance of community consensus and political will in a region-wide context if change is to be achieved.*



*"Economic immigrants are selected for skills or other assets that will contribute to the Canadian economy. They apply for permanent residence on their own initiative.*

*"Applicants in the economic classes are assessed using selection criteria for each class. The classes include skilled workers, and provincial and territorial nominees, investors, entrepreneurs and self-employed persons.*

*"Economic applicants destined for Québec are subject to that province's selection criteria. However, the federal government must determine whether applicants are inadmissible for medical, security, criminal or other reasons stated in the Immigration and Refugee Protection Act."*

*from "You asked about... immigration and citizenship"  
published by Citizenship and Immigration Canada*



*It can be confusing to determine whether or not you meet eligibility requirements for immigration. Make it easy for prospective newcomers to find out whether or not they are likely to be able to immigrate to Canada. The province of Québec, for example, enables people to complete a free summary evaluation on its website. While the evaluation does not lead to a formal decision, it does offer a positive or negative opinion from the Ministère de l'Immigration et des Communautés Culturelles (MICC) regarding their candidacy.*

<http://www.immigration-quebec.gouv.qc.ca/en/index.asp>



*Further information is available on the CIC website:*  
<http://www.cic.gc.ca/english/resources/publications/you-asked/index.asp>



## *Existing opportunities under current immigration laws*

The following sections highlight current immigration categories and what you may be able to do with them. This is commentary only, and not a substitute for the rules themselves, with which you should become familiar. Check the various websites and materials suggested.

### *Skilled workers (Economic Classes)*

As we have noted [[chapter 2](#)], skilled workers are a Canadian priority. An expanding economy and increase in retirements are prime reasons for Canada to anticipate the need for more skilled workers than our colleges and universities can produce. Hence this imperative has long been a factor in our national immigration strategy.

Familiarize yourself with Canada's point system for the selection of skilled immigrants. Each year the largest number of immigrants to Canada arrives in this category. This is an existing opportunity for your community, whether you attract those interested in Canada in a general way, or a specific job is available in your area that can be marketed as an attraction. But it will involve marketing your community as an immigrant destination since most skilled workers now end up in the major centres of population where jobs are assumed to exist, or family or cultural communities are already located.

How will you market your community to potential immigrants in the Skilled Worker category?

Have you considered the length of time that overseas processing will take?



*The history of immigration in Canada has been shifting between those who saw it as a nation-building strategy with long-term political, demographic and economic goals, and those who saw it as a short-term or current labour market economic tool with a focus on absorptive capacity. In the early 20th century, nation building clearly topped the agenda. In more recent times there has been a conscious effort to look at labour market needs, and to try to match inflows to economic cycles. In the early- to mid-1980s, for example, immigration levels dipped very low. We did not, however, cut back immigration numbers during the labour market difficulties of the 1990s, and the numbers remain relatively high, suggesting the long-term view, for there is recognition of impending demographic challenges for Canada. But we have continued to emphasize screening techniques that would select skilled workers, suggesting the continuing strength of the labour-market-driven view.*



*As a general rule, remember that for all immigration through the Economic Classes—Skilled Workers and Business categories (investors, entrepreneurs and self-employed persons)—all immigration applications must be initiated outside Canada by the applicant, and cannot be started here.*

*You will find the point system explained on the Citizenship and Immigration Canada (CIC) website or in its publications. The website has a useful self-assessment tool. The number of points needed to “pass” has been adjusted downward since the system's start, indicating a desire for flexibility in meeting Canada's needs. The criteria for selection, however, have remained the same: education, language ability, work experience, age, arranged employment, and adaptability.*

*The importance of arranged employment in the points system highlights the importance of involving employers in your immigration strategy.*

*The Quebec Accord and Provincial Nominee Programs have different point systems. Pass marks and criteria vary. It is important to familiarize yourself with the point system determined by your province or territory in addition to that of CIC, particularly if you live in Québec.*

## *Business immigrants (Economic Classes)*

The number of Business Class immigrants admitted annually to Canada is not large and approximates one percent of intake. From Canada's perspective, it is a means of economic development when persons with business skills and capital arrive.

In British Columbia, for example, the Asia-Pacific region has been a major source of immigrants to the province for many years. BC is highly connected to this region through its geographic proximity, international trade, tourism and human migration. Between 2002 and 2006, BC received an annual average of 27,100 new immigrants from this region, representing nearly 70% of all BC immigrant arrivals. Newcomers from the Asia-Pacific represent the majority of arrivals to BC under the Skilled Worker and Business Classes.

For the immigrant, the opportunity to establish and create wealth in a vibrant and free milieu is an enticing opportunity. Any opportunities that exist in your community could be marketed to attract newcomers.

Does your community have an economic development office, or someone charged with this function? Is it, or are they, making use of the opportunities available through the Business Immigration program?

The "self employed persons" sub-category of Business immigrants is very specific, and currently relates to farmers or to those who will contribute to our cultural or athletic life, like orchestra conductors, ballet dancers, or hockey players. But it is well to remember this small category, for it might provide a special opportunity for your community.



Become familiar with the criteria for the Business Immigrant program. You should be aware that there are provincial and territorial differences. Provincial Nominee Programs, for example, often have special arrangements for Business immigrants.

*In BC, for example, the business component of the PNP is designed to attract entrepreneurs who will invest in, and actively manage, a business venture in the province. There are three Business categories: Business Skills (requires an investment of at least \$800,000); Regional Skills (requires an investment of at least \$300,000 which must be outside of Greater Vancouver); and Projects (requires an investment of at least \$1 million, and may be used by domestic firms or new firms established by business immigrants to bring in foreign key personnel as prospective immigrants).*

*Business immigrants that locate in small centres may want to find ways to bring in relatives later. It is a good idea to consider what mechanisms are available to help immigrants accomplish this, or retention may become an issue.*

### *Immigration consultants*

*An individual might hire an immigration consultant to conduct business on their behalf with Citizenship and Immigration Canada, the Immigration and Refugee Board or the Canada Border Services Agency. This is not necessary, however, and the use of a consultant will not result in faster processing or special privileges. All applicants are treated equally.*

*At the community level, you may decide to hire an immigration or economic development consultant to help you develop your strategy and/or recruit international applicants. A business or industry leader may do so in order to target qualified workers from abroad.*

*Immigration consultants operate as private facilitators of immigration. Since 2003 the Canadian Society of Immigration Consultants (CSIS) has governed this profession, and has established rules of professional conduct. [website <http://www.csic-scci.ca/indexE.html>] Only members in good standing with CSIS, with a Canadian provincial or territorial law society, or the Chambre des notaries du Québec are permitted to accept fees for their services.*

*It is the current practice for governments to deal only with members in good standing, and your community should do the same. Immigration consultants may extend your community's capacity and serve as a useful and appropriate service in an immigration strategy, but they are not considered essential to the process.*

## *Provincial nominees (Economic Classes)*

Provincial Nominee Programs recognize a province or territory's specific immigration priorities and economic, cultural and social needs. They are a sub-category of the federal government's Economic Classes immigration stream into which a participating province or territory is able to nominate a candidate it has chosen for federal immigration selection.

**Provincial Nominee Programs (PNPs) are potentially very important to any immigration strategy for smaller centres. There are a number of references to PNPs in this tool box. The PNPs that exist can be very different from each other because they depend upon the terms that your province or territory has negotiated with the federal government. Thus it is important to learn what these terms are, and underlying them, what is the current immigration emphasis that your province or territory has placed upon the arrangement.**



*Québec has long had an agreement with the federal government giving it a major role in selecting immigrants who wish to settle in that province (except for Refugees and Family Class). The “Canada-Québec Accord” can be seen as a forerunner of Provincial Nominee Programs in the other provinces and territories.*

*The popularity of the British Columbia PNP's Regional Business program has resulted in 70% of its recent Business Immigrants settling outside Greater Vancouver.*

*There are two categories of immigrants under the Manitoba Provincial Nominee Program, which accounted for 57% of all Provincial Nominees in 2005. One is Skilled Workers and the other is Business Immigrants. The Skilled Worker category has six subdivisions. In addition to its General Stream for Skilled Workers, Manitoba offers five “priority assessment streams” entitled Employer Direct, International Students, Family Support, Community Support, and Strategic Recruitment. Each of these streams has its own specific eligibility criteria. Together they provide strategic flexibility for attainment of the province's population goals. Full details of Manitoba's programs are provided on its website <http://www.immigratemanitoba.com>.*

*The Saskatchewan Immigrant Nominee Program is one example of how the PNP can be adapted to the unique needs of a particular region. In addition to Skilled Workers, Family Members, Entrepreneurs, Farmers, Health Professionals and Students, the program identifies a need for Long Haul Truck Drivers. Developed in conjunction with the Saskatchewan Trucking Association, Service Canada and Citizenship and Immigration Canada, the program allows approved trucking firms to bring Temporary Foreign Workers to Saskatchewan to fill vacant positions. After six months, if the worker is offered permanent employment by an approved trucking firm, they may apply for permanent resident status. <http://www.immigration.gov.sk.ca/>*

In British Columbia, the provincial government has created a special Regional Business Category under its PNP to business establishment or expansion that will contribute to the regional development of British Columbia. To be eligible under this program, the candidate must have a project located outside the Greater Vancouver Area; hold a minimum net worth of CAD\$600,000; make a minimum investment of CAD\$300,000 (excluding the real estate component); hold a minimum 50% equity; use their business to create a minimum of 2 new jobs; and play an active management role in their business. If these criteria are met and the application is approved, the newcomer and his/her business will have a strong and lasting impact on their new community.

