



# INFORMATION REPORT

<b>TO:</b> Mayor and Members General Issues Committee	<b>WARD(S) AFFECTED:</b> CITY WIDE
<b>COMMITTEE DATE:</b> December 5, 2012	
<b>SUBJECT/REPORT NO:</b> Update on Immigration Initiatives within the City of Hamilton (CS12037/CM12018/PED12223) (City Wide)	
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**Council Direction:**

Not Applicable

**Information:**

Purpose

This report provides an update on two Immigration initiatives that are currently underway at the City of Hamilton.

1. The Hamilton Immigration Partnership Council (HIPC)

As the Project Sponsor of the HIPC, the General Manager of the Community Services Department provides direction for this federally funded initiative that aims to coordinate and enhance the delivery of services to newcomers through the creation of strategic partnerships.

2. Immigrant Attraction Action Plan

With the support of the HIPC, the Economic Development Division and the City Manager's Office are undertaking an initiative to outline a preliminary set of feasible tasks intended to attract and support economic class immigrants, immigrant entrepreneurs and international students to the City of Hamilton.

While these two initiatives have two distinct objectives – one that focuses on improving the system of services for newcomers to Hamilton and the other to establish the groundwork for an action plan to attract immigrants to Hamilton – the two nonetheless converge since a key element of attracting newcomers is the creation of a welcoming community, part of which includes provision of an effective system of settlement services.

The following includes a brief description of some of the accomplishments of the HIPC over the last year and an introduction to the work to establish an economic attraction action plan for the City of Hamilton.

## **The Hamilton Immigration Partnership Council**

### Background

On June 23, 2010, Council endorsed the Immigration Strategy and Action Plan (Committee of the Whole Report 10-016, June 18, 2010, Item 7.2, CS09030(b)) developed by the Hamilton Immigration Partnership Council (HIPC).

At its meeting of April 10, 2012, the Emergency & Community Services (E&CS) Committee received Report CS10043(b) and approved the recommendation that the City of Hamilton accept \$275,091 in renewed funding (for the period of April 1, 2012 to March 31, 2013) from Citizenship and Immigration Canada (CIC) for the purpose of supporting the Hamilton Immigration Partnership Council (HIPC) and the implementation of the Immigration Strategy and Action Plan.

Funded by Citizenship and Immigration Canada (CIC) with in-kind support from the City of Hamilton, the HIPC is comprised of 22 civic leaders reflecting key sectors in the community (attached as Appendix A to Report CS12037/CM12018/PED12223). The HIPC was established in January 2009 to develop and implement an immigration

strategy under the direction of the City of Hamilton through the Community Services Department.

### The Context

In 2011, Hamilton received the third largest number of new landed immigrants to Ontario with Toronto receiving the most and Ottawa attracting the second largest number of new immigrants. Over 25% of Hamilton's population is foreign-born.

According to the 2011 data from Citizenship and Immigration Canada, Hamilton's newest residents include:

- 3,296 permanent residents
- 2,222 temporary foreign workers
- 5,639 international students
- 2,441 individuals claiming refugee status (CIC data from 2010)

Like many mid-sized cities across Ontario, Hamilton's population growth will be almost entirely dependent on immigration.

Hamilton's economy is in transition, the labour force is aging and population growth is slow (3.1% growth in 5 years leading up to 2011). Although many recent immigrants to the city are highly educated with specific job skills and entrepreneurial talents, they are facing significant barriers in accessing the labour market (as they do across Canada). Approximately 50% of recent newcomers to Hamilton are living in poverty.

In response to this context, the HIPC articulated a vision that "Hamilton is an inclusive community where the talents and experience that immigrants and refugees bring are valued because they are integral to making Hamilton the best place to raise a child".

This vision is the basis for the four strategic priorities that form Hamilton's Immigration Strategy:

1. Building Collective and Collaborative Leadership
2. Strengthening the Delivery of Settlement Services
3. Creating a Welcoming Community
4. Creating and Disseminating Knowledge of Immigration

### HIPC Accomplishments

The following are some of the activities the HIPC has been undertaking over the last year as it moves forward with the second year of implementing these strategic priorities. The HIPC Annual Report provides a comprehensive overview of the work accomplished by the HIPC during the 2011 – 2012 fiscal year (attached as Appendix B to Report CS12037/CM12018/PED12223).

1. Building Collective and Collaborative Leadership

Governance:

Over the last year, the HIPC has strengthened its governance arrangements and expanded its membership from 16 to 22 members to ensure the participation of numerous community stakeholders who can contribute to achievement of the objectives of the HIPC. In addition, the HIPC established a number of Working Groups reflecting the major sectors in the community:

- Settlement Service Providers
- Strengthening Newcomer Services
- Employment/Labour Market
- Language Training
- Housing
- Health

The HIPC Working Groups are comprised of senior staff from key service provider agencies across the city. A Steering Committee also has been established consisting of the Chairs from each Working Group. The HIPC Steering Committee oversees the working of the Working Groups, ensures coordination of their work and reports back to the HIPC.

Declarations of Intent:

Operating on the principle that immigration is everybody's responsibility, the HIPC is calling on all Hamiltonians – as members of voluntary, private or public organizations – to endorse, support and commit to its Immigration Strategy by signing the Declaration of Intent and completing its Action Plan.

The Mayor and City Council took the lead as the first signatories to the Declaration of Intent in 2010, and since then the Chief Executive Officers of fifteen major stakeholder organizations in the city have signed on including the Hamilton Wentworth District School Board, Mohawk Community College and the Chamber of Commerce.

The Declaration requires the signator's organization to review and complete the Immigration Strategy's Action Plan facilitating them in integrating immigrant settlement into all their planning and business processes.

These formal endorsements are an important indicator of institutional commitment and the actions being taken by organizations who have signed is evidence of their dedication to the settlement of newcomers to Hamilton. For example, as a result of its partnership with the HIPC formalized through the signing of the Declaration and completion of the Action Plan, Workforce Planning Hamilton has made immigrant skills integration a priority on their annual Labour Market Plan. Similarly, the Housing Services Division of the City of Hamilton has incorporated the housing needs of newcomer families into their Housing and Homelessness Action Plan.

Furthermore, the City of Hamilton's commitment to immigration has been strengthened with the support of the HIPC. Discussions between the HIPC members and the City Manager's Office (CMO) have prompted the CMO to undertake an initiative to explore the feasibility of establishing an attraction strategy to recruit and support economic class immigrants, immigrant entrepreneurs and international students to Hamilton. This initiative is described in more detail in the following section.

## 2. Strengthening Settlement Services

One of the objectives of Local Immigration Partnerships in Ontario is to create strategic partnerships and facilitate the participation of multiple stakeholders to enhance the planning, delivery and coordination of services to newcomers.

To date, the HIPC has over 80 member organizations who are directly involved in the Working Groups. Through these collaborative partnerships, stakeholders and service providers are able to share information, data and resources to better meet the needs of newcomers. In addition to this increased coordination among those interested in the integration of immigrants, a series of products, materials and inventories have been produced by the HIPC Working Groups to further enhance service delivery. Some of these include:

- A Tool for Settlement Service Providers Outlining Language Training Options in Hamilton
- Newcomer Services in Hamilton: A Guidebook for Service Providers
- Housing Kit for Service Providers, Landlords and Newcomers
- A Guide to Immigrant Employment Success
- Hamilton Newcomer Services Quick Guide
- Enhanced database of services ([www.welcometohamilton.ca](http://www.welcometohamilton.ca))
- Workforce Planning Hamilton's Winning Strategies for Immigrant Entrepreneurship

In addition, the Strengthening Newcomer Services Group, led by the Social Planning Research Council, Workforce Planning Hamilton, Hamilton Centre for Civic Inclusion and Community Information Hamilton in partnership with the HIPC and with funding from the Ontario Trillium Foundation has hosted two major networking events bringing together hundreds of frontline service providers to share information and materials about their programs and services.

## 3. Creating a Welcoming Community

In addition to encouraging and facilitating community organizations to make immigrant integration a part of their everyday practices, the HIPC has promoted Hamilton as a welcoming community in the following ways:

- The development and continual updating of the HIPC website ([www.hamiltonimmigration.ca](http://www.hamiltonimmigration.ca)) which includes information about the HIPC, data and research about immigration in Hamilton, community events related to the HIPC,

current news articles, signed Declarations of Intent and links to settlement service agencies in Hamilton.

- The creation of fact sheets and newsletters in both English and French on immigration in Hamilton. These have been distributed to over 300 organizations and agencies through the HIPC database, posted on the HIPC website and available in print at Municipal Service Centres.
- Actively supported the City of Hamilton's Immigration Portal in obtaining provincial funding to update and generate more accessible and comprehensive local information on the Portal site that is of importance to both prospective and existing newcomers to Hamilton.
- The Strengthening Newcomer Services Group organized an event in May to bring together service providers, both formal and informal, with members of newcomer communities. This event helped raise awareness of services available in the city through showcasing the newly enhanced newcomer services database ([www.welcometohamilton.ca](http://www.welcometohamilton.ca)), presenting the Newcomer Services Quick Guide and display tables of service provider organizations who attended.

#### 4. Creating and Disseminating Knowledge

The HIPC continues to build and distribute information of immigration in Hamilton to help the successful settlement of newcomers and create a welcoming and inclusive community. Some of the activities undertaken by the HIPC over the past year to create and disseminate knowledge of immigration include:

- The HIPC fact sheets and newsletters which contain a range of topics including myths and misconceptions, newcomers and employment, demographic information, informal services and the need for newcomers in Hamilton. An online survey showed that the majority of respondents found the HIPC fact sheets (88%) and newsletters (97%) to be useful for such things as creating presentations, monitoring community trends, serving clients and informing decision-making.
- The HIPC website ([www.hamiltonimmigration.ca](http://www.hamiltonimmigration.ca)) contains reports, research and inventories developed by the HIPC and its Working Groups relating to immigration issues such as housing, health, informal services, labour market and employment, language training and demographic information.
- The newcomer services database ([www.welcometohamilton.ca](http://www.welcometohamilton.ca)) contains local services available to newcomers as well as materials created by the HIPC Working Groups which are useful to newcomers such as the Newcomer Services Quick Guide and the Employment Guide.
- The Strengthening Newcomer Services Group conducted a series of focus group interviews with newcomers and an online survey for service providers to gain a better understanding about the state of Hamilton's settlement service system following its recent restructuring. The report of findings showed that newcomers and service providers are in need of information about available services in

Hamilton. Much of the work of the HIPC's Working Groups has been geared toward fulfilling this need.

### Summary

The above is just a brief summary of some of the activities the HIPC has pursued over the last year. As reflected in the annual work plan (attached as Appendix C to Report CS12037/CM12018/PED12223) many more activities are currently underway as the HIPC continues to create, expand and sustain partnerships.

Part of the challenge facing the HIPC is how it can do more with less. This fiscal year's Contribution Agreement with CIC for 2012 – 2013 was reduced in funds as was the case in the previous fiscal year. The overall cutbacks of CIC for settlement in Ontario have necessitated the elimination of research activities and reduced staff resources for the HIPC.