To help this process, British Columbia has also established a one-on-one personal counselling program to assist potential and landed business immigrants as well as foreign investors who do not intend to immigrate. The Provincial Government staff work with these business clients to help ensure they are successful in BC. Services are provided in English, Cantonese, Mandarin, Korean, Shanghainese, Hakka, Fukienese, French, Spanish, Italian and Portuguese. Seminars are also held to cover a broad range of topics.

New Brunswick looks for both skilled workers and business immigrants as well as the tie that regional development has with immigration. Within these two categories, the province places a special focus on international students who have studied and graduated in the province; and as the only officially bilingual province, dedicated emphasis on francophone recruitment.

PNPs are a relatively recent Canadian immigration development, but are showing their usefulness as a tool for regionalization of immigration. Each province and territory is approaching its PNP differently. This is why it is so important to learn of their current status and direction in your community. For example, economic development organizations and Francophone communities in Nova Scotia may be able to recommend a limited number of people as Provincial Nominees and immigrant business owners can sponsor family members to come to Canada to assist them in their business through the Provincial Nominee Program.

One smaller province, Manitoba, with an aggressive immigration strategy, has made extensive use of its PNP by creatively developing a number of streams, through which newcomers can enter the province. Its PNP has become the principal means whereby immigrants now arrive. Underlying Manitoba's PNP is a concern that immigrants will stay, and not simply use its mechanisms as an easier window to other places in Canada. Thus Manitoba prefers applications where there is a strong likelihood of employment, and there is a family connection to the province, because these are two important retention factors.



## Refugees

As we saw in **chapter 2**, Canada accepts about 10,000 or more refugee immigrants each year from abroad. In addition to contributing to Canada's humanitarian efforts, refugee immigration benefits Canada and its communities in multiple ways, including increased cultural diversity, investment into economic development and volunteerism among others. Still, you are advised against making refugee immigration the primary focus of your immigration strategy, for reasons explored below.

### Refugees: (Government Assisted)

Canada welcomes approximately 7,500 Government-Assisted Refugees (GARs) each year; they are then settled within a select list of communities, which has been established based on precedent and past negotiations. If your community is one of the few that are eligible to receive GARs, you can expect these newcomers to arrive in the year they are allocated. They will receive federal financial support for one year following their arrival; a calculated amount of federal funding for settlement services will also be made available to your community.

GARs are the only class of immigrants that can be assigned specifically to your community. Without adequate settlement services, a welcoming environment, and some of the other key factors examined within the tool box, however, they may not stay. They are free to move within the country as a Charter right.

**Check with your provincial or territorial immigration ministry to find out whether or not your community is eligible to receive Government-Assisted Refugees. In order to retain them, ensure your community has the capacity to receive, welcome and settle these newcomers in a sensitive manner.**



Canada's overseas-selected refugee immigrants should not be confused with those asylum seekers known as "refugee claimants" who arrive each year (typically 30,000 or more), usually at the principal points of international entry, seeking safety and a new life in Canada for themselves and their families. There is a legal process through which they make a claim to be a refugee, with the hope of staying in Canada permanently, and in due course Canada makes a decision on their entitlement to do so.

Many jurisdictions receive refugees from each of the categories. It may be helpful to determine what this picture looks like in your region. For example, of the 10,440 refugees that arrived in BC between 2002 and 2006:

- 40% came as Government Assisted Refugees
- 11% as Privately Sponsored Refugees
- 36% as Asylum Refugees; and
- 13% as Dependents Abroad



Over many years, the Government-Assisted refugee program has stimulated the development of a proficient immigrant settlement services sector. Today the sector has become highly skilled and defines itself as including non-government organizations as well as federal and provincial/territorial offices with settlement responsibilities. If your community is not already a part of this scene, there is a wealth of assistance available. Learn how to establish a range of effective settlement services, including English and French language training, translation and interpretation, and mentorship among others.

It is important to remember that Government-Assisted refugees (as well as Privately Sponsored refugees – see next page) are permanent residents of Canada from the moment they arrive. And, just like any other immigrant, they are entitled to all the same rights. Additionally, communities need to be sensitive to the fact that refugees did not necessarily choose to leave their homeland and resettle in Canada. In many cases, circumstances beyond their control have forced them to make a drastic change in their lifestyle. They may be dealing with considerable trauma while adjusting to a new culture as well as changing economic, professional and social standing.

## Refugees: (Privately Sponsored)

The Private Sponsorship of Refugees (PSR) program may well afford the best and most immediate opportunity for your community's population strategy. It allows groups of Canadians and permanent residents to help refugees in the Convention Refugees Abroad, Country of Asylum and Source Country classes living abroad build a new life in Canada. It is the only part of Canada's immigration program that allows a small centre:

- to be self-initiating
- to bring in controlled yet significant numbers
- to build future in-flows as an "echo effect"
- to involve the wider volunteer community

Additionally, the PSR program:

- is relatively inexpensive
- offers best hope of retention (assuming the community is welcoming and prepared to meet the needs of newcomers)
- has the fewest federal and provincial government requirements

The mechanisms for implementing a PSR program are well-established but need to be understood fully. The Refugee Sponsorship Training Program (RSTP) is an excellent source of materials and expertise. There are also many active sponsoring groups in Canada who are willing to share their knowledge and experience.

Once newcomers have arrived, private sponsors are encouraged to tap into the settlement services that are available to them and solicit support as soon as possible. The transition to Canadian life can be difficult for the refugees as well as the sponsors but many conflicts and concerns can be alleviated or avoided entirely with early intervention.

**It is likely there are already refugee-sponsoring organizations in your community. Seek them out, share your vision, and see how you can work together.**

Refugees—whether they arrive under the PSR or GAR program—often want their friends and family to be sponsored as well. This desire becomes a continuing source of sponsorship nominations to any community geared to respond, in effect developing an echo effect that builds and expands a population seeded in this way.

As with Government-Assisted Refugees, it is important to be sensitive to the circumstances that led refugees to immigrate to Canada. Many would not have chosen to leave their homeland if circumstances did not necessitate it. A welcoming community will be mindful of this reality.



For details on Canada's refugee determination system, and refugee sponsorship, visit the CIC website <http://www.cic.gc.ca>. Click on "refugees" and follow the links.

The Refugee Sponsorship Training Program can be contacted at [rstp@on.aibn.com](mailto:rstp@on.aibn.com).

Welcome Place, operated by Manitoba Interfaith Immigration Council, is an active private sponsor of refugees and maintains a helpful website at <http://www.miic.ca>.

The PSR program has been around for more than 25 years and is responsible for more than 195,000 immigrant arrivals. At its peak about 20,000 newcomers were arriving each year. Today the numbers are in the 3,000 range annually.

Most often refugees are identified for sponsorship by family or friends within the community. This makes it more likely that they will stay in the community.

Applicants must meet the Canada-determined requirement that they are refugees and pass medical and security checks.

There are many Sponsorship Agreement Holders in Canada, empowered by the federal government to sponsor PSRs either directly or through their subsidiary organizations ("Constituent Groups"). Additionally, the Community Sponsorship Program makes it easier for Groups of Five and small organizations to sponsor refugees. (A Group of Five can be comprised of five Canadian citizens or permanent residents who partner to sponsor refugees living abroad. Each member of the group must be at least 18 years of age, live in the community where the refugee will live and personally provide settlement assistance and support.) Check the [CIC website](http://www.cic.gc.ca) for details.

## Temporary residents

Temporary residents and visitors offer your community a few unique immigration possibilities: raising awareness of your community's desirability; selecting Provincial Nominees from a pool of students and workers in your midst; and marketing vacation properties to tourists seeking a secondary home.

Tens of thousands of international students enroll in K to 12 programs and post-secondary institutions in Canada every year, and a rapidly growing number of foreign workers are temporarily here, performing a wide range of jobs. Hundreds of thousands of visitors arrive annually, many as tourists.

Some provinces and territories have seen the presence of these temporary residents, particularly students, as an ideal opportunity to gain trained, educated future immigrants already integrated into their surroundings (and hence more likely to stay). These regions are working to facilitate the entry of international students into permanent resident status by adapting their Provincial Nominee Programs for this purpose.

Temporary foreign workers are growing in significance, with approximately 100,000 workers entering Canada each year. At any given time, there are estimated to be over 150,000 temporary foreign workers throughout the country. Traditionally, the majority of these workers have been drawn to central Canada but the western provinces have made gains in recent years. There were nine percent more temporary foreign workers arriving in Canada in the first three quarters of 2006 (91,100) than in the same period in 2005 (83,373). Although Ontario still attracted the majority of temporary foreign workers (45%) in 2006, British Columbia received 20% of Canada's foreign workers, followed by Québec (15%) and Alberta (12%). The only regions showing decreases in the number of temporary foreign workers were Newfoundland and Labrador and Saskatchewan.

Aside from obtaining credentials and job experience that could help their qualifications as a future immigrant, international students and temporary foreign workers are, of course, contributors to our economy and to your community while they are residents among you. Many are accompanied by family members — particularly in the case of students enrolled in K to 12 programs — who positively impact economic development in your community by investing in real estate, seeking employment and volunteering among other activities. In a number of regions, international graduates are already eligible for nomination under PNPs.



*Although they do not fit the legal definition of “temporary”, your community may receive refugee claimants who one day may qualify as permanent residents. As they are legally entitled to work from the time they arrive in Canada, they can begin contributing to the local economy almost right away. Still, it can be risky to develop a population strategy based on refugee claimants. Although many will be successful, approximately 50% will not be accepted as citizens once their claim is processed. And, they typically require extensive legal support.*



*“A temporary resident is a person who is lawfully in Canada for a temporary purpose. Temporary residents include students, foreign workers and visitors”.*

*from “You asked about immigration and citizenship”  
published by Citizenship and Immigration Canada  
<http://www.cic.gc.ca/english/resources/publications/you-asked/index.asp>*



*Manitoba has a focus on temporary workers as a source of immigrants, and is moving through its Provincial Nominee Program and in cooperation with employers to facilitate their obtaining permanent resident status without having first to leave the country.*

Has your province or territory focused on attracting international students as future immigrants?

What is your province or territory's strategy to attract international students and retain them as potential immigrants? Does your community have a post-secondary facility that is actively attracting and recruiting international students? Have you made the link between these newcomers and the potential role they can play in building your community in the future?

Are temporary workers eligible for nomination as immigrants under your provincial PNP? What is the role of your local industry and business leaders in harnessing the growth potential of these temporary arrivals?

Do you live in a tourist destination or rural community that could appeal to people who want to invest in vacation property?



*Do you have educational institutions in your area with international students enrolled? These would be a good source on the marketing, the process, and the opportunities for your community.*





## Non-immigrant migrants

The heading to this chapter says “migrants” as a reminder (as noted in [chapter 1](#)) that your community’s population strategy will welcome people from within Canada as well as from abroad. And it should welcome tourists and temporary residents too. They also become contributors to your economy and community, and they may be attracted to return, perhaps permanently.

Some small centres have already received infusions of retirees or summer residents, welcoming a change of pace or scenery; a less-expensive lifestyle; or the perception of greater safety. One can predict that with the impending retirement of the baby boom generation there may be significant migration from big cities to smaller centres. These could be important opportunities for your community.

Even among newly arrived immigrants there is often the phenomenon of what is called “secondary” or “cross-country migration” when for some reason their first destination hasn’t worked out. This may provide an opportunity for your community to attract new immigrants without having to go through the immigration process.

In developing your strategy, bear in mind that the same lifestyle factors—good schools, access to health care and emergency services, quality of life—that attract immigrants will attract secondary migrants as well.

What is your community doing to attract retirees, summer residents, or people seeking a lifestyle alternative? What might it do?

What does your community have to offer these people? What are your attractions? How would you market your community to seek out these people?



*The internet will be one of the first places people will check for information about your community. To maximize its effectiveness as a recruitment tool, it is vital to develop a website that is engaging, easy-to-navigate and informative. Making it available in a number of different languages increases its accessibility and shows that your community is welcoming.*

*New Brunswick and Cape Breton, Nova Scotia, have had success in attracting “returnees” as part of government programs with incentives.*

*Communities that have seen major employers close, leaving a town with a stock of empty houses, have used these as an inexpensive attraction for retirees and others, and revitalized their communities. [Elliot Lake in northwestern Ontario and Deep Brook (Cornwallis) in western Nova Scotia, are examples].*

*Private initiatives directed at Europeans and Americans, have seen the building or purchase of summer homes in a number of small centres in Newfoundland and Labrador, and Cape Breton. Summer residents have become a significant factor throughout much of rural Canada.*

*International students have become an important economic and social contributor to communities across Canada, through enrollment in universities, colleges and K to 12 programs. This holds further potential for many small centres. In Atlantic Canada, for example, there are seventeen universities, and approximately 6,300 international students.*

*In British Columbia and Saskatchewan, the provincial governments have established online resources to advise prospective international students of the advantages of choosing a university within their province as their education destination.*

## Enhancing the possibilities

This section of the tool box suggests some ideas that might be considered to help your community attract people. Some of these ideas have not been tested, but they might apply to your situation, or at the very least, may get you thinking. Some of the ideas may be beyond the capacity of your “small centre”, depending on how you have defined yourself.

### Promotion

Some initiatives are needed to attract people to your community. It needs to be seen as a desirable place to live. In our electronic age, a website is indispensable but it must be developed strategically. To ensure wide exposure, link your website to larger resources, including provincial, territorial and federal sites promoting immigration or tourism—anywhere potential newcomers may look in order to learn more about Canadian communities. Provide translations in multiple languages.

Although traditional books and pamphlets still have their place, they may not be the best tool for your promotional efforts. Before investing into the design and publication of print materials, determine how they will be used. Who is the target market? Are they designed for individuals or organizations? Immigration consultants or potential immigrants? How will the materials be distributed? Will you be handing them out at trade fairs or mailing them to people who request further information?

However you decide to promote your community, all of your materials need to be well-developed. Additionally, they should draw attention to your region's strengths; selling features like a low crime rate, proximity to nature, good schools, affordable lifestyle and a low unemployment rate should be prominently displayed so that people will be inspired to explore your community further. If you have established settlement services, English and French language training programs and diverse cultural communities, link or point the curious to these valuable sources of information.

Today when there is ease of travel to alluring destinations, direct marketing of your community through trips abroad, although tempting, should be approached with caution. Your community's emissaries could be overwhelmed with enquiries and unable to fulfill expectations of people seeking admittance to Canada but not able to meet the immigration requirements. Target marketing is usually a more logical option, and should be based upon a full knowledge of Canada's immigration laws and your community's capacity to attract eligible candidates.

**Your community needs an attractive and informative website!**



*Provinces and territories have websites. So do cities, and universities. There are employment-related websites, both government and non-government. Real estate boards have websites. This is the Information Age, and people everywhere seek information electronically.*

*Because retention is your goal, you should strive to offer a complete picture of your community, one that allows for sound decision-making on everyone's part. Any plan of action that begins with attracting newcomers must end with their integration into your community, to remain and build a life. It would be a mistake to mislead them at the beginning.*

*Communities across Canada have cultural communities that are special to them, that they are proud of, that are part of the community's fabric and strength. You will know the ones in your area. Perhaps here is a starting point for your own brand of target marketing.*

*Throughout Canada, some cultural communities are active in recruiting immigrants from their country of origin. In Québec, the Romanian community has a website encouraging immigration to Québec City. Available in Romanian and French, it can be viewed at <http://www.reper-romanesc.org>. Conseil d'Affaires et de Culture Québec-Bulgarie has a business portal in Bulgaria. <http://www.bulgarie.net/Québec-ma-ville/index.htm>*

*Manitoba, with significant German-speaking and Jewish populations, has targeted many German-speaking immigrants from Europe, as well as immigrants from Argentina's Jewish community. Likewise, British Columbia is the gateway to the Asia Pacific region, and the Maritimes to the Middle East.*



Because of previous waves of immigration, your community may have an established ethnic community or communities. Talk with them. Their presence could be a reason for marketing your community in the “source country” where there may still be family ties, and where you won’t have the obstacle to attraction that can happen when there is no cultural community to receive the newcomers.

Where the interest in increasing immigration is driven by specific labour market needs, employers often do their own marketing and promotion. See their efforts as a part of your overall community plan, and include them, especially in your settlement plans. Newcomers need to be retained after being attracted. Section 5 of this tool box is devoted to successful settlement and retention.

The need for labour is not always in the industrial trades and service sectors. Sometimes it comes from the need to recruit skilled professionals like doctors and educators. The issues surrounding professional and trade accreditation need to be understood fully when skilled people are being attracted.

What kind of resources for promoting your community and attracting newcomers does your community now have?

### *Financial incentives*

There are a number of creative financial incentives to attract newcomers. Consider whether or not any of the following ideas could be implemented in your community. Some of them may already be available to you; others will not. Check with your regional and provincial governments to find out.

**Income tax:** Provinces and territories seeking to attract and retain newcomers could develop a program of special provincial income tax deductions for those moving in to their communities; these deductions could be spread, for example, over three years. This could apply to migrating Canadians and permanent residents, as well as to immigrants.

**Refunding costs:** In Nova Scotia, provincial immigration fees have been eliminated. This could be an attraction strategy for you to employ, as might be covering certain moving costs. A phased replacement of these costs, whether in cash or as a provincial or civic tax credit—over three years, for example—would also have practical appeal as a retention strategy.

**Loan fund:** A revolving loan fund to assist people who move in to your community with their relocation costs would be a more direct and immediate incentive, as an alternative to a



*Some regions that are, by reason of their fiscal capacity, in receipt of federal transfer payments may find that the annual increment they receive in these payments for each additional in-migrating person, significantly exceeds (whether in year one or in their cumulative affect over successive years) the costs of newcomer settlement, whether those costs are the usual ones associated with settlement services, or are increased by other financial incentives. This makes a business case for spending on advertising (to attract migrants), financial incentives, and enhanced settlement services in the welcoming community.*



tax credit program, but would bring with it administrative costs.