With limited funding it becomes even more crucial that the HIPC remain committed to enhancing coordination among service providers who can share their resources and ideas and facilitating the involvement of local stakeholders who are best equipped to ensure newcomer issues are addressed.

### **Immigrant Attraction Action Plan**

#### Background

The Economic Development Division and the City Manager's Office are undertaking an initiative to outline a preliminary set of tasks intended to attract and support economic class immigrants, immigrant entrepreneurs and international students to the City of Hamilton. It will identify elements of an initial and economically modest local action plan and describe how it could be implemented.

This work commenced in September 2012 and is expected to conclude in December 2012 with the production of three reports that provide direction for local action in developing an attraction action plan for Hamilton.

#### The Context

The evidence of the immigrant-driven revival of many of North America's largest cities is clear and compelling. In fact, many medium-sized and less successful cities actively recruit immigrants as a key element to their economic survival and wellbeing. Hamilton, like many other cities, is facing the burden of an aging population and workforce that will be unable to meet future labour demands. And in an increasingly competitive environment between cities, between provinces and between countries, a pro-active

action plan needs to be considered in order for Hamilton to attract and retain the “best and the brightest.”

This work focuses on Hamilton’s existing assets, including immigrants, businesses and others with existing international connections, including overseas recruitment. It draws on the experience of existing successful immigrant entrepreneurs in Hamilton and considers how to support existing recruitment initiatives currently being undertaken by the local private sector and academic institutions. For example, the international reputation of Hamilton’s educational institutions already attracts over 5,000 international students a year to the city. For many of these students, this could be the first step in the immigration process to more permanent settlement in Hamilton. As The Globe and Mail recently reported: “in surveys, as many as 60 per cent of international students say they would like to stay in Canada” (May 11, 2012).

An attraction action plan will focus on the steps necessary to help build connections to Hamilton for would-be immigrants and effectively communicates the assets and opportunities available in our city. This initiative of the City is viewed as highly complementary to the work of the Hamilton Immigration Partnership Council in that coordinated and accessible settlement services help create welcoming communities that can attract immigrants.

### The Project

Project tasks will include interviews with private sector employers, the education sector (post secondary and Boards of Education), Economic Development, provincial and federal governments, and relevant scholars and program managers. It will also include a scan of current Canadian immigration policy and a search for immigrant attraction initiatives being undertaken in other cities in the US and Canada. The final phase will see senior-level discussions between the City Manager’s Office and key players at the local level such as Presidents and CEOs of local institutions.

It is envisioned that a series of three reports will be produced over the course of this initiative:

#### 1. Attracting Immigrants to Hamilton: Backgrounder

The first report is a summary overview of findings (attached as Appendix D to Report CS12037/CM12018/PED12223) which includes reasons for an immigrant attraction plan and identifies initiatives and best practices from other cities. The objective of this report is to provide context, generate interest, and create a common knowledge base for decision-makers who have the capacity to affect a local immigrant attraction strategy.



2. Attracting Immigrants to Hamilton: Local Assets

The second report will summarize local information gathering results, including a critical assessment of existing programs and initiatives.

3. Attracting Immigrants to Hamilton: Proposed Action Plan

The third report will look at how our local needs and interests fit into the broader picture and identify targeted next steps, including preliminary cost estimates of different program elements. A proposed Action Plan will be presented with a timetable for phased implementation.

**Conclusion**

Immigration has always been instrumental to Hamilton's development. Now more than ever Hamilton's growth and prosperity will be largely dependent on immigrants. The City of Hamilton recognizes the importance of immigration for its future success. Two separate yet complementary initiatives within the City of Hamilton are currently underway. One is exploring the feasibility of developing an attraction action plan to recruit and support economic class immigrants, immigrant entrepreneurs and international students to the City of Hamilton. The other initiative, the Hamilton Immigration Partnership Council, is focusing on coordinating settlement services to facilitate the prompt and successful integration of newcomers into the community. Although these initiatives are situated in different departments, project staff will continue to collaborate to ensure that Hamilton benefits by the social, political, cultural and economic contributions of newcomers.

Appendices:

Appendix "A" to Report CS12037/CM12018/PED12223: Members of the Hamilton Immigration Partnership Council

Appendix "B" to Report CS12037/CM12018/PED12223: The Hamilton Immigration Partnership Council 2011 – 2012 Annual Report

Appendix "C" to Report CS12037/CM12018/PED12223: Implementing the Hamilton Immigration Strategy and Action Plan Work Plan April 1 2012 – March 31, 2013

Appendix "D" to Report CS12037/CM12018/PED12223: Immigrant Attraction Hamilton: Backgrounder

**MEMBERS OF  
THE HAMILTON IMMIGRATION PARTNERSHIP COUNCIL**  
August 2012

<b>Lil Acevedo</b>	Housing Worker, <i>Housing Help Centre</i>
<b>David Adames</b>	President & CEO, <i>Hamilton Chamber of Commerce</i>
<b>Elizabeth Bader</b>	Executive Director, <i>North Hamilton Community Health Centre</i>
<b>Gail Belisario</b>	Principal of Equity, <i>Hamilton Wentworth District School Board</i>
<b>Mary Cipolla</b>	Superintendent, <i>Hamilton Wentworth Catholic District School Board</i>
<b>Jim Commerford</b> (Chair)	President & CEO, <i>YMCA of Hamilton/Burlington/Brantford</i>
<b>Huyen Dam</b>	PhD Student, <i>McMaster University</i>
<b>Alain Dobi</b>	<i>Coordonnateur du Reseau de soutiena l'immigration francophone (Coordinator, Francophone Immigration Network System)</i>
<b>Howard Elliott</b>	Managing Editor, <i>The Hamilton Spectator</i>
<b>Neil Everson</b>	Director, <i>Economic Development Division, Planning &amp; Economic Development Department, City of Hamilton</i>
<b>Gillian Hendry</b>	Director, <i>Housing Services Division, Community Services Department, City of Hamilton</i>
<b>Don Jaffray</b>	Executive Director, <i>Social Planning and Research Council of Hamilton</i>
<b>Raja Jain</b>	Racism Prevention Officer, <i>Labour Program - Ontario Region, Human Resources and Skills Development Canada, Workplace Equity Services</i>
<b>Richard Koroscil</b>	President & CEO (former), <i>Hamilton International Airport</i>
<b>Ann Lamanes</b>	Communications Officer, <i>Strategic Services Division, Community Services Department, City of Hamilton</i>

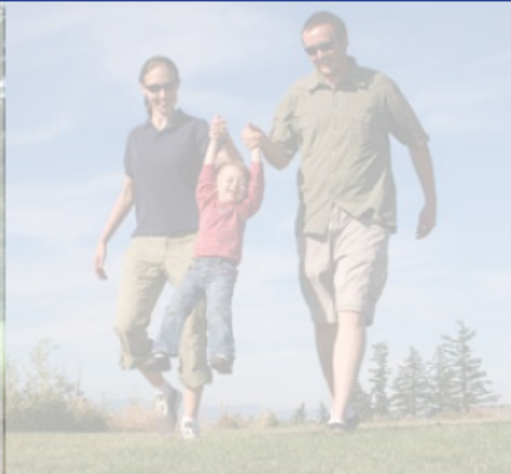
<b>Lily Lumsden</b>	General Manager, <i>Career Development and Learning, YMCA of Hamilton/Burlington/Brantford</i>
<b>Councillor Brian McHattie</b>	City Councillor, <i>Ward 1, City of Hamilton</i>
<b>Evelyn Myrie</b>	Executive Director, <i>Hamilton Centre for Civic Inclusion</i>
<b>Joe-Anne Priel</b>	General Manager, <i>Community Services Department, City of Hamilton</i>
<b>Steven Isaak</b>	Director, <i>Health System Transformation, Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN)</i>
<b>Judy Travis</b>	Executive Director, <i>Hamilton Training Advisory Board</i>
<b>Jim Vanderveken</b>	Dean of Interdisciplinary Studies, <i>Mohawk College</i>



## 2011-2012 ANNUAL REPORT

### Year One of Implementing the Immigration Strategy

May 2012



The Hamilton Immigration Partnership Council





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Hamilton Immigration  
Partnership Council

EXECUTIVE SUMMARY

This report provides an overview of the accomplishments and challenges in carrying out the 2011 -2012 Work Plan of the Hamilton Partnership Council (HIPC) during the first year of implementation of the Immigration Strategy and Action Plan.

While the Immigration Strategy and Action Plan (see Appendix A) presents broad goals and actions to be achieved over the long-term by both the HIPC and the community, the Year One Implementation Work Plan (2011 – 2012) sets out the specific objectives and activities the HIPC was to undertake during the first year of implementing the broader Strategy.

This report presents a summary of activities undertaken in this first year and a description of all the tasks completed in the 2011-2012 Work Plan. Particular emphasis is given to the collaborative efforts that have been pursued by the Hamilton Immigration Partnership Council with the many individuals and organizations in the voluntary, private and public sectors in Hamilton to support the settlement and integration of newcomers to the city. This collaborative effort also reinforces the intent of Citizenship and Immigration Canada (CIC) for Local Immigration Partnerships to:

*“provide a collaborative framework to facilitate the development and implementation of sustainable solutions for the successful integration of newcomers to Ontario that are local and regional in scope”*

(CIC Contribution Agreement, Schedule 1 p. 1)

The HIPC’s 2011-2012 Work Plan emphasizes collaboration and building partnerships particularly through the establishment of six working groups:

- Housing
- Language Training
- Settlement Service Providers
- Strengthening Newcomer Services
- Employment/Labour Market
- Health

In thanking and recognizing the over 80 individuals who are directly involved in contributing their volunteer time to these collaborative processes, this report concludes that these bottom-up, community-driven efforts are establishing a solid foundation for

more effective coordination and delivery of settlement provision in Hamilton. These efforts also offer considerable promise in enhancing a broader level of community participation and civic involvement in strengthening local immigrant integration efforts.



## INTRODUCTION

### Historical Background to the HIPC

For several years a number of discussions and meetings had been undertaken in the city of Hamilton regarding the need for a more coordinated approach to immigration. As one response to this issue, the City of Hamilton, through the Community Services Department established an Immigration Advisory Committee in 2007. Also in 2007, Hamilton City Council approved a one-time funding of \$129,600 to support the development of the Hamilton Immigration Partnership Council (HIPC). In collaboration with six community partners the City submitted a funding proposal in 2008 to Citizenship and Immigration Canada (CIC) under the new Local Immigration Partnership (LIP) initiative as a means of responding to the challenge of developing a more coordinated settlement service system.

The objectives of the LIPs, as defined by CIC in the 2008 Call for Proposals are to:

- Improve access to and the coordination of services that facilitate newcomer settlement and integration;
- Improve access to the labour market for newcomers;
- Strengthen local and regional awareness and capacity to attract, receive, integrate and retain newcomers; and
- Enhance partnerships and participation of multiple stakeholders in the planning, delivery and coordination of integration services.

The funding of LIPs by CIC is to provide a mechanism to support the development of local partnerships and community based planning around the needs of immigrants. The LIP is expected to engage various stakeholders in the partnership development process including employers, school boards, boards of trade, levels of government, professional associations, ethno-cultural organizations, faith-based organizations, the community and social service sectors. The LIP is seen as “the stepping stone towards communities ultimately incorporating the focus of immigrants into the overall planning agenda” (CIC, 2010).

The LIP is intended to pass through six steps:

- Establish a multi-stakeholder LIP
- Create terms of reference for the LIP
- Conduct research and establish a three year strategy
- Develop an annual action plan to address local priorities
- Report on the implementation of the action plan annually, and
- Assess progress and measure outcomes.

These six steps describe a process by which the LIP must navigate its way through a series of transitions – from convening to partnership, from partnership to planning, from planning to implementation, and from implementation to reporting and learning.

As a “convening and planning” body the LIP is required to forge partnerships capable of developing local plans to improve access, coordination, and effectiveness of local settlement and integration programs and services. In this role of catalyst, convener and coordinator, it is not expected to provide direct services to clients.

In agreeing to fulfill these roles, the City of Hamilton, as the sponsor and contract holder for the HIPC received funding in July 2009 and for the following fiscal year from CIC to undertake the first four steps identified above. Having completed these developmental tasks, this report provides a summary overview of the fiscal year 2011-12 as the first year of implementation of Hamilton’s Immigration Strategy.

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## The Context

New census data from Statistics Canada (February 2012) shows the city’s population grew by 3.1 percent in the five years up to 2011 and most of that growth is due to immigration, approximately two thirds.

Hamilton’s labour force is aging and the local labour supply will not be able to fill many of the jobs becoming available over the next five years. Immigration is therefore important to Hamilton because future population growth will be almost entirely dependent on immigration and will address local labour market supply gaps.

Approximately one quarter of Hamilton’s population is foreign born. And almost 40% of Hamilton’s foreign-born population settled here prior to 1971.

At the same time immigration to Hamilton has changed dramatically over the last 40 years. There has been a steady but emphatic decline from the “traditional” source countries of Western Europe and a steady increase from everywhere else in the world, particularly China, India and Pakistan. Furthermore, immigrants to Hamilton are more qualified than ever before. For example, recent newcomers are three times more likely to have a university degree than Hamilton’s Canadian-born residents.

While the number of landed immigrants to Hamilton saw a slight increase in 2010 from 2009, immigrants over the last few years are not coming to Hamilton in the same



numbers. Peaking at around 4,500 in 2005, flows to Hamilton have been averaging around 3,500 arrivals per year for the last five years. Historically Hamilton received more than its share of immigrants compared to other Ontario cities. However that is no longer the case.

Today, evidence compiled by the HIPC shows that newcomers continue to face barriers in being able to participate fully in the social and economic life of the city. These include sufficient language proficiency, access to appropriate affordable housing, recognition of foreign work experience and academic credentials, the demand for Canadian work experience, and discrimination (over 40% of respondents in a survey of newcomers to Hamilton undertaken in 2010 said they experienced discrimination in their job search).

The settlement process is taking longer as measured for example by immigrants reaching parity with Canadian born residents in terms of employment and income levels (in the 1980s it took three to five years, today it is closer to 20 years). The unemployment rate of recent immigrants (those who arrived after 2001) is double that of Canadian born residents. With regard to lower income levels, the income of university educated recent immigrants is less than half that of Canadian born university graduates. Today over 50% of recent newcomers to Hamilton are living in poverty.

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## Strategic Priorities

It is in this context that Hamilton has developed and begun implementing its first ever Immigration Strategy to address the issues of immigration. To help ensure that Hamilton continues to attract, retain and successfully integrate newcomers into a welcoming, inclusive community, the HIPC has been pursuing its work through four strategic priorities:

- Building Collective and Collaborative Leadership
- Strengthening the Delivery of Settlement Services
- Creating a Welcoming Community
- Creating and Disseminating Knowledge of Immigration

### 1. Collective and Collaborative Leadership:

In viewing the issues of immigration as having an impact on all areas of civic life, the HIPC recognized that if the Immigration Strategy is to have legitimacy, significance and impact it must have community ownership and buy-in. The involvement of all residents and the participation of the major organizational and institutional sectors are seen as essential. Operating on the principle that immigration is everybody’s responsibility, the HIPC called on all residents, and as members of voluntary, private or public organizations, to endorse, support and commit to its Immigration Strategy and Action Plan. The thrust of the HIPC’s work is that it is only through this collective support and community ownership that the city’s identity as a welcoming and immigrant-friendly community will be strengthened.

In translating the objective of being an inclusive and welcoming community into practice, as part of the implementation process, one example by which the HIPC is obtaining the active participation of local organizations is by seeking signatories to a Declaration of Intent. This requires the signator’s organization to not only to endorse the priorities and actions set out in the local Immigration Strategy but to also require them to take a proactive approach in integrating immigrant settlement issues into all their own business practices and services, as well as encourage those with whom they work to do the same.

Before signing, organizations are expected to discuss the implications and obligations through their various governance structures. The first signator to the Declaration was the City’s Mayor and every member of City Council. Since then, the Chief Executive Officers of twelve other major stakeholder organizations in the city have signed on. Signing the Declarations set the tone of what is acceptable in terms of individual and organizational behaviours, and serve as an important instrument in sending out signals of a positive climate of welcome to newcomers.

A more detailed description of the signators and their work towards immigrant integration can be found under Sustainability in the Accomplishments section below.

## 2. Strengthening Settlement Services

It is in the early stages of settlement that immigrants face the greatest challenges. Finding a job, finding appropriate affordable housing, obtaining access to public services, and developing a network for support and cultural expression are all part of this phase.

The HIPC has identified the creation of a more responsive and integrated service provision system as a strategic priority. The objective is to better coordinate services at the community level and improve immigrant access to mainstream service institutions, as well as to increase the awareness of these services by newcomers.

The settlement sector in Hamilton has experienced significant change over the last year with the closure of Settlement and Integration Services Organization (SISO). It has also faced funding efficiencies. CIC, under its new Modernization Approach and as the principal funder of settlement services has reallocated resources in Hamilton resulting in an increased number of settlement service providers and changing the nature of services provided. Over the last year, these settlement provider agencies have been busy developing their services and creating awareness in the community and amongst themselves of this broader approach to providing settlement services.

In recognizing these changes, a priority need has been to assist and support settlement service providers by better understanding and informing our community – for newcomers themselves as well as the wide range of service providers in the city – about the changes that are taking place and the ways it is intended to benefit our community over the long term. The HIPC is working with these local agencies to:

- Improve pre-migration and arrival information to all classes of migrants, including employment opportunities and labour adjustment issues

- Improve access to appropriate training (including language provision), assessment of credentials and access to trades and professions
- Recognize the role of the “informal” sector – that is, the role of voluntary and ethno-cultural groups and agencies in meeting both instrumental and expressive needs.

In building two-way communication channels between provider agencies, practitioners and immigrant communities, a major structural mechanism employed by the HIPC has been the establishment of a number of Working Groups. Comprised of senior staff from the key service provider agencies, Working Groups, who generally meet on a monthly basis, have included:

- Health – to develop and implement actions to improve access to appropriate local health services for immigrants
- Settlement Service Providers – to ensure collaboration and coordination of local services
- Language Training – to enhance awareness and availability of language training
- Housing – to implement actions to increase immigrant awareness of, and access to safe and affordable housing well as increase the number of affordable housing units for larger immigrant families
- Employment – to improve immigrant access to the local labour market including increasing immigrant awareness of employment and training services
- Strengthening Newcomer Services Group (SNS) – increasing the information and communication vehicles for disseminating and strengthening service referral systems for service providers and immigrant communities.

The SNS Group, led by the Social Planning and Research Council in collaboration with the Workforce Planning Hamilton (formerly Hamilton Training Advisory Board), Inform Hamilton, the Hamilton Centre for Civic Inclusion, as well as the HIPC, with the financial support of the Trillium Foundation has been undertaking a number of activities to increase awareness of the new landscape of settlement services in Hamilton.

Some of the outcomes of that work, together with that of the other Working Groups are detailed in the section entitled “Accomplishments.”

### 3. Creating a Welcoming Community

The third strategic priority for the HIPC is based on the recognition that not all residents are fully supportive of immigrants and immigration. In a period of economic uncertainty further public apprehension and anxiety is more likely to be expressed in the form of anti-immigrant attitudes and behaviours. Rather than avoiding this reality, the HIPC recognized that discussion about immigration needs to be brought in from the margins to the mainstream of civic life.

A welcoming community is not only a community where everybody feels at home but it is also a community in which public fears, misconceptions, discrimination, exclusionary practices and hate activity with regard to immigration is uncommon. This strategic priority is therefore concerned with, on the one hand, undertaking public education activities that

are directed at addressing the myths and misconceptions around immigration and reducing public anxieties towards immigrants, and on the other hand, increasing the comfort level with increasing diversity and support for the notion of a more inclusive community.

As an example of its public awareness and education activities, over the last year the HIPC has developed a collaborative partnership with the major local newspaper, the Hamilton Spectator. The Spectator recently launched a year long ‘DiverseCity’ series which it describes ‘will not simply be about immigration, but about inclusivity....it will be about justice and access for all’.

In considering its own role in the community, the Spectator itself recognizes that it “will have to assign stories differently, seek out more and different voices and indeed employees, take different photographs and shoot them from different perspectives”.

In providing support to the local media - in framing the series, ongoing information and research materials, story ideas and community contacts - the public awareness activities of the HIPC recognized that the local media have an important role to play in shaping people’s perceptions and attitudes towards immigrants and shaping public discourse around these issues.

#### 4. Creating and Disseminating Knowledge of Immigration

The lack of local information and useful intelligence and the lack of sharing that information was identified by the HIPC as part of the reason for the absence of coordination and the ad-hoc and crisis reaction stance to too many local immigrant integration activities. This lack of shared knowledge was also seen as contributing to a heightened level of ambivalence and uncertainty among residents about the impact of immigration on their community.

Building foundational knowledge and local data was therefore seen as crucial to achieving the vision of the Immigration Strategy because:

- Service providers and employers who have access to the most recent research and data and are more aware of immigrant needs and their skills will be less inclined to engage in exclusionary practices.
- Strengthening local capacity to integrate immigrants is best achieved through a sharpened narrative and a more informed body of knowledge about immigration.
- The provision of enhanced information will improve due diligence in planning and delivering relevant high quality immigrant integration services and facilitate effective monitoring and oversight.

Since its inception, the HIPC has been pursuing this priority through a number of activities using a variety of formats and technology. It has commissioned a number of studies, reports and needs assessments, sponsored a number of community events and conferences and presented at numerous meetings and forums. It has developed its own data base of over 300 local stakeholders, its own website through which it disseminates the results of its work as well as producing a regular newsletter and monthly fact sheets.