**Housing:** Some communities, perhaps because of out-migration, have weak housing markets and a supply of affordable homes. This can be an important attraction if brought to the attention of would-be newcomers. Some communities have offered free building lots and civic tax holidays. Given **the importance of housing** in attracting and retaining migrants, your community might consider a housing strategy as part of its broader population strategy.

### *Local opportunities*

There are other things your community can do to enhance the possibilities of attracting immigrants. The immigration process can be a daunting one for those unfamiliar with it. Whether it be would-be immigrants in the Economic Classes (and PNPs), Family Class immigrants, or Privately Sponsored Refugees, having people in your community who are knowledgeable regarding the necessary processes and forms, and who are able to help or answer questions, will enhance the likelihood that immigrants and refugees will come to your community. It will also show your community to be a welcoming one from the outset.

Building this capacity to help can be an effective means of working with employers in your area too, for as skilled as they will be in their areas of business, they may lack expertise in immigration processes.

There are now so many international students studying in Canada each year that it is likely your community's educational institutions are already skilled in the processes that bring in students, both related to marketing and to immigration processes. This is a source of community expertise to which your community's population strategy should link.

Many faith communities in your area will already have the legal capacity to sponsor refugees, but most will likely be inactive, usually for lack of knowledge of the potential and the process. Encouraging these groups has the potential to expand the capacity of the community to gain newcomers, in effect delegating the task of population building to a larger circle of volunteers.



*People in your community with knowledge or skills to be able to assist in the immigration process could include lawyers, registered immigration consultants, staff at immigrant settlement agencies, registrars at schools with international students, employers with temporary international workers, and persons already involved with the private sponsorship of refugees. Or you may need to develop this expertise within your welcoming committee.*



*More than 130,000 international students are studying in Canada in a typical year. More than 54,000 new international students entered the country during the first three quarters of 2006, a nine percent increase over the same period in 2005; significantly, 28% were enrolled in K to 12 programs, a rapidly growing area of opportunity for communities interested in attracting families.*

*The number of students enrolled at the trade and university levels of study was similar to that in the first three quarters of 2005, but there were 31% and 14% increases in the "other post-secondary" and "secondary or less" groups respectively, accounting for the overall increase.*

*Although the year-to-year increase was spread fairly evenly across most provinces and territories, Saskatchewan saw a four percent decrease in numbers over 2005. Above-average increases were noted for Ontario (10%), Quebec (12%) and New Brunswick (15%), among others.*



*Winnipeg is very active in the sponsorship of refugees, and its annual numbers of PSR arrivals matches the Federal GAR arrivals. Among its many successes, sponsors meet regularly as an organized group, the Manitoba Refugee Sponsors (MRS); they distribute a monthly newsletter; the City has provided an assurance fund for "family-linked" sponsorships that get into financial difficulties, administered by MRS.*

### *Improving your competitive advantage*

Other communities are looking for people too. You are in a competition. Look back over the previous sections of this tool box. There are many ideas that can help you improve your community's competitive advantage.

***Do you have a clear idea of your community's demographic and employment trends? Have you identified the goals of a population strategy?***

***Do you have community support for going forward?***

***Have you become familiar with Canada's immigration laws, their opportunities and their limitations?***

***Have you become familiar with the immigration laws and opportunities of your province or territory?***

***You have considered your community's strengths, weaknesses, opportunities and threats (SWOT). What things can be done to improve upon this picture?***

***Are you ready to get organized? Have you got a team? Have you identified a champion? Are your media on side?***

***Look now at things like employment and housing. Build linkages with employers and realtors and educators.***

***Are you ready with a website, print materials, and knowledgeable people to help those thinking of coming your way?***

***What kind of inducements are you able to offer?***

***If you see current federal or provincial/territorial immigration laws or practices as being an obstacle to your success, are you prepared to work for their change?***

Once you have goals and a plan to attract newcomers, you need to think about how you will receive them and welcome them into your community. You want them to remain among you, and appropriate settlement practices are most important to achieve this. The next section of this tool box looks at the characteristics of a welcoming community.



5

**The Welcoming  
Community**





# 5

## The Welcoming Community

What is a welcoming community? A welcoming community has a strong desire to receive newcomers and to create an environment in which they will feel at home. A welcoming community ensures newcomers are able to participate fully in all aspects of community life. A welcoming community ensures newcomers have access to a full range of services and programs and can find meaningful employment opportunities.

The focus of this tool box so far has been on developing community consensus and action around the need for a population strategy; learning about the realities and experiences of immigrants and refugees; and setting practical and attainable goals for attracting newcomers.

Ask yourself what your welcoming community looks like.

Your community must be ready not only to receive newcomers but to welcome them into your midst, and to make sure programs, services, facilities and employment opportunities are in place to help them become a part of your community. Your goal is not merely to attract newcomers; you also want to retain them. The following sections of this tool box will identify factors essential to creating a welcoming community as well as strategies for success. The common term used to describe the process of receiving and integrating newcomers is "settlement".



*The Canadian Immigrant Settlement Sector Alliance (CISSA) is an alliance of provincial and national organizations representing over 450 immigrant and refugee settlement agencies across Canada. CISSA lists the website links to hundreds of settlement agencies, some of which may be near your community.*  
<http://www.cissa-acsei.ca>

Canada is a world leader in immigrant settlement. Over past decades, Canada's settlement service agencies have developed into a sector that is professional, knowledgeable, resourceful and skilled. The settlement service sector is a great resource that your community can tap into for assistance in becoming a welcoming community. The settlement sector consists of many non-government organizations spread across the country as well as federal and, in some regions, provincial or territorial government agencies and ministries.

Settlement services and agencies in your area can offer your community valuable experience, support and assistance in welcoming newcomers. Settlement agencies have developed some excellent materials and resources that may be available to help you.

Find a settlement agency near your community...

Settlement agencies that provide friendly, effective and efficient services are an important tool that can help to better facilitate the integration of newcomers into your community. Does your community offer the services of a settlement agency?



*“Resettlement” is a term in international usage that is frequently used to describe the process of settling refugees in a new community as a “durable solution” for them. Thus our federal government has a “Resettlement Assistance Program” for **Government-Sponsored Refugees**.*

*“Integration” is the term Canada uses to describe the process of enfolding and involving immigrants in their new community. Integration is a two-way process that involves commitment on the part of newcomers to adapt to life in Canada, as well as commitment on the part of Canadians to adapt to new people and cultures. In our society the official policy of multiculturalism is viewed as accepting and permitting all manner of cultural expression.*

*“Assimilation” is a term not favoured when talking about settlement practices and their results even though some academics may use the term. Unlike integration, assimilation is essentially a one-way process that requires newcomers to adapt to life in Canada but does not encourage Canadians to challenge their own customs and beliefs, or explore and celebrate other cultures.*

*“The terms intercultural and cross-cultural are used interchangeably to refer to training that helps participants learn about, adjust to, or develop skills with respect to a culture other than their own.” (From /The Use and Misuse of Questionnaires in Intercultural Training/, by John W. Bing Ed. D.)*



*The Canadian National Settlement Service Standards Framework is a detailed listing and analysis of expectations for client services, settlement sector workers and settlement organizations. It was developed under the auspices of the Canadian Council for Refugees and is available at <http://www.web.net/~ccr/standards.htm>*

*The National Settlement Service and Standards Framework, a discussion paper prepared for National Settlement Conference II (2003), is available at <http://www.web.net/~ccr/standards.htm>*

## Creating a welcoming community

How do you know whether  
your community is  
welcoming and free of  
discrimination?

### *Human rights protection against racism and other forms of discrimination*

Human rights legislation protects against racism and other forms of unlawful discrimination in every province and territory in Canada. People usually like to think that they and their community are friendly and welcoming and that discrimination rarely, if ever, occurs. The unfortunate reality is that racism and other forms of discrimination continue to occur but often go unreported or are overlooked by the victim. The notion of a welcoming and discrimination-free community extends beyond good intentions, friendly “hellos” and neighbourly attitudes. Your community needs to protect the human rights of all newcomers and ensure the equitable treatment of those whose skin colour, religious beliefs, sexual orientation, physical and mental abilities and ethnic ancestries, among other variables, are different from the majority of residents in your community.

Whether or not a newcomer feels accepted and included will play a large part in determining how successfully they settle and integrate into your community. This will impact whether they remain in the community or instead decide to move on. Your community must ensure racism and other forms of unlawful discrimination are not a part of the workplace, school, neighbourhood, business or recreational environment.

Information about human rights and unlawful discrimination can be found at:

- Canadian Human Rights Commission website: <http://www.chrc-ccdp.ca>
- Provincial and Territorial Human Rights Commission website links: <http://www.chrc-ccdp.ca/links/default-en.asp#provincial>

Becoming a welcoming community requires all community stakeholders to examine the fabric of your community; delve into the way it functions; and commit to creating an inclusive and welcoming community.



In April 2007, Canadian Social Trends released “Immigrants’ perspectives on their first four years in Canada: Highlights from three waves of the Longitudinal Survey of Immigrants to Canada”. The report, which can be downloaded online at <http://www.statcan.ca>, offers insight into the different ways communities meet the needs of newcomers—as well as the ways in which they do not. For example, while many newcomers cite accessible education as one of the things they like best about living in Canada, the inability to secure appropriate employment ranks high on the list of things they do not like.