In summary, Hamilton’s Immigration Strategy provides a coherent framework with long-term goals and pathways. It is a high level, long-term strategy that identifies 16 goals and strategic actions for each of the four priority areas identified above. Its scope is broad with the intent that more specific objectives and actions will be identified for each year of its implementation. Moreover, that the Strategy is more far-reaching enables community partners to use it as a guide in developing their own specific actions relevant to their interests.

The Immigration Strategy sets out the city’s overall stance towards immigration and the manner in which all residents and all sectors in the city should be approaching the issue. It articulates a collective underlying vision and the collective self interest in supporting immigration.

The HIPC, in recognizing that all community partners, institutions and residents in the city need to work together to ensure the successful integration of immigrants, sees itself as the champion and facilitator in overseeing the implementation of the Immigration Strategy.

In recognition of the growing extent of activity and interest in immigrant integration issues across a wide range of sectors in the city, over the last year the HIPC has expanded its membership and established a Steering Committee as the enabling mechanism to allow a larger number of stakeholders to keep abreast of the local actions being undertaken. And by establishing a number of Working Groups in such areas as health, housing, employment, language training, settlement and planning, it has broadened out the participatory mechanisms by which a much larger number of community stakeholders and experts can contribute in a collaborative framework.

The above brief summary description of the experience of the HIPC over the last year highlights the concept of collaborative partnerships as an innovative local contribution to addressing post migration settlement and integration efforts in Hamilton. The approach taken by the HIPC highlights the possibilities of drawing on the strengths of the social capital existing in the city. Through the collaborative partnerships it has established, the HIPC is bringing together diverse communities of interest in addressing local settlement and integration issues in a more comprehensive and coordinated fashion than has ever been attempted before in Hamilton.



## ACCOMPLISHMENTS

The following sections outline in more detail the objectives, activities, accomplishments and challenges of implementing the 2011 – 2012 HIPC Work Plan. They are presented under the following components of the Work Plan:

- Governance
- Public Awareness
- Settlement Services

- Housing
- Employment/Labour Market
- Health
- Sustainability
- Evaluation

Within each of these sections are summary descriptions of the activities that were originally identified in the 2011- 2012 Work Plan and were subsequently incorporated in Schedule 1 of the March 2011 Contribution Agreement with CIC.

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## Governance

To guide its work the HIPC defined a vision of Hamilton as:

### HIPC VISION

***Hamilton is an inclusive community where the talents and experience that immigrants and refugees bring are valued because they are integral to making Hamilton the best place to raise a child.***

OBJECTIVE: Ensure the implementation of the 2011 -2012 HIPC Work Plan

#### Activity

- *Reconstitute the Hamilton Immigration Partnership Council*

Moving into the implementation phase of this project required a shift in governance. Members of the HIPC agreed to conclude their term at the end of the developmental phase in March 2011 in order to make way for a new membership to take the HIPC through this new phase of the project. The current HIPC has expanded to consist of 24 leaders in the community reflecting key sectors and diversity in terms of age, gender and ethnicity. The responsibility of these leaders is to facilitate the collaborative work required to implement the HIPC Work Plan. They are champions of the Strategy and have guided and advised the newly established Steering Committee.

To achieve the objectives and activities of the 2011 – 2012 HIPC Work Plan, a selection committee consisting of the original two HIPC Co-chairs, the Project Sponsor and the Program Manager chose members for the reconstituted HIPC from a roster of candidates compiled through members’ nominations, an open call and invitations to key community leaders. (see Appendix B for Selecting and Appointing Members of HIPC process documents)

A diverse membership was selected forming the expanded HIPC which includes a Chair and Vice-Chair and senior level members of key organizations that reflect the major sectors of Hamilton's community including:

- Housing
- Education
- Health
- Economic Development
- Business
- Employment/Labour Market
- Media
- Settlement Services
- Local and Federal Governments,
- Youth
- Francophone Community

(see Appendix C for Terms of Reference including the HIPC member list).

The first order of business of the restructured HIPC was to refine the Terms of Reference to reflect the mandate, membership and responsibilities of the implementation phase (see Appendix C for Terms of Reference). Since its reformation, the HIPC has held 5 meetings from April 1, 2011 to March 31, 2012 (see Appendix D for meeting minutes).

#### Activity

- *Form a Steering sub-committee to steer the work of the HIPC*

In order to ensure the implementation of the work plan with an emphasis on forming partnerships and facilitating a more coordinated system of services, a restructured governance model including the establishment of a Steering Committee, was necessary.

The HIPC Steering Committee was established in May 2011. It is comprised of the HIPC Chair, Vice-Chair, Project Sponsor and Project Manager as well as HIPC members who represent communications, community engagement and the chairs of the 6 Working Groups. This 12 member Committee receives advice and direction from and reports directly to the HIPC. Steering Committee members lead the work of the Working Groups and update the Steering Committee on the progress of their Working Groups. The HIPC reviewed and approved the Steering Committee's Terms of Reference (see Appendix E). The Steering Committee has convened eight times throughout the fiscal year (see Appendix F for meeting minutes of the Steering Committee).

#### Activities

- *Reestablish and expand Settlement Service Providers Working Group*
- *Secure partnerships with key community organizations*

The Settlement Service Providers Working Group was reconvened by the YMCA as the major new settlement agency in the city in the fall of 2011 and its membership continues to increase.



Through the Working Groups, further partnerships also were formed with key community collaborations and organizations including:

- Affordable Housing Flagship
- Skills Development Flagship
- Local Health Integration Network
- Boards of Education
- Hamilton Centre for Civic Inclusion
- Workforce Planning Hamilton (formerly Hamilton Training Advisory Board – HTAB)
- Social Planning and Research Council of Hamilton
- Community Information Hamilton
- North Hamilton Community Health Centre
- Housing Help Centre
- Hamilton Community Legal Clinic
- Adult Basic Education Association

Terms of References and work plans for each of the Working Groups were developed outlining the group’s activities and objectives. These are more fully discussed within the section pertaining to each working group.

Activity (as per Contribution Agreement)

- *A formal communications plan will be developed and implemented as part of the implementation of the HIPC strategic plan*

In an effort to address the four strategic priorities outlined in the Immigration Strategy a draft Communications Strategy and Implementation Plan for the HIPC has been developed (see Appendix G for draft). Its purposes are to:

- communicate the HIPC’s vision, Immigration Strategy and Action Plan
- raise awareness about the importance of immigration and the contributions made by newcomers
- reverse the misconceptions surrounding immigration
- inform newcomers and service providers of the changed settlement service system
- ensure alignment with other information sources on immigration related issues
- encourage newcomers to settle in the city

While this Communications Strategy is comprehensive it requires further refining to better suit the needs and the resources of this initiative. Going forward the Communications Strategy will focus on two overall goals:

- a coordinated approach for all communications coming from the HIPC
- drawing in stakeholders necessary to address the needs of newcomers

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## Public Awareness

The work of the HIPC and all other agencies that strive to make Hamilton a more welcoming community is futile if exclusionary practices, behaviours and discrimination continue to impede the successful integration of newcomers.

A public awareness initiative becomes crucial to increasing the likelihood that immigrants will choose Hamilton to make their life-long home. Part of this process involves promoting greater public awareness of the best practices and positive initiatives being undertaken in Hamilton directed at achieving a welcoming city.

**OBJECTIVE:** Increase the understanding of individuals and organizations about the importance of immigration to Hamilton.

#### Activity

- o *Update the HIPC website with current information including all reports and studies undertaken by the HIPC during the development phase.*

#### **HIPC WEBSITE**

[www.hamiltonimmigration.ca](http://www.hamiltonimmigration.ca)

The HIPC website has been developed as a comprehensive source of information of the activities conducted and work produced by the HIPC. It includes the meeting minutes and Terms of References for the HIPC and the Steering Committee, the Immigration Strategy and Action Plan, the 2011 – 2012 Work Plan, Declarations of Intent, updates on community events in which the HIPC has participated and links to other immigrant-related websites. In addition, the website is the repository for all the research, studies and reports undertaken by the HIPC including:

- Database of Research on Immigration in Hamilton
- Demographic Profile of Immigrants in Hamilton
- Charting Hamilton's Labour Market: Past, Present and Future
- The Impact of Immigrants of Hamilton's Present and Future Prosperity
- Results of Newcomer Consultations in Hamilton
- Hamilton's Informal Settlement Sector
- Immigrant and Refugee Health Needs and Service Provision in Hamilton
- Immigrants and the Labour Market in Hamilton
- Housing and Homelessness amongst Newcomers to Hamilton
- Making Anti-Oppressive Practice Visible in Child Welfare

During the 2011 – 2012 fiscal year the HIPC website had over 1500 visits. Visits came from 43 countries/territories and used 36 languages. The top nine visits came from the following countries/territories:

Country/Territory	Visits
Canada	1416
Brazil	37
United States	37
India	9
Russia	7
Bosnia and Herzegovina	6
New Zealand	6
United Kingdom	3
Cote d'Ivoire	3

The most visited pages on the website pertained to information about the HIPC, the Immigration Strategy and Action Plan, demographic information and HIPC research reports (see Appendix H for complete analytics).

The HIPC website contains a Google translation function that allows the user to view the website in their language of choice.

#### Activities

- *Produce Fact Sheets on immigration in Hamilton*
- *Produce newsletters and an annual report on the activities of the HIPC*

Also posted on the website are the HIPC Fact Sheets and Newsletters (see Appendix I). Fact sheets produced in the 2011 – 2012 fiscal year covered a range of topics to enhance an understanding of immigration in Hamilton:

*The HIPC: Who We Are?* – introduces the HIPC their purpose, vision and members

*Immigration Quiz* – dispels the myths and misconceptions that surround immigration

*Why Hamilton Needs Immigrants* – highlights the significance of immigration to the economic well-being of the community

*Settlement Services in Hamilton* – lists the services funded by Citizenship and Immigration Canada, their locations, phone numbers and website addresses

*Newcomers and Employment in Hamilton* – describes newcomers' experiences in the local labour market

*Hamilton's Evolving Population* – describes the shift in demographics of newcomers to Hamilton

*Informal Settlement Services in Hamilton* – defines informal services and notes their importance to the settlement and integration of newcomers

*Settlement Pattern of Newcomers in Hamilton* – presents a map of where newcomers to Hamilton are residing

*Services and Supports for Newcomer Entrepreneurs* – outlines the services available in Hamilton to help newcomers establish and operate businesses

*Location of Settlement Services in Hamilton* – charts the location of CIC funded services on a map of Hamilton

The HIPC Newsletters report on the activities and information surrounding immigration in Hamilton such as

- local events in which the HIPC participated
- community profile of an organization that has signed the Declaration of Intent and is implementing the Immigration Strategy’s Action Plan
- progress made by the HIPC and its Working Groups toward implementing the 2011-2012 Work Plan and the Immigration Strategy’s Action Plan
- recent local research on immigration
- settlement services available in Hamilton
- facts and data about immigration in Hamilton
- messages from the Chair

In addition to being posted on the HIPC website, fact sheets and newsletters have been distributed electronically to over 300 members of the community including the members of:

- the media
- settlement service agencies
- faith-based groups
- ethnocultural associations
- City of Hamilton management, staff and Councillors
- City of Hamilton’s Customer Contact Centre

Fact sheets and newsletters are also available in print at Municipal Service Centres in Hamilton, Dundas, Glanbrook, Flamborough, Stoney Creek and Ancaster.

Fact sheets and newsletters are also available in French, both electronically and in print.

A recent online survey distributed to recipients of the electronic fact sheets and newsletters revealed the effectiveness of these materials in elevating the awareness of immigration issues among individuals within the community (see Appendix J for complete survey results).

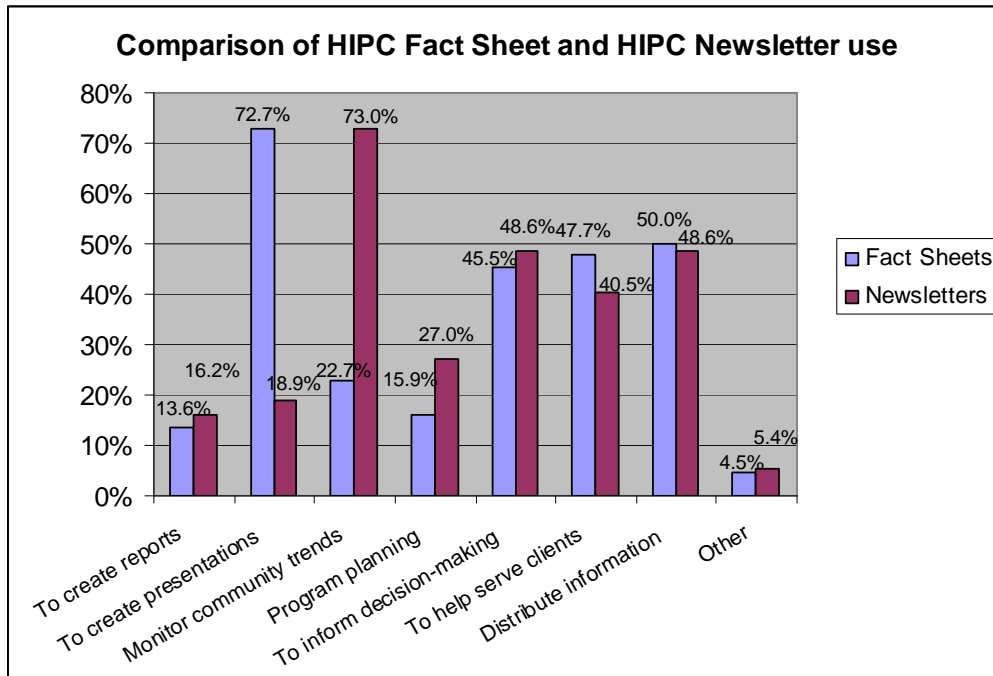
The majority of respondents represented Settlement Services, Other (including LGBTQ community organizations, legal, business, etc.), Government, Language Training and Education sectors.

Of the respondents who received the HIPC Fact Sheets, almost 88% said they found them to be useful. Some of the ways in which the fact sheets are used include:

- Create presentations (73%)
- Distribute information (50%)
- Help serve clients (48%)
- Inform decision-making (46%)
- Monitor community trends (23%)
- Program planning (16%)
- Create reports (14%)

Similarly, over 97% of respondents said they found the HIPC Newsletters to be useful for the following purposes:

- Monitor community trends (73%)
- Inform decision-making (49%)
- Distribute information to others (49%)
- Help serve clients (41%)
- Program planning (27%)
- Create presentations (19%)
- Create reports (16%)



Activity

- *Distribute information to local media, schools, libraries, recreation centres and at community events via presentations and print*

The distribution of HIPC produced materials including fact sheets, newsletters, research reports and the Immigration Strategy and Action Plan has not only happened through the HIPC database and Municipal Service Centres but also through community events, conferences, presentations, meetings and requests.

A record of the demand, take up and utilization of HIPC materials show that in addition to the 300 community members and agencies on the HIPC database, HIPC materials also were distributed to:

- Community organization's Board Members
- Students
- Provincial bodies
- Tenants
- Landlords
- Aboriginal community
- Employment Agencies
- Hospitals
- Shelters
- Other LIPs
- Public Health

The materials were used in a variety of ways including:

- Expand knowledge of service providers (front line staff and management)
- Inform policy and program planning
- Increase awareness of general population about immigration in Hamilton
- Assist newcomers
- Create presentations
- Educate students
- Inform media reports
- Enhance networking

(see Appendix K for the detailed record of Demand, Take Up and Utilization of HIPC Materials)

OBJECTIVE: Increase awareness of the HIPC and its work

#### Activity

- *Update HIPC website with current HIPC activities and information*

As noted above, the HIPC website is regularly updated to contain the latest information on the HIPC including Terms of Reference, governance structure, membership, agendas and meeting minutes for both the HIPC and its Steering Committee as well as events and reports in which the HIPC was involved.

#### Activity

- *Produce an annual report and newsletters on the activities of the HIPC to be distributed through the HIPC database and website*

As well as the newsletters containing information about the HIPC and the Immigration Strategy and Action Plan as described above, this Final Report outlining the activities and accomplishments of the HIPC during the 2011-2012 fiscal year will help to increase

awareness about the HIPC and its work. This report can also be found on the HIPC website and will be distributed to the HIPC, Steering Committee and all of the working groups.

#### Activity

- *Create an online survey on the HIPC website to determine the level of awareness pre and post website visit*

Results of a recent survey\* of the HIPC website use showed that:

- All survey respondents were more aware of the purpose of the HIPC after visiting the website than before their visit
- Nearly 86% of respondents were more aware of the work produced by the HIPC after visiting the website.
- About 72% were more knowledgeable about immigration in Hamilton after visiting the website
- Almost 86% found that the HIPC website is a useful professional resource

Survey respondents were most likely from a non-profit organization, government or a volunteer agency (see Appendix L for complete results).

Results of the survey indicate that the information on the website helps to raise the awareness of users about the HIPC and its work. Furthermore, this information helps to increase users' knowledge of immigration in Hamilton and tends to be used for professional purposes. The survey results also indicate that more work can be done to promote the website to attract more users.

\*Note: The number of visitors to the HIPC website during the data collection period was 131. The number of people completing the survey was 9. Therefore, caution must be used when generalizing these results to the population of visitors.

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### **Settlement Services**

The HIPC has implemented an organizational mechanism which will support more collaboration with settlement providers. A Settlement Service Providers Working Group was formalized and expanded to identify, recommend and facilitate actions to achieve a better coordinated and seamless settlement service system in Hamilton and increase knowledge and awareness of settlement services (see Appendix M for Terms of Reference including membership list).

In addition, a Strengthening Newcomer Services Group (SNS) has been developed with the Social Planning and Research Council (SPRC), Workforce Planning Hamilton (formerly the Hamilton Training Advisory Board), the Hamilton Centre for Civic Inclusion (HCCI), and Inform Hamilton. The goal of this 12 month partnership involves undertaking a community engagement process to broaden the understanding and framework of newcomer services in Hamilton (see Appendix N for the SNS Group's Terms of Reference and work plan). The

SNS Group will disseminate this information in various forms, formats and languages for different audiences using multiple communication channels including professional development and community information sharing events and will identify areas for further improvement. The HIPC has worked collaboratively with this group on common issues identified in the HIPC 2011 – 2012 Work Plan.

Furthermore, to coordinate efforts to address the language training needs of newcomers to Hamilton, a Language Training Working Group also was established in the fall of 2011. Research undertaken by the HIPC found that sufficient language proficiency is a barrier to accessing services such as those related to health, employment, housing and education and impedes the settlement process of newcomers.

OBJECTIVE: Improve coordination of service providers

#### Activities

- *Reconvene the Settlement Service Providers Working Group to facilitate the implementation of the actions identified in the Immigration Strategy Action Plan to enhance coordination and capacity to deliver services to newcomers*
- *Share information regarding local best practices*

The HIPC joined a group comprised of settlement service providers including the YMCA, St. Joseph Immigrant Women’s Centre, Centre Francais, the school boards, Mohawk College, Collège Boréal, Hamilton Public Library and Wesley Urban Ministries among others, who had initiated coming together to discuss how to better serve their newcomer clients.

Through its connection with and support from the HIPC the Settlement Service Providers Working Group has been formalized and meets regularly to achieve the objectives of the HIPC Work Plan and ensure a more coordinated settlement service system.

Providers convene on a bi-monthly basis to share information such as:

- Change in existing programs and services
- New programs and services
- Gaps and duplications in programs and services
- Best practices
- Communication protocols
- Professional development opportunities

#### Activity

- *Hold a learning forum to update local service providers and stakeholders on the restructured arrangements in the settlement service sector in Hamilton, to share information and resources and clarify who is doing what*

As a first step to engaging all settlement service stakeholders, the SNS Group held an event on June 29, 2011 that brought together approximately 40 senior representatives from key stakeholder organizations in the city. This event enabled partners to meet with



others involved in service delivery and identify opportunities for input and collaboration about how to best serve the needs of newcomers.

The SNS Group also organized a Market Place event on October 21, 2011 for frontline service providers to update them on where to send their newcomer clients for services in light of the recent changes to the settlement services system.

Over 200 frontline workers participated in this half day interactive community information forum at which they were able to provide feedback on what is working and what needs to be strengthened in the area of newcomer services. In addition, there were 40 displays from service provider organizations as well as five speakers discussing services for newcomers in the areas of settlement, health, education, employment and housing.

Feedback from participants showed that the majority, 71%, were frontline workers, working directly with clients. Supervisors, senior managers and executive directors also attended. The service sectors participants represented included:

Other	26%
Employment	23%
Education/Training	17%
Settlement	14%
Housing	5%
Health Care	4%

Feedback showed that 52% of participants said they could not readily find all the information they needed to confidently make refer their newcomer clients to other services.

Half of the participants said they see all classes of immigrants. Almost half (46%) said services for refugee claimants were most difficult to find. Many (37%) participants noted that employment services are most difficult for their newcomer clients. Over half (51%) indicated that newcomers go to family and friends first to find services.

Feedback also revealed that the majority (63%) of participants find information on the internet when referring newcomer clients to services. Printed material in multiple languages and face-to-face service were most useful in helping their newcomer clients find services.

An evaluation of the event showed that participants were exposed to a wide variety of services available to their newcomer clients and found networking with other service providers valuable. The evaluation also identified that participants would have liked:

- More time for networking and viewing displays
- More specific information about services, eligibility and demographic changes in Hamilton
- Newcomer clients participating at the event

(See Appendix O for complete Market Place Event results: Participant Feedback and Evaluation Results.)

Activity

- *Update the inventory of local settlement service provision*

This inventory of settlement services was created to provide those who serve newcomers with a comprehensive list of services available in Hamilton. It is intended to complement and support the more detailed information that is available electronically on the Inform Hamilton website at [www.inform.hamilton.ca](http://www.inform.hamilton.ca) as well as that contained on the City of Hamilton Immigration Portal at [www.hamilton.ca/connect](http://www.hamilton.ca/connect).