Look for opportunities within your community to help newcomers find satisfying employment. Global Experience Ontario, for example, is an access and resource centre where internationally trained and educated individuals can learn how to qualify for professional practice in Ontario. Learn more at <http://www.ontarioimmigration.ca/english/geo.asp>

“Working in Alberta” provides skilled newcomers with the information and resources they need to integrate into society and find satisfying employment. The publication is available online as a PDF. <http://www.alis.gov.ab.ca/pdf/cshop/WorkinginAlberta.pdf>

Some tools your community can use to recognize and prevent racism and other forms of unlawful discrimination include:

### *Cultural competency assessment*

Government, business and community employees and volunteers who are competent in interacting with culturally diverse newcomers can be a great asset in creating a welcoming and discrimination free community. Many organizations use a Cultural Competency Assessment as a tool to take a snapshot of the levels of cultural responsiveness and inclusiveness in their business, agency or community. An example of an assessment tool your community can use is:

- Cultural Competency-A Self-Assessment Guide for Human Service Organizations. This guide was prepared by Canadian Heritage in conjunction with the province of Alberta. It can be downloaded at <http://tprc.alberta.ca>. Select "Human Rights and Diversity" followed by "Publications and Resources". You should find the Cultural Competency Assessment under "Diversity Planning Tools".
- Another insightful website, designed specifically for employers, is <http://www.hireimmigrants.com>.

### *Newcomer Community Survey*

It is helpful to find out how your community is viewed by newcomers. They can tell you where your community's strengths and weaknesses are when it comes to welcoming diverse newcomers. Some questions you can use in a newcomer survey include:

- Why did you move to our community? What made you choose our community?
- What are the best things about living in our community?
- What are the biggest challenges you have faced living in our community?
- Have you experienced any unfair treatment because of who you are or where you are from? If yes, please describe.
- Would you encourage friends and relatives to live in our community? Why or why not?
- Are you planning on staying in our community? Why or why not?
- What would you like to see provided or changed in order to remain in our community (better employment opportunities, more services, greater cultural diversity)?



The federal government has comprehensive information available relating to immigration and the settlement of newcomers. Browse through <http://www.cic.gc.ca> and click on "Information for Newcomers" under "Living in Canada".

On arrival in Canada, most adult immigrants receive the orientation book called "Welcome to Canada: What You Should Know". Information about this publication is available at <http://www.cic.gc.ca/english/resources/publications/welcome/index.asp>

Your province or territory will also have information for newcomers. Check its website for details. Some have developed very comprehensive Internet resources. Others have handbooks, written in multiple languages, which are given to newcomers upon their arrival. These books offer an introduction to their new community and provide information of programs and services available to them.

The province of Ontario, for example, maintains a comprehensive, user-friendly site with access to resources for newcomers as well as settlement professionals at <http://www.settlement.org>

The Canadian Foundation for Economic Education (CFEE) supported by funding from the federal government, has developed "Newcomers to Canada Day Planner" with a wealth of information and links to almost 300 websites. [<http://www.cfedayplanner.com>]. A print version is also available.

The Host Program is an excellent model for volunteer involvement in welcoming newcomers. It has operated throughout Canada for many years, matching newcomers with community residents. Learn more about it at <http://www.cic.gc.ca/english/newcomers/host-newcomer.asp>.

A program for schools that welcomes newcomer children with a type of "buddy" system has been developed in Winnipeg. The Ambassador Program can be located through <http://www.miic.ca>

"New Moves: An Orientation Video for Newcomer Students" offers an inside-look at the experiences of 14 newcomer students, who talk about their adjustment to school in Canada and what helped them be successful. Among the issues discussed are differences in behavior expectations, teaching methods and communication with teachers and other students. Complemented by the comments of school administrators and images of life in Canadian schools, the video is available in 17 languages, including French and English. <http://www.newmoves.ca>

## Factors needed to create welcoming communities

### Respect for diversity

Creating a welcoming and inclusive community does not occur easily or quickly. It happens over time. A thoughtful, organized and committed community can enhance this process. Many useful tools are available to assist a community wanting to increase its understanding and respect for diversity. Some of these can be accessed through the Canadian Heritage website at

<http://www.pch.gc.ca/march-21-mars/>.

### Accessible public services and facilities

Your community will have a range of public services and facilities appropriate to its needs, including day care programs, recreation centres, housing programs, libraries and seniors' centres among others. You will need to assess them to identify any real or potential barriers preventing accessibility by newcomers.

A basic accessibility checklist for any public service or facility should include:

- Mission statement that reflects agency's commitment to serve culturally diverse populations
- Policy and procedure manual that recognizes and makes reference to provision of services to culturally diverse populations
- Promotional and publicity materials that recognize and ensure services are provided to culturally diverse populations and are available in key languages other than English or French
- Staff members and volunteers who have received training in cultural competency
- Staff members and volunteers who speak different languages and/or have specific cross-cultural skills (for example, those familiar with customs in other countries) to assist newcomers when required
- Physical environment of the public service or facility that reflects an inclusive community with culturally representational artwork and pictures on the wall, a welcome sign in several languages, etc.
- Organization accommodates diverse clients in effort to ensure programs and services are available to all (for example, people who cannot eat certain foods in the seniors' centre cafe due to religious beliefs are offered healthy, tasty and appropriate alternatives) or libraries that offer specialized services to immigrants
- Inviting regular feedback (questionnaire, survey) at least once a year from culturally diverse clients to ensure organization's services are accessible and to identify potential or emerging barriers



### Organize an Annual Community Event

Make a community event of March 21, the International Day for the Elimination of Racism. A simple, inexpensive and effective way to build awareness is to design and print your community's own "say no to racism" stickers, distribute them to school children and hand them out in shopping malls.

Organize a Multiculturalism Week event to coincide with June 27, the official date for Canadian Multiculturalism Day. Invite local schools, your library and other community stakeholders (business, education, government and community organizations) to organize a series of events. Public readings of books by multicultural authors for both children and adults can be held at the library; special events such as concerts and dance presentations by First Nations and other multicultural groups can be produced at local schools. Have a contest where youth create artwork (such as a large mural) depicting their vision of an inclusive, diverse community. Display the artwork at the local mall or recreation centre for the public to see.

### Promote Your Community as Welcoming and Inclusive

Let newcomers know your community is welcoming and inclusive. On your community website and in civic buildings, prominently display a mission statement that promotes and emphasizes the importance of honouring diversity. Place website links to local ethnocultural organizations, settlement agencies and community services of interest to newcomers on relevant websites. Print and distribute pamphlets that describe these services. Make them available in the key languages spoken by newcomers. Economic Class immigrants will likely speak English or French (although their dependents may not). Family and Refugee Class immigrants may not speak English or French.

Carrefour d'immigration rurale in the Yukon launched an intercultural program called Growing Together in Harmony, which aims to eliminate discrimination and achieve a better understanding amongst all cultural communities including First Nations, Francophone, Anglophone and the many ethnocultural groups in the North. <http://www.immigrationyukon.com>

A list of some organizations helping newcomers to Canada will be found in the *Appendix* to this tool box.

Some practical questions for your community to consider include:

- How can your public services and facilities be made sensitive and tolerant of culturally determined differences in dress, if they aren't already?
- In what ways are your medical services equipped to cope with translating and interpreting challenges?
- How will community services offices and facilities deal with those who don't speak English or French?
- What things can you do to make basic information in print or electronic form understandable by non-English or non-French speakers?
- What cultural dietary requirements are your food-serving community institutions familiar with and sensitive to?
- How does the 911 system deal with newcomers? Can law enforcement agencies and medical emergency staff respond equitably to calls from international newcomers?
- Does your community have a community "welcome wagon" program? Does your "welcome wagon" program use a "one size fits all" approach or does it take into account newcomers of different ethnocultural, religious, or sexual orientation backgrounds?
- Where would a newcomer turn for information? For advice? For helpful tips?
- What would happen if a newcomer doesn't speak the community's common language? Are translators available in your community?
- How will your schools deal with new kids in class, ones who may be culturally different and speak another language?
- How can your community meet the needs of newcomers who have lost their family or ethnic ties?
- Where would a newcomer go for assistance with employment information? For recognition of foreign qualifications?
- Is housing (and location) advice available? Are there vacancies in a range of prices?
- If racial or other forms of discrimination happen to a newcomer, how will your community deal with this?
- How many community stakeholders are on side with your welcoming community strategy? Does it include:
  - Law enforcement agencies
  - Media
  - Schools and learning institutions
  - Businesses
  - Community organizations
  - Faith communities and churches
  - Government
  - Culture, sport and recreation organizations

This is not an exhaustive list of questions, but it illustrates that a welcoming community has many facets and involves the commitment of a great number of stakeholders.

## How will newcomers know what community services are available, and where to access them?

In many communities there may be no existing immigrant settlement agency, and the community may therefore need to create one or to task some compatible agency with the additional duties. Resources will need to be provided. Somewhere within your region there will be an experienced settlement agency; ask if it is able to provide you with some of the tools and information you need to launch your own settlement services. Don't expect it, however, to do the work for you. Like most community organizations, it will be faced with certain constraints—especially with regards to time and resources. Besides, it will not know your particular community's strengths and weaknesses as well as you do. Provincial and territorial governments are also willing to share their expertise and resources. Some regions have very experienced settlement sections within government and excellent resources.