This past year, the inventory was refined and updated to reflect the restructured settlement service system and then circulated among the HIPC partners for their input and feedback. As a result, the inventory contains a range of agencies and organizations in Hamilton that are involved in the provision of services to newcomers. While this clearly includes newcomer-specific settlement agencies it also includes a far broader range of local agencies and institutions that address some of the immediate needs of newcomers.

Given that the system of services is an ever-changing one, the inventory will continue to be reviewed and updated in the coming year to reflect the current services available for newcomers in Hamilton and be translated into French.

The inventory has been distributed to service providers through the HIPC Working Groups both in print and electronically and is available on the HIPC website and will be linked on other relevant websites such as Hamilton’s Immigration Portal.

(See Appendix P for complete inventory of services, Newcomer Services in Hamilton: A Guidebook for Service Providers.)

Activity

- *Conduct focus groups to determine if newcomers needs are being met*

The SNS Group conducted a series of focus groups to determine what needs of newcomers have yet to be better addressed (see Appendix Q for preliminary findings). The main areas of concern highlighted in these focus groups were language interpretation and translation particularly as it related to healthcare and housing.

Findings showed that newcomers feel more support is needed in the following areas:

- **Language:** Newcomers said they need more interpretation services especially for communicating with doctors, landlords, potential employers and service providers.
- **Health:** Lack of support in the area of healthcare related mostly to language barriers. Newcomers felt they would receive more adequate treatment if they had access to an interpreter.
- **Housing:** Newcomers said that finding appropriate housing could be difficult especially with language as a barrier. Some also felt unfair practices by landlords sometimes occurred.
- **Employment/Credential Recognition:** Newcomers said having their credentials recognized and getting work in their field remained a challenge.

- Ontario Works/Ontario Disability Support Program: In addition to language being a barrier, newcomers described having difficulty getting clear consistent information about supports, credential recognition and employment options.
- Settlement and Integration: Newcomers talked about the long wait periods for convention refugee status.

Although newcomers noted that the current system of settlement services, which replaces the 'one stop shop' model can be difficult to navigate, they also talked about many organizations in the community that have been supportive including the Good Shepherd, Micah House, Mohawk College, school boards, YMCA, YWCA, St. Joseph's Immigrant Women's Centre, CIC, City of Hamilton, Hamilton Public Library, etc.

The focus group findings also showed that informal networks, such as family, friends and religious institutions provided many settlement supports and newcomers said they would like these to be better supported.

As a follow up to the focus groups, the SNS Group held a forum on March 31, 2012 in which newcomers could verify the focus group findings, make additional comments and recommendations. A summary of the findings of this forum are as follows:

- Participants stressed a need for more language support including greater access to interpretation, translation of documents and quality language training, particularly as it relates to securing employment.
- Discrimination was identified as a common barrier that newcomers face in becoming integrated in Hamilton
- Newcomers felt resources were needed for finding employment (especially for women) including seminars and workshops about practical skills such as resume writing and interview tips. They also suggested marketing immigrant skills within the Canadian workforce.
- Newcomers recommended having culturally appropriate foods available at food banks
- Participants felt many newcomers do not know what services are available or how they can be accessed.

The SNS Group's final report will be distributed (in June 2012) to the HIPC Working Groups to ensure that the work they are undertaking addresses the major needs identified by newcomers through this initiative.

The SNS Group also distributed an online survey to frontline service providers who attended the Market Place event in October 2011. This survey sought to ascertain how service providers addressed the needs of newcomer clients, particularly with respect to language and the use of the Language Line, a service that provides telephone interpreters of over 170 languages.

Results of the report showed:

- 67% of respondents were not aware of the Language Line
- 43% of respondents would consider using the Language Line to better serve their clients although many said lack of funding for this service would prevent them from implementing it

- 57% of respondents use in-person translation or interpretation services for their clients
- 75% of respondents serve clients who are accompanied by translators/interpreters
- Most respondents (87%) have free telephone use for their clients
- 66% of respondents offer free use of computers to seek employment or for educational purposes
- The majority of respondents (92%) said provided their clients with transportation information
- 69% of respondents felt a common referral form which could be shared among all service providers would help lead to better outcomes for newcomer clients.

(See Appendix R for survey results.)

The findings of this online survey will be shared with the Settlement Service Providers Working Group to initiate discussions and assist service providers in program planning to better serve their clients.

OBJECTIVE: Increase newcomer awareness of settlement services

#### Activity

- *Provide ongoing advice and information to the city of Hamilton's Immigration Portal and other online information systems regarding updated information on settlement services*

A number of meetings have been held in recent months with the lead staff of the Portal within the City Managers' Office, other local community stakeholders including Inform Hamilton, and the Social Planning and Research Council. The purpose of these discussions has been to consider how the Portal could be strengthened, made more accessible, more widely publicized, and more comprehensive with up to date local information that could be provided on both services and opportunities in Hamilton to attract and retain newcomers.

Coincidentally, the Ontario Ministry of Citizenship and Immigration issued a call for Proposals in December, 2011 from existing Immigration Portals for projects that had a particular focus on "initiatives with community partners". The City was encouraged and supported by the HIPC to develop and submit a proposal. The Province has since approved a grant of \$75,000. The City has recently completed the necessary legal, financial and political processes to receive these monies.

The grant will be used to:

- Develop an improved architecture of service provider categories, links and information.
- Develop an improved interface for searching for immigrants and service providers.
- Integrate Inform Hamilton content and links to ensure access to local immigrant service providers
- Disseminate and promote awareness of the Portal.

The City will primarily act as a flow through agency with the bulk of the work to be contracted to its community partners, and in particular Community Information Hamilton.

#### Activity

- *Continue to build the HIPC website with links to settlement services*

In addition to continually updating the HIPC website with current materials, meeting minutes, research reports and HIPC events, the website has also been updated with links to other websites that provide information about or offer services for newcomers such as:

- Hamilton Immigration Portal
- Hamilton Public Library – Newcomer Resources
- InformHamilton – Newcomer Services in Hamilton
- Settlement.org
- Ministry of Citizenship and Immigration
- Citizenship and Immigration Canada
- Welcoming Communities
- City of Hamilton

As well, through the Settlement Services in Hamilton fact sheet (July 2011) provides website addresses to all of the CIC funded services in Hamilton including:

- Centre de santé
- Centre Français Hamilton Inc.
- Circle of Friends
- Collège Boréal
- Hamilton-Wentworth District Catholic School Board
- Hamilton-Wentworth District School Board
- St. Joseph Immigrant Women’s Centre
- Hamilton Urban Core Community Health Centre
- Wesley Urban Ministries
- YMCA of Hamilton/Burlington/Brantford
- Mohawk College

Additional links to the community partners who have signed the Declaration of Intent are also available on the HIPC website.

#### Activity

- *Create fact sheets and information reports and distribute them and the inventory of settlement services via print and electronically to settlement service providers, voluntary agencies and mainstream organizations through HIPC website and database mailing list*

As detailed under the Public Awareness section of this report, HIPC Fact Sheets, Newsletters, the Immigration Strategy and Action Plan and research reports have been produced (in both English and French) and distributed in print to Municipal Service Centres, community events, conferences and meetings, and electronically distributed to the HIPC database of over 300 community agencies and members as well as to individuals who

request specific HIPC materials. As well, all materials, including the inventory of services are posted on the HIPC website.

Furthermore, printed versions of the inventory of settlement services have been distributed to service providers through the Settlement Service Providers Working Group. Once revised, providers will receive copies to further disseminate to providers in their organizations and others outside of their organizations with whom they collaborate.

#### Activity

- *Update mapping of GIS settlement services to reflect the current location of available settlement services for newcomers given the recent restructuring of the settlement services system*

In collaboration with the City of Hamilton’s Geographic Information System (GIS) department the HIPC has created a custom map of the CIC funded settlement service agencies in Hamilton. The settlement agencies are plotted on the map with corresponding descriptive text providing the agencies’ names and street addresses. The agencies are numbered and colour-coded into categories:

- Information and Referral Services
- Language Services
- Health Services
- Employment Information
- Refugee Services

This at-a-glance overview of the location of key settlement services in Hamilton has been adapted into an HIPC Fact Sheet and sent to HIPC database recipients. It also has been distributed specifically to service providers to increase their awareness of the geographic configuration of services and to help them better serve their newcomer clients.

OBJECTIVE: Increase knowledge and expertise of services providers

#### Activities

- *Create fact sheets of immigration demographics, newcomer communities, settlement patterns, informal settlement services, best practices and newcomer services*
- *Disseminate information (HIPC fact sheets, reports) via the HIPC website and database*

See above for detailed description of fact sheets and methods of dissemination of HIPC materials.

#### Activity

- *Create and administer a survey of service provider knowledge and use of HIPC information/materials*

Surveys determining the usage of HIPC Fact Sheets, Newsletters and website and the record of HIPC Material Demand, take up and utilization were described under the Public Awareness section of this report.

OBJECTIVE: Enhance availability and opportunities for language training

Activity

- *Collaborate with language training providers in Hamilton, including the Boards of Education, Mohawk College, Collège Boréal, etc to:*
  - *Update an inventory of language programs available in Hamilton*
  - *Create a tool for service providers to ensure that providers are aware of language training programs in Hamilton*

To carry out these activities a Language Training Working Group was established consisting of representatives from the following organizations:

- Hamilton Wentworth District School Board
- Hamilton Wentworth Catholic District School Board
- YMCA
- Collège Boréal
- Mohawk College
- Hamilton Public Library
- Adult Basic Education Association
- Community and Continuing Education Centre, Red Hill Learning Centre
- St. Charles Adult and Continuing Education Centre

(See Appendix S for Terms of Reference and membership list.)

The Language Training Working Group has updated and revised a comprehensive list of Language Programs in Hamilton compiled by the Adult Basic Education Association (see Appendix T). A survey conducted at the Marketplace Event (October 2011) of over 200 frontline service providers in Hamilton revealed that the majority of frontline providers are only somewhat knowledgeable about the language training programs available for their newcomer clients. Therefore, the Working Group also has developed “A Tool for Settlement Service Providers Outlining Language Training Options in Hamilton” (see Appendix U). This tool profiles a variety of types of newcomer clients with various language goals and provides a list of all of the language training programs available for which the client is eligible to help meet their desired outcomes.

The intended purposes of the tool include but are not limited to:

- A Training Tool – service providers that are unfamiliar with the field of language training can use this tool to become oriented to the field. This tool will help them become familiar with the types of newcomer clients they may encounter with varying needs and experiences. Through the use of this tool, providers also will learn what language training programs are available and best-suited for specific clients.
- A Professional Development Tool – language training service providers and literacy and basic skills services providers can use this tool to increase and update their knowledge of or to become reacquainted with the language training program options for clients with specific considerations and goals.

- A Moderating Tool – this tool is useful in ensuring there is consistency among the language training program options being presented by service providers to their newcomer clients. It can also be used to support the knowledge of service providers.

In the upcoming year the Language Training Working Group will assess and modify this tool and distribute it to service providers and train them on its use. As well, the group will explore the feasibility of creating an online interactive version of the tool.

## Housing

Consultations undertaken by the HIPC with newcomers and settlement service providers found that some newcomers face major housing issues. These include difficulty finding and accessing safe and affordable housing and affordable and subsidized housing for large families and multi-family households. These findings were also confirmed through a recent study conducted by McMaster University which explores the housing and homelessness experiences of newcomers in Hamilton (see Appendix V, Exploring the Links: Housing and Homelessness amongst Newcomers to Hamilton, Ontario). The report notes that for some newcomers to Hamilton, especially refugees in the period immediately after arrival, housing circumstances can be precarious and securing safe and adequate shelter can be difficult.

The HIPC has established a Working Group (see Appendix W for Terms of Reference including a member list) committed to identifying and addressing the housing needs of newcomers and refugees to Hamilton comprised of senior level staff from:

- Housing Services Division, City of Hamilton
- Affordable Housing Flagship
- Canada Mortgage and Housing Corporation
- Housing Help Centre
- Service Canada
- Hamilton Community Legal Clinic
- Social Planning and Research Council of Hamilton

The Housing Working Group has worked toward the achievement of the following objectives and activities to meet the housing needs of newcomers.

**OBJECTIVE:** Increase newcomers’ awareness of and access to safe and affordable housing

### Activity

- *Expand and update information on affordable housing options in Hamilton, how to access housing and the rights and responsibilities of newcomer tenants*

To increase awareness about rights, responsibilities and the housing options in Hamilton including how to access affordable housing, the Housing Working Group has been developing a Housing Kit that consists of three components or guidebooks directed at three different audiences:



- Newcomer Tenants
- Landlords (including newcomer landlords)
- Settlement Service Providers

The contents for each guidebook include:

### Newcomer Tenants

1. Introduction
2. Who to call for Help
3. Glossary and Definitions
4. Settlement Services in Hamilton
5. Translation and Interpretation Services
6. LINKS Voicemail Service
7. Emergency Shelters
8. Foodbank Services
9. Financial Assistance Programs
10. Applying for Government Housing
11. Looking for Market Rental Housing (private providers)
12. Getting to Know Hamilton
13. Viewing Units
14. Your Rights and Responsibilities
15. Anti-discrimination and Human Rights
16. Deposits, Leases and Rent
17. Repairs
18. Evictions
19. Home Ownership
20. Concluding Thoughts

### Landlords

1. Introduction
2. Glossary and Definition
3. Who to Call for Help
4. Emergency Shelters
5. Financial Assistance Programs
6. Anti-discrimination and Human Rights
7. Understanding the Newcomer Experience
8. Overcoming Stereotypes
9. OW and ODSP Direct Payment Options
10. Rights and Responsibilities as a Landlord
11. Advertising Your Units
12. Concluding Thoughts

Service Providers

1. Glossary and Definitions
2. Main Barriers to Access Housing Based on Immigration Status
3. How to Better Assist Clients Who Are New to Canada
4. Translation and Interpretation Services
5. Agencies in Hamilton that Provide Settlement Services
6. Emergency Shelters
7. Financial Assistance Programs
8. How to Address Discrimination
9. Understanding the Newcomer Experience
10. Overcoming Stereotypes and Understanding Cultural Differences
11. Who to Call for Help
12. Permanent Options for Your Clients
13. What are Your Clients’ Housing Needs?
14. Tenants and Landlords Rights and Responsibilities
15. Deposits, Leases and Rent
16. Home Ownership
17. Concluding Thoughts

Similar to the Tool of Language Training Options produced by the Language Training Working Group, the Housing Kit guidebooks will contain profiles of a wide variety of newcomer clients with a range of specific backgrounds, experiences and considerations as well as their housing goals and available options. These profiles will enable the reader to get a sense of the housing options and services available in the City of Hamilton to help meet the specific housing needs of newcomer clients.

Over the next year, following the completion of the Housing Kit, the Housing Working Group will assess and modify the Kit, develop and implement a plan for distribution to the three target audiences in multiple languages and evaluate its effectiveness.

Activity

- o *Work in partnership with the Housing Services Division of the Community Services Department, City of Hamilton to obtain more information about the housing needs of newcomers*

While there is a growing pool of research examining the housing situation of newcomers to Canada there is less information collected about the specific housing needs of newcomers locally in Hamilton. The Housing Working Group, through the Housing Services Division, has identified and analyzed local data sources to better understand the housing needs of newcomers in Hamilton.

The Housing Working Group has compiled a report (see Appendix X) describing the following local data that may contribute to a better understanding of Hamilton’s newcomers’ housing needs:

- Access to Housing data
- Social Housing Tenant File Review data

- Good Shepherd Family Centre data
- Housing Help Centre database data
- Housing & Homelessness Action Plan Community Engagement findings
- HIPC Newcomer Consultations in Hamilton

Despite the lack of a comprehensive system of data collection that identifies and analyzes the housing needs of newcomers in Hamilton, the report draws the following conclusions based on the local data sources identified above:

- Newcomers face similar housing challenges to other populations including:
  - housing affordability problems
  - housing quality issues
  - difficulty navigating the system to access good quality affordable housing
- Newcomers also face issues unique to their population including:
  - discrimination based on visible minority status, place of origin and language
  - language barriers
  - lack of local history that impacts their ability to provide references, credit history etc.
- While a number of newcomers seek affordable housing in subsidized housing units, most newcomers are housed in private market housing.
- Of those newcomers seeking affordable housing in social housing, a large proportion have large families and have difficulty finding suitable housing because of a limited stock of larger housing units.

Continued work on the collection and analysis of local data will include:

- Further analysis of the data of newcomers in subsidized housing and conclusion
- Explore any data compiled by the Immigrant Women’s Centre
- Align results of this report with the City of Hamilton’s Housing and Homelessness Action Plan
- Recommend better ways to collect more informative data
- Update report with current data

Once complete, a report outlining the housing needs of newcomer in Hamilton will be distributed to policy makers, planning tables, service providers and stakeholders throughout the community.

#### Activity

- *Disseminate to service providers and stakeholders information regarding meeting the housing needs of newcomers, through the HIPC database mailing list and website*

A plan to distribute the Housing Kit (described above) with information on accessing affordable housing, housing options, addressing discrimination, rights and responsibilities, etc., will be developed in the upcoming year and will include an electronic distribution as well as being posted on the HIPC website and other relevant websites (e.g., Canada Mortgage and Housing Corporation, Housing Help Centre, Housing Services Division, City of Hamilton, etc.). The Housing Kit will be translated and available in multiple languages.

OBJECTIVE: Increase number of social housing units available for large families

Activity

- *Work in partnership with the Housing Services Division of the Community Services Department, City of Hamilton and partners to incorporate the needs of newcomer families in terms of units suitable for larger families in any new affordable housing developed under affordable housing development programs or existing housing administered by the City*

The housing needs of newcomer families are being addressed in the overall work of the Housing Services Division and the development of a 10-year Housing and Homelessness Action Plan for the City of Hamilton.

First, it has been necessary to compile information to confirm the housing needs of newcomers. This work is underway through the compilation of data specific to this issue (see above report overview), through the Housing and Homelessness Action Plan work as well as through a number of Housing Services Division initiatives such as a review of the households on the social housing waitlist and a profile of tenants currently living in social housing.

Second, some initiatives are underway led by the Housing Services Division to address the needs of newcomers. These include strategies evolving from the Housing and Homelessness Action Plan and a plan to address the “over housing” (that is, units that are meant to accommodate more people than are housed there) of some subsidized housing tenants.

The housing needs of newcomers including the need to accommodate large families are part of larger system changes that are underway through the Housing Services Division of the City of Hamilton. Going forward, the Housing Working Group will work to ensure the housing needs of newcomers are incorporated into the Housing and Homelessness Action Plan. The Housing Working Group will accomplish this through participating in the Housing and Homelessness Action Plan implementation working groups and by being involved in the development of strategies.

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## **Employment/Labour Market**

Employment is a primary settlement need for many newcomers to Hamilton. According to consultations with newcomers and settlement service providers undertaken by the HIPC, employment also influences other aspects of settlement such as where a person can afford to live, what services can be accessed, what schools children can attend and what opportunities one can afford.

A study on immigrants and the labour market in Hamilton commissioned by the HIPC and the Hamilton Training Advisory Board (now Workforce Planning Hamilton) revealed that newcomers to Hamilton have considerable skills and experience. However, despite their capabilities, newcomers face significant difficulties in being accepted into the Hamilton labour market on all types of measures including participation rate, employment status, income level or job match appropriate to their skills and experiences.

To help improve newcomers’ access to the local labour market, the HIPC established an Employment/Labour Market Working Group which also serves as a subcommittee of the Skills Development Flagship. Members of this Working Group represent a wide range of the employment and labour market sectors in Hamilton:

- Hamilton Chamber of Commerce
- Goodwill
- Wesley Urban Ministries
- Ministry of Training, Colleges and Universities
- Ministry of Citizenship and Immigration
- Employment Hamilton
- Small Business Enterprise, Economic Development and Real Estate Division, Planning and Economic Development, City of Hamilton
- Mohawk College
- Hamilton Public Library
- Employment Services, Employment and Income Support Division, Community Services, City of Hamilton
- Collège Boréal
- Adult Basic Education Association
- Business Development, Economic Development and Real Estate Division, Planning and Economic Development, City of Hamilton
- vpi Inc.
- YMCA
- YWCA
- Workforce Planning Hamilton (formerly HTAB)
- Skills Development Flagship

(See Appendix Y for the Employment/Labour Working Group Terms of Reference including a member list.)

The Employment/Labour Market Working Group undertook the following activities in the 2011-2012 fiscal year:

**OBJECTIVE:** Increase newcomers’ awareness of employment and training services in Hamilton

Activity

- *Work in partnership with the City Of Hamilton Economic Development Division to make available to newcomers information on business and self employment opportunities*

Through Workforce Planning Hamilton and its participation on the Winning Strategies for Immigrant Entrepreneurship project (WISE5), the Employment/Labour Market Working Group contributed to a research report and the development of a guide for immigrants who are planning to start a business in Hamilton. The local guide provides a listing of business supports available from not-for-profit agencies and government-funded services in Hamilton. The research report of the WISE5 project provides the details of the project

and findings, supports and services for entrepreneurs, examples of best practices and suggestions for services and includes recommendations to promote entrepreneurship in local communities. The Hamilton guide, the research report and an executive summary can be found at [www.wise5.ca](http://www.wise5.ca).

Going forward, the Employment/Labour Market Working Group will discuss the possibility of implementing the recommendations outlined in the report to promote immigrant entrepreneurship in Hamilton.