*Make sure everyone in your community, especially newcomers and the people who support them, are aware of the 211 services, which are currently available in Toronto, Edmonton, Calgary, Niagara Region, Simcoe County and Hamilton. 211 offers a single point of access for anyone seeking non-emergency human services: individuals, families, people facing barriers because of language, poverty or personal difficulty, as well as professionals in government, business or community agencies. Learn more about this resource at <http://www.211canada.ca>*

## What settlement resources are available in your region?



## *Educational facilities*

Newcomers to your community will be interested in their ability to access high-calibre educational facilities: elementary, secondary and post-secondary. The range of these institutions and how easily they can be reached influence the way in which many will view the attractiveness of your community. This includes public and private institutions as well as alternative approaches to education like Montessori; English and French language training for people of all ages; and continuing education programs. And, don't overlook the breadth of services offered by community organizations, especially settlement agencies and English and French language training providers. Multicultural day care services, senior programs and prenatal/parenting courses are important resources for many immigrant families that are not provided by all communities.

How are your educational services and institutions promoted? Are they widely recognized or praised for achieving high standards of excellence?

Make sure that your community's website (and its immigration website) has links to educational facilities with websites in your area.

## *Health and wellness*

Canadians are proud of their health care system. Newcomers need to feel confident that your community can provide them with adequate resources, both for keeping them well and enhancing their well-being, and for dealing with emergencies and sickness when they happen. Sometimes communities take these things for granted, and forget that they can both attract and reassure newcomers.

Language is one of the most common barriers to good health care. Ensure that there are translation and interpretation services available through hospitals and clinics as well as regional services like the Nurses' Hotline. Provide an easily accessible, up-to-date list of doctors fluent in languages



*Access to good educational facilities is one of the reasons some people choose to live in particular communities. They may be temporary residents, intending only to remain for a time, but they still become part of the community's economy, and have potential to become permanent residents if they grow to like the community and see opportunity in it.*

*We have already seen in this tool box how **international students** can be a source of permanent immigrants, and how some provinces and territories are using temporary work permits and their Provincial Nominee Programs to help make this happen.*

*Media outlets across Canada are aware of the size and extent of the ethnic and cultural diversity that now exists. A number of outlets regularly feature stories reflecting this "diversity" as a deliberate and positive contribution. The media are a significant educating tool as you develop community support, both for your population strategy and for community ideals of tolerance, harmony and understanding. Work collaboratively with them.*



other than French and English. Some communities have also launched multicultural health fairs in an effort to raise awareness about the availability of medical services directly to newcomers, particularly seniors.

In addition, ensure that all health care providers in your community have access to the latest information on federal and provincial medical coverage—sadly, there have been reports of immigrants being denied treatment that they were legally entitled to due to a care provider's misinterpretation of regulations regarding insurance.

Inventory your community's health-related facilities. Assess them for accessibility. List them on your website. Enter any links that exist. Print a pamphlet that describes them.

### Safety

Canadians in our country's larger cities are often concerned about their personal safety. Size alone can lead to some alarming incidents, even though the rate of frequency may not be high. This is an area where smaller centres will appear to have, and may indeed have, an advantage. Immigrants may come from countries where safety is a greater concern. Your community's reassurance of safety will create a more hospitable environment for newcomers.

Tell newcomers about safety concerns in your community, realistically, without exaggerating them. Accentuate the positive.

Consider having a member of your police service and/or a member of your emergency response (fire) service on your immigration council.

Talk about the safety of your community in the material you develop to attract newcomers.



*Depending on its size, not every community has the full range of health and wellness facilities available in Canada's larger centres. But residents know how to access them when needed, and don't necessarily feel deprived or threatened when they are not next door. Ambulance services, for example, make it possible to access emergency services quickly. Canadians also make great use of automobiles to access services at a distance, whether for shopping or for specialized health services. This is true both in our large cities and in small centres. Newcomers unfamiliar with a Canadian lifestyle can be reassured about these things by a sensitive and welcoming community.*

*In recent years, provinces and territories across Canada have started to deliver comprehensive and accessible TeleHealth programs. Although TeleHealth cannot replace clinicians or other health care staff, its services do enhance existing health care programs, especially for people living in remote areas or those whose access to medical care is limited by culture, language or clinical resources. (Service is typically available in a number of different languages, and operators should be trained in cultural sensitivity.) Find out how to access TeleHealth services in your region, and ensure newcomers have access to this information. Search for "TeleHealth" at <http://search.hc-sc.gc.ca/cgi-bin/query?mss=hcsearch> to find different provincial and territorial resources.*



## *Faith and spirituality*

In what is often thought of as a secular age, many Canadians choose not to have a formal involvement with faith or spirituality. This may not be true of newcomers, many of whom may come from more traditional and faith-oriented societies. A hospitable community will be sensitive to this possibility, and be prepared to allow the newcomers “space” to practice their beliefs. If a compatible organized group exists already in your community, then ensure that newcomers know its whereabouts and, even better, make introductions.

Does your community already have a directory of places of worship? Consider including one in your promotional material to show your community is open and accepting.

## *Leisure*

People living in your community have many ways of enjoying their leisure time. These will be both organized and individualized. Your community values its lifestyle, and probably thinks that is one of the things that distinguishes it and makes it attractive. Advertise this; communicate this. Sharing it with newcomers is one of the best ways to create a hospitable environment while building new friendships, new experiences and new ties. Leisure time activities are a unique integrating opportunity and a normalizing influence on the life of newcomers who thus become a part of what is happening around them. Your newcomer community will have children and youth. They will adapt more quickly to the new environment and as with their schooling and language instruction, their leisure interests deserve special attention.

Brainstorm about the leisure activities in your community. Beyond the obvious, remember the clubs and cafes, spectator sports, gardening, and hobbies. Then plan how you will communicate this to newcomers.



Canada's Department of Canadian Heritage has a useful website with topics like Arts & Culture, Citizenship & Identity, Diversity & Multiculturalism, Sport, and Youth [<http://www.pch.gc.ca>].

Many communities already have programs that provide short-term memberships to newcomers in things like the YMCAs in Fort McMurray, AB, Yarmouth, NS and St. John's, NL, or provide guest tickets to cultural or sporting events. If your community does not, try starting a program; it helps the donor develop audiences, and is a way to introduce newcomers to your community's assets and lifestyle.

The PRO Kids Program (Positive Recreational Opportunities) in Thunder Bay, ON provides subsidized spaces in city-run and other community activities, sports, music and recreational organizations for children of low-income families, and is often accessed by newcomers.

Quebec City has a program that provides complimentary tickets to newcomers for the city's sports and cultural events.

Prince Edward Island has developed a program of International Friendship Teahouses for the mutual introduction of newcomers and islanders, where the focus is on “people talking to each other”.

Depending on the size and sensitivities of your community, you may wish to consider extending guest ticket programs to social allowance recipients to avoid a possible backlash that might harm the successful integration and acceptance of newcomers.

How accessible are your community's leisure activities?

How affordable? Are there barriers that need to be managed for newcomers? Accessibility may also mean sensitivity to cultural practices.

***The welcoming community:***

- ***Respects diversity***
- ***Has accessible public services***
- ***Has a range of educational opportunities***
- ***Promotes health and wellness for all***
- ***Is safe, and talks about it***
- ***Invites newcomers to share leisure-time activities***
- ***Acknowledges faith and spirituality***



## Initial arrangements

Here is a checklist of things to think about when newcomers first arrive in your community:

### Greeting

Nothing is better than welcoming people at the airport, or the bus depot, or wherever they may be arriving. If you know when this will happen, and it is in any way possible, try to meet your newcomers. Sometimes travel arrangements can change at the last minute, or flights are delayed. It is a good idea when possible to give the newcomers, or immigration authorities, a cell phone number where a key person in your community can be contacted and alerted to arrival delays.

### Accommodation

Where will they stay those first days? Hotels can be expensive, and savings needed for establishing a home in their new community can evaporate quickly. Arrival dates rarely coincide with monthly rental cycles. Perhaps you can suggest less expensive options, like B&Bs, hostels, or private homes. Perhaps arrangements can be made for a discounted rate with a hotel, possibly with meals included.

### Interpretation

What if the newcomers don't speak the language of your community, and need interpreting help? Some communities already have language services. Emergency interpreting can often be accessed through the telephone from commercial firms. You may have an immigrant settlement agency in your area that can offer help, if not in person, then over the telephone.

Check out existing interpreting sources available to you. If none exist, why not develop your own language bank of volunteer interpreters to help when needed. Make an inventory of “other language” speakers in your community. You may be surprised at how many there are.



Canada has its own criteria for the amount of money (interpreted by case processing officers abroad) with which each immigrant family in the Economic Classes is expected to arrive. But the required amounts are generally not large and can be threatened by the high cost of hotel living if it continues very long.



Take the time to learn newcomers' names, and to learn how to pronounce them correctly. Make an effort to learn common phrases in their language and find out more about their country of origin.



### Special concerns

Be observant and attentive. Also, be patient and thoughtful. Respect the fact that newcomers may have special and immediate needs that affect their ability to settle into their new community quickly and easily.

Some things may not be able to wait:

- Medical/health needs
- Family issues
- Income sufficiency

Plan how you might arrange for solutions.



The term “translation” is commonly reserved for translation of documents, while “interpreting” is used for verbal translation. Instructions and codes of ethics have been developed for interpreters and translators. Some provinces and territories have associations of translators and interpreters with websites containing helpful information. Three examples of these are: Alberta [<http://www.atia.ab.ca>], Manitoba [<http://www.atim.mb.ca>] and New Brunswick [<http://www.ctinb.nb.ca>].

## Early orientation

Make a list of the things you would like to tell newcomers, or help them with, when they first arrive: basic survival information.

### Checklist of basic survival information

- Where to stay temporarily
- Where to shop for food, for medicine
- Where to get emergency health care
- Where and how to access bank services
- Where to turn for quick help and advice
- Where to get an interpreter
- Where to find a place of worship
- Emergency measures: "911" and fire alarms
- When and where to enroll for medical coverage
- When and where to get a social insurance number
- When and where to enroll the kids in school
- When and how to enroll for adult language classes
- How to find a job
- How to get a driver's licence
- How to adapt to Canadian climate, especially in winter

Add to the list. Perhaps a map would be helpful, or advice about public transportation. Be flexible and prepared to add things once you have met the newcomers and assessed their immediate needs.



Your community may be small enough that people know when newcomers arrive but knowledge of who may be arriving in your community, whether from abroad or from within Canada, is not an automatic thing. Privacy issues interpose barriers to full and timely information about arrivals. Your community will have to think of practical ways to identify newcomers among you.

Don't overwhelm newcomers with too much initial information. They may not retain it and be embarrassed to ask again.

Sherbrooke, Québec, provides free bus passes to all students of the University of Sherbrooke, and for two weeks, to all newcomers. For immigrants there is a free guided tour of the city.

In Ontario, newcomers can refer to a free guide: "Your First Days in Ontario: A Newcomer's Guide". Newcomers to Québec can find out about settlement services, French language training, housing, employment and the values and foundations of Québec society through "Learning about Québec: Guide for my Successful Integration". A PDF copy of the guide can be downloaded at <http://www.immigration-quebec.gouv.qc.ca/en/index.asp>.

In Alberta, settlement agencies provide newcomers with a guide, "Welcome to Alberta" available electronically in English, French and 7 other languages from the Alberta Association of Immigrant Serving Agencies at <http://www.aaisa.ca>

The Association for New Canadians in St. John's, NL has found fun, innovative ways to introduce newcomers to the region while providing them with opportunities to socialize, including whale watching trips and beach barbecues. It has also formed a choir consisting of English language students. This innovative program not only provides students with opportunities to practice their language skills, it encourages them to participate in a cultural activity and give back to their community. The choir performs at local functions, including citizenship ceremonies.

## Early settlement support

Your newcomers have arrived. Now you want to be helpful, continuing to be a welcoming community as you focus on appropriate ways. The first thing about which you should be aware is that not everyone needs or wants help. Some have come to be among family or friends who will fill that role; this must be respected. Others have come with specific career intentions, perhaps a job in place or enrollment in a school, college or university, or perhaps to start a business. Your primary role is to help the newcomers become independent; at all times, respect their right to define their needs and to set the pace in which they settle into the community. To fill in any information gaps, consider developing a resource list, community guide or bus tour that will introduce newcomers to the community. If your newcomers are Government-Assisted refugees, then they will likely need greater assistance, as specified by the Federal Resettlement Assistance Program.

If assistance is appropriate and desired, these are some of the factors and supports you should consider:

### Factors affecting adaptation and integration

"Settlement is a long-term and multi-faceted process with full integration as the ultimate goal.\* Learn and empathize with its phases as described below, and then proceed to plan and coordinate your orientation and settlement support after the initial arrival period."

\* From the discussion paper prepared by the National VSI Working Group on Settlement Standards, Professionalism, and Accountability (2003).

Also (adapted) from the discussion paper:

The settlement process has been divided into three phases:

- Initial orientation/adjustment: when an immigrant acclimatizes to and becomes familiar with the new environment, including the climate, cultural norms, language, systems, rights and responsibilities, immediate and basic needs of living. Life is in a state of flux, and energy is focused on knowledge acquisition and interpretation of Canadian systems and society;
- Adaptation: when an immigrant gains more in-depth and specific knowledge about the new environment, reassesses personal goals, develops social networks, and becomes more independent. Life is reasonably stable, but still in transition. Energy is spent mostly on improving the overall level of functioning;
- Integration: when an immigrant attains a stable means of livelihood and a sense of connectedness to Canada, functions independently and confidently and participates actively as a contributing member of society, reasonably satisfied with life and status.



Always remember:

The Host Program [mentioned *earlier*], has been matching newcomers with Canadians for many years. Learn about it at: <http://www.cic.gc.ca/english/newcomers/host-newcomer.asp>. The four key factors discussed in *chapter 3*, and ideas for handling them

- Family ties
- Employment
- Housing
- Managing barriers

### Settlement Checklist

#### Needs assessment:

- Basic supports / medical enrolment / Social Insurance Number enrolment
- Housing (longer term)
- Orientation (specific and focused on needs)
- Language evaluation/training as necessary
- Employment
- Health and medical needs
- Education needs and goals
- Income support issues
- Recreation, leisure
- Faith and spirituality

#### Linking with community:

- Public services and facilities
- Social connections
- Employment networking
- Faith community
- Ethnocultural community
- Volunteer opportunities

## ***Sustaining settlement support***

There is clearly a place for sustaining settlement support in the longer term. The process of adaptation and integration can take months, sometimes years in individual cases. Yet experience has shown that one's need may not translate into a request for help. Newcomers get on with their lives in the best way they can, and even when they might benefit from additional advice or services, in a free society they make their own choices. The welcoming community can, however, stand ready to help when asked, and can make known the services that are available. Sometimes friends of the newcomers may seek sensitive interventions on their behalf. Here is a checklist of some long-term considerations:

Factors to consider after the initial three months:

- Housing (is it still or has it become a problem?)
- Language assistance (see ideas below)
- Additional orientation on case-specific topics (like buying a car, learning to drive)
- Medical / health issues that may be inhibiting successful settlement
- Economic self-sufficiency connected to employment issues
- Education goals still to be realized, or planned for
- Cultural and religious needs, perhaps not yet met in your community
- Wellness and leisure, an open-ended topic for creative additions

Then there are opportunities to build new or additional ties with the community through:

- Invitations for social and civic participation
- Activities for children and youth (or sometimes through children and youth who integrate more quickly)
- Activities for seniors / elders who adapt less easily and often become isolated in strange surroundings
- Choirs and other arts and culture activities
- Prenatal and parenting education



*Because of Canada's selection techniques, many immigrants already have a working knowledge of English or French. But there will still be immigrants (like refugees for example) with limited skills in either of our official languages. Language acquisition is indispensable to successful adaptation and integration. Its teaching is also an excellent device for gaining other knowledge, and for learning skills while promoting important social interaction.*

*Language instruction in Canada is highly developed. Many resources are available and will not be duplicated in this tool box. Teaching aids are available, as are many trained teachers. Your community will already have people connected in some way to the teaching of English and French; they can be found through resources in your community, including neighbourhood associations, educational institutions and volunteer programs.*

*Volunteer programs can be an effective way of supplementing more formal language instruction. Conversation circles or activities like cooking classes offer an excellent way to learn while building friendships through social interaction. Other programs that have been successful across Canada include women's groups, pen pal programs linking newcomers to community residents and community gardening programs among others.*

*To ensure your community is able to assess a newcomer's language skills effectively, refer to the Centre for Canadian Language Benchmarks (CCLB). The CCLB is the centre of expertise in support of the national standards in English and French for describing, measuring and recognizing second language proficiency of adult immigrants and prospective immigrants for living and working in Canada.*

*The Centre promotes their recognition and use as practical, fair and reliable national standards of second language proficiency throughout Canada in educational, training, community and workplace settings. (<http://www.language.ca>)*

The imagination of a welcoming community, challenged to respond to newcomers, to demonstrate hospitality in all its forms, is your best source of ideas that will involve the newcomers, and retain them.



Some useful web sites are:

- The Centre for Canadian Language Benchmarks (CCLB): <http://www.language.ca/assess/centres.html>
- Canadian Language Council: <http://www.c-l-c.ca/index.html>
- English and French Language Training for Newcomers: <http://www.cic.gc.ca/english/newcomer/welcome/wel-22e.html>

## ***Last words***

This is a tool box. It is not a manual. Building a population strategy for your community will require your own plans—your own “manual”—and your own team. It will not be an easy task. It will mean taking the long view, being patient, and being committed.

In our “box” is a set of tools. Some may work for you. But as in any tool box, some of the tools won’t be appropriate for your job. Our tools include devices for attracting, welcoming and retaining newcomers. You may need to add your own tools to the box. Our tools, however, will get you started and they will give you an overview of the environment for immigration, the challenges, the mechanisms and the rewards.

As you build your welcoming community, it is important not to lose sight of the rewards. Although the process can be challenging, the economic, social and cultural benefits are great. They include, but are not limited to:

- Increased economic opportunities for businesses and educational institutions
- Skilled workers and foreign-trained professionals who can fulfill employment needs in your community
- Access to federal, provincial and territorial government programs and funding for welcoming newcomers
- Growth in education, employment, housing and community programs among other services
- Stronger networks among business, government, education, community and cultural organizations
- Greater collaborative capacity within your community to respond to new and emerging issues
- Greater cultural diversity and understanding throughout your community
- Increased levels of community knowledge and understanding regarding global cultures
- Increased marketability of your community as a tourist destination for international students and visitors as well as newcomers

All of which contributes to the development of a more dynamic community environment that attracts and supports a diverse range of newcomers.



**What are your  
good ideas?**

**What tools will  
you add to this  
Tool Box?**

*Ideas and tools*

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We wish you success.

Tell us what you are doing, and if you have comments or suggestions, send them to:

National Working Group on Small Centre Strategies  
c/o Inter-Cultural Association of Greater Victoria  
930 Balmoral Road, Victoria, BC, V8T 1A9  
Phone: (250) 388-4728  
Fax: (250) 386-4395  
e-mail: [info@icavictoria.org](mailto:info@icavictoria.org)  
Internet: <http://www.icavictoria.org>



# Information Appendix

## *Your electronic library*

### Principal Federal Government web sites for immigration and settlement

Citizenship and Immigration Canada

<http://www.cic.gc.ca>

### The Going to Canada site

This site is operated by the Government of Canada and contains useful information for people coming to Canada. It is always under active construction with new links and features being added. There is also information on what is coming to the site.

<http://www.directioncanada.gc.ca>

### National alliance of Canadian settlement agencies

Canadian Immigrant Settlement Sector Alliance

<http://www.cissa-acsei.ca>

### For research on immigration-related themes visit the web sites of the Metropolis Project

International Metropolis

<http://international.metropolis.net/>

National Metropolis

<http://canada.metropolis.net/>

[The national web site will lead you to the web sites of the individual centres of excellence]

### These national web sites provide links to sources of education and employment information

Association of Canadian Community Colleges

<http://www.accc.ca/english/index.cfm>

Association of Canadian Universities and Colleges

[http://www.aucc.ca/programs/index\\_e.html](http://www.aucc.ca/programs/index_e.html)

Canadian Education Association

<http://www.cea-ace.ca>

TESL Canada (Teaching English as a Second Language  
in Canada)

<http://www.tesl.ca>

Federal Government Employment Centres

<http://hrsdc.gc.ca>

### A useful site about equity and diversity

The Ontario Healthy Communities Coalition (OHCC) has developed a tool kit to assist community organizations in becoming more equitable, diverse and inclusive than they are at present.

<http://www.healthycommunities.on.ca/projects/diversityandinclusion/>

## Key web portals for your province or territory will be found below

This is not meant to be a complete list but an introductory one that should help you to find sources of information, directly and through links. Note that provincial and territorial governments may not have “immigration” as a separate ministry, and may not have it housed in a department where “immigration” is part of the name. There are not always dedicated websites.

### Alberta

Government of Alberta	<a href="http://www.gov.ab.ca">http://www.gov.ab.ca</a>
Information for Immigrants	<a href="http://employment.alberta.ca">http://employment.alberta.ca</a>
Alberta Learning Information System	<a href="http://www.alis.gov.ab.ca/main.asp">http://www.alis.gov.ab.ca/main.asp</a>
Alberta Association of Immigrant Serving Agencies	<a href="http://www.aaisa.ca">http://www.aaisa.ca</a>
Alberta Teachers of English as a Second Language	<a href="http://www.atesl.ca">http://www.atesl.ca</a>
Working in Alberta	<a href="http://www.alis.gov.ab.ca/pdf/cshop/WorkinginAlberta.pdf">http://www.alis.gov.ab.ca/pdf/cshop/WorkinginAlberta.pdf</a>

### British Columbia

Government of British Columbia	<a href="http://www.gov.bc.ca">http://www.gov.bc.ca</a>
Information for immigrants	<a href="http://www.businessimmigration.gov.bc.ca">http://www.businessimmigration.gov.bc.ca</a>
Affiliation of Multicultural Societies and Service Agencies (AMSSA)	<a href="http://www.amssa.org">http://www.amssa.org</a>
BC Teachers of English as an Additional Language	<a href="http://www.bctéal.org">http://www.bctéal.org</a>

### Manitoba

Government of Manitoba	<a href="http://www.gov.mb.ca">http://www.gov.mb.ca</a>
Information for Immigrants	<a href="http://www.immigratemanitoba.com">http://www.immigratemanitoba.com</a>
International Centre of Winnipeg	<a href="http://www.international-centre.ca">http://www.international-centre.ca</a>
Manitoba Interfaith Immigration Council (Welcome Place)	<a href="http://www.miiic.ca">http://www.miiic.ca</a>
Teachers of English as a Second Language in Manitoba	<a href="http://www.teslmanitoba.ca">http://www.teslmanitoba.ca</a>
Teaching English as an Additional Language to Adults in Manitoba	<a href="http://www.team-eal.org">http://www.team-eal.org</a>

## New Brunswick

Government of New Brunswick	<a href="http://www.gov.nb.ca">http://www.gov.nb.ca</a>
Information for Immigrants	<a href="http://www.gnb.ca/immigration">http://www.gnb.ca/immigration</a>
Multicultural Association of Fredericton	<a href="http://www.mcaf.nb.ca">http://www.mcaf.nb.ca</a>
Multicultural Association of the Greater Moncton Area	<a href="http://www.multiculturalassociation-moncton.com">http://www.multiculturalassociation-moncton.com</a>
Teachers of English as a Second Language in New Brunswick	<a href="http://www.nald.ca/litweb/province/nb/tesl/index.htm">http://www.nald.ca/litweb/province/nb/tesl/index.htm</a>

## Newfoundland & Labrador

Government of Newfoundland & Labrador	<a href="http://www.hrle.gov.nl.ca/hrle/immigration/index.htm">http://www.hrle.gov.nl.ca/hrle/immigration/index.htm</a>
Information for Immigrants	<a href="http://www.nlppn.ca">http://www.nlppn.ca</a>
Association for New Canadians	<a href="http://www.anc-nf.cc">http://www.anc-nf.cc</a>
Teachers of English as a Second Language in Newfoundland and Labrador	<a href="http://www.tesl.ca">http://www.tesl.ca</a>

## Nova Scotia

Government of Nova Scotia	<a href="http://www.gov.ns.ca">http://www.gov.ns.ca</a>
Information for Immigrants	<a href="http://www.novascotiaimmigration.com">http://www.novascotiaimmigration.com</a>
Metropolitan Immigrant Settlement Association	<a href="http://www.misa.ns.ca">http://www.misa.ns.ca</a>
Teachers of English as a Second Language in Nova Scotia	<a href="http://www.teslns.ca">http://www.teslns.ca</a>

## Ontario

Government of Ontario	<a href="http://www.gov.on.ca">http://www.gov.on.ca</a>
Information for Immigrants	<a href="http://www.citizenship.gov.on.ca/english/index.html">http://www.citizenship.gov.on.ca/english/index.html</a>
Resources for those working with newcomers	<a href="http://atwork.settlement.org/atwork/home.asp">http://atwork.settlement.org/atwork/home.asp</a>
Ontario Council of Agencies Serving Immigrants	<a href="http://www.ocasi.org/index.asp">http://www.ocasi.org/index.asp</a>
Teachers of English as a Second Language in Ontario	<a href="http://www.teslontario.org">http://www.teslontario.org</a>

## Quebec

Government of Québec	<a href="http://www.gouv.qc.ca">http://www.gouv.qc.ca</a>
Information for Immigrants	<a href="http://www.immigration-quebec.gouv.qc.ca/en/index.asp">http://www.immigration-quebec.gouv.qc.ca/en/index.asp</a>
Table de concertation des organismes au Service des personnes refuées et immigrantes	<a href="http://www.tcrci.qc.ca">http://www.tcrci.qc.ca</a>
Society for the Promotion of the Teaching of English as a Second Language in Quebec	<a href="http://speaq.qc.ca">http://speaq.qc.ca</a>

## Prince Edward Island

Government of Prince Edward Island	<a href="http://www.gov.pe.ca">http://www.gov.pe.ca</a>
Information for Immigrants	<a href="http://www.gov.pe.ca/immigration">http://www.gov.pe.ca/immigration</a>
PEI Association for Newcomers to Canada	<a href="http://www.peianc.com">http://www.peianc.com</a>

## Saskatchewan

Government of Saskatchewan	<a href="http://www.gov.sk.ca">http://www.gov.sk.ca</a>
Information for Immigrants	<a href="http://www.immigrationsask.gov.sk.ca/">http://www.immigrationsask.gov.sk.ca/</a>
Moose Jaw Multicultural Council	<a href="http://www.mjmulticultural.com">http://www.mjmulticultural.com</a>
Saskatoon Open Door Society	<a href="http://www.sods.sk.ca">http://www.sods.sk.ca</a>
Saskatchewan Council for Educators of Non-English Speakers	<a href="http://scenes.sasktelwebsite.net">http://scenes.sasktelwebsite.net</a>

## Territorial Government Web Sites

Yukon Territory	<a href="http://www.gov.yk.ca">http://www.gov.yk.ca</a>
Northwest Territories	<a href="http://www.gov.nt.ca">http://www.gov.nt.ca</a>
Nunavut Territory	<a href="http://www.gov.nu.ca">http://www.gov.nu.ca</a>

What useful web sites have you discovered?

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