### Activities

- *Work in partnership with the City Of Hamilton Employment and Income Support Division to make available to newcomers an inventory of employment and training services*
- *Work with the Hamilton Training Advisory Board and the Skills Development Flagship to make available information about where and how newcomers can have foreign credentials assessed*

The Employment/Labour Market Working Group, through Workforce Planning Hamilton (formerly the Hamilton Training Advisory Board), developed a resource guide to help newcomers become successfully employed in Hamilton (see Appendix Z for A Guide to Immigrant Employment Success). The guide includes information about:

- The benefits of living in Hamilton
- Future jobs in Hamilton
- Applying skills to a range of jobs
- Tips and advice from employment counselors
- Employment services
- Education supports
- Self-employment services
- Assessing and recognizing credentials
- Other employment-related services (such as Bridging Programs, Job Search Workshops, Information for Internationally Trained Tradespeople, etc.)
- Internet links to resources

This guide is being distributed to Employment Service Providers throughout the community. It is also available on the Workforce Planning Hamilton website, the HIPC website and will be available on the Immigration Portal and other related websites (such as the YMCA, Employment Hamilton, etc.)

In addition to the services included in this guide, the more comprehensive inventory of Newcomer Services in Hamilton: A Guidebook for Service Providers contains a list of employment and employment-related services compiled by the Employment/Labour Market Group (see Appendix P).

OBJECTIVE: Improve newcomer access to the local labour market

### Activity

- *Work with community partners to develop a work plan to identify local opportunities to obtain work experience in Canada through mentorships, internships, etc.*

Many discussions with community partners have taken place about gaining experience through mentorships/internships. A proposal has been prepared by Workforce Planning Hamilton to implement a highly successful model for a mentorship program similar to the one being used in Niagara region. Currently the project is pending awaiting a Call for Proposals from the Ministry of Citizenship and Immigration.

This activity continues to be pursued and is carried over to the HIPC 2012-2013 work plan.

## Health

A report undertaken for the HIPC by McMaster University found that poor health and unmet health needs are pervasive within the immigrant and refugee population in Hamilton. This finding was also confirmed through HIPC consultations with newcomer communities and through the HIPC conference in 2010 with service providers. Newcomers face many challenges such as inequitable access to health services, barriers due to language and a lack of cultural competency among health care professionals.

The HIPC has established a Working Group which brings together senior level staff from the following organizations within the health sector of the community:

- North Hamilton Community Health Centre
- Hamilton Urban Core Community Health Centre
- Emergency Medical Services (EMS), Hamilton Emergency Services (HES)
- YWCA
- City of Hamilton Public Health Services
- Hamilton Centre for Civic Inclusion (HCCI)
- Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN)
- McMaster Children's Hospital
- Centre de Santé Communautaire
- Hamilton Health Sciences
- Aboriginal Health Centre

(See Appendix AA for the Health Working Group Terms of Reference including a member list and Work Plan.)

**OBJECTIVE:** Increase the awareness of the Local Health Integration Network (LHIN) about the health needs of newcomers

### Activity

- *Establish a partnership with the LHIN and community health centres to address the health issues of newcomers*

Not only is there a member on the HIPC from the LHIN, the same member has also served on the HIPC’s Health Working Group. Because of her involvement with these groups, the advisor of Health System Transformation for the LHIN reported that newcomer health issues have been made more salient within the LHIN’s organization, including for example a commitment to enhance the cultural competency of health care professionals.

As the last of the HIPC Working Groups to be established this year, the Health Working Group recently developed a draft work plan consisting of two priorities: Health equity and Planning and coordinating services.

#### 1) Health Equity

The goal of this first priority is to integrate health equity into the policy and planning of the LHIN, the City Of Hamilton, primary health care service organizations and funders. The Health Working Group has identified the following objectives for this priority:

- Collective understanding and agreement about the meaning of health equity
- Creation of a strong and effective voice advocating for health equity in the community
- Health equity integrated into the strategic plan of the LHIN and the City Of Hamilton

#### 2) Planning and Coordinating Services

The goal for the second priority is to create an effective and efficient system of health care services that can be easily navigated by newcomers. This goal will be achieved by meeting the following objectives:

- Continued identification of needs and gaps in health care services and supports for newcomers
- Newcomers have access to wider and more coordinated continuum of health services

Over the coming months the Health Work Group will refine this two year work plan and begin to implement its activities.

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### **Sustainability**

A strategic priority of the HIPC is building collective and collaborative leadership. This priority recognizes that the settlement sector in Hamilton alone cannot be expected to meet all settlement needs and that all community partners, institutions and residents in Hamilton need to work together to ensure the successful integration of newcomers into our community. The implementation and sustainability of the Immigration Strategy is therefore founded on the premise that the settlement and integration process involves all members and sectors of the community.

The HIPC has and will continue to secure partnerships with key collaborative groups in the city such as the Affordable Housing Flagship, Skills Development Flagship, Local



Integration Health Network, the Boards of Education and settlement service providers. Through such partnerships the HIPC will continue to work to ensure that the Immigration Strategy is widely disseminated and implemented by community partners. The HIPC will encourage partners to make immigrant integration and inclusion a part of their everyday business.

As indicated earlier, the HIPC has already obtained formal commitments to implement the Immigration Strategy from key organizations and institutions in Hamilton and monitor their progress.

In addition to the financial contribution of CIC and the considerable in-kind support provide by the City of Hamilton as the project sponsor, the HIPC commits to not only fulfilling all financial obligations but also to encourage HIPC partners to pursue additional funding sources and contribute resources.

**OBJECTIVE:** Formal commitment from key community organizations to implement the Immigration Strategy

#### Activity

- o *Obtain formal support and endorsement of the Hamilton Immigration Strategy from key organizations and institutions in each of the community sectors (Housing, Employment, Healthcare, Education) in implementing the Immigration Strategy through signatures on the Declaration of Intent (i.e., a one page document that states that immigration and settlement issues will be integrated into the everyday business of community organizations and agencies)*

As noted earlier, the HIPC has received formal support and endorsement through the signing of the Declaration of Intent by leaders of the following key community organizations:

- Hamilton Wentworth District School Board
- Hamilton Wentworth Catholic District School Board
- Mohawk Community College
- Hamilton Chamber of Commerce
- Hamilton Training Advisory Board (now Workforce Planning Hamilton)
- Volunteer Hamilton
- Kiwanis Boys and Girls Club
- Catholic Children’s Aid Society
- Scotia Bank
- YMCA of Hamilton/Burlington/Brantford
- Hamilton International Airport
- Social Planning and Research Council of Hamilton

These formal endorsements demonstrate an important indicator of institutional leadership in Hamilton and signal a commitment to implementing the Immigration Strategy and Action Plan.

#### Activities

- *Engage community agencies and stakeholders and other signatories of the Declaration of Intent through face-to-face meetings to complete the Action Plan to indicate they are implementing the Strategy*
- *Follow up with agencies and stakeholders to offer advice with regard to implementing the actions on the Strategy*
- *Make regular phone calls/contact to check on the progress of agencies and stakeholders in implementing the Strategy, and invite them to make presentations to the HIPC and Working Groups in implementing the Strategy and completing the Action Plan*

With the support of the HIPC Chair, the Program Manager and the General Manager’s office of Community Services Department, City of Hamilton, those organizations who formally committed to implementing the Immigration Strategy through signing the Declaration of Intent, including City of Hamilton Departments, began completing the Immigration Strategy’s Action Plan. Community partners have been documenting the activities they have been undertaking to implement the Immigration Strategy.

Some of the organizational practices that have been reported under each of the Immigration Strategy’s Four Priorities include:

#### Building Collective and Collaborative Leadership

- Workforce Planning Hamilton (formerly Hamilton Training Advisory Board) has adopted immigration as an organizational priority as reflected in their annual work plan, and have significantly increased their immigrant focused activities to include newcomer self employment and entrepreneurship and is leading a Working Group to address labour market barriers facing newcomers.
- The Social Planning and Research Council (SPRC) has made immigrant settlement a priority and is leading a Working Group to address issues around newcomers’ access to services.
- The Hamilton Wentworth Catholic District School Board (HWDCSB) is leading a Working Group to address the language training needs of newcomers.
- The Hamilton Wentworth District School Board (HWDSB) has undertaken several activities toward building collective and collaborative leadership:
  - Ongoing review of all recruitment practices to ensure they are equitable.
  - A Procurement Policy that assures fair access to information on procurement opportunities, processes and results.
  - Professional development for staff on issues of pertaining to equity, diversity and cultural proficiency
  - Settlement Workers in School program in place for HWDSB schools
  - Equity Policy with Ethnocultural and Antiracism guidelines and support for an inclusive curriculum
- The Catholic Children’s Aid Society (CCAS) has committed to support the settlement of immigrant families and children through formal and informal partnerships with community agencies. Other activities demonstrating their leadership in making immigrant integration a priority include:
  - Engaged with diverse communities to understand their needs and embedded anti-oppressive practice into plans to serve the community

- Formed an anti-oppressive committee and provide anti-oppressive practice training to all staff and foster parents. Plans are currently underway to expand training to include CCAS volunteers.
- Staff training on cultural sensitivity.
- Hold discussions to help immigrant staff feel safe and included in the work environment.
- Harassment and anti-discrimination policy and a ‘No Hate’ campaign to create a respectful work environment
- Volunteer Hamilton (VH) is creating a multi-lingual volunteer base to support the search of meaningful volunteer opportunities by newcomers. Also VH provides access to diversity audits and will be undertaking its own diversity audit.
- The Hamilton Chamber of Commerce (HCC), with the support of the provincial and federal government and the Ontario Chamber, has developed the Diversity Works! program which matches mentors from the local business community with newcomers wishing to start a business in Hamilton. Additional programs to support immigrant entrepreneurs provided by the HCC include the Bridging to Business Program to assist International Trained Professionals transition into self-employment and the Micro Lending Program to provide entrepreneurs financial support.
- The Housing Services Division of the City of Hamilton has incorporated the housing issues of newcomers into their 10 year Housing and Homelessness Action Plan and the Director is leading a Working Group to address newcomers’ housing needs.
- The Foreign Trained Professional Work Term initiated by the Environment and Sustainable Infrastructure Division of the Public Works Department at the City of Hamilton looks to hire foreign trained professional to work for a coop term.
- The Access and Equity Division in the Corporate Services Department at the City of Hamilton implements many inclusive organizational practices:
  - Led the development of an Equity and Inclusion Policy approved by Council in 2010 along with a Statement of Commitment to Meeting the Needs of the Underserved Community and an updated Racial Equity Policy. “Equity” was also approved to be added to the City’s Values.
  - Participated in hiring foreign trained professionals
  - Have taken steps to review and change job specifications and broaden advertising media to ensure a more representative applicant pool for filling vacant positions.
  - Facilitate a multi-level anti-racism training for City of Hamilton staff.
- The new Urban Hamilton Official Plan, adopted by Council, but under appeal to the Ontario Municipal Board, contains several policy directives that support the settlement and integration of newcomers.

#### Strengthening the Delivery of Settlement Services

- The SPRC obtained a \$75,000 grant from the Trillium Foundation to initiate a community project to strengthen newcomer services and is collecting information about formal and informal services to circulate to service providers and newcomers to ensure maximum accessibility. The goal of this project is to strengthen connections between formal and informal sources of support for newcomers.

- The Housing Services Division of the City of Hamilton and the SPRC with other partners are working together to improve housing services through the development of a Housing Kit for newcomers, service providers and landlords. These kits include information about housing options, financial support, rights and responsibilities, and so on.
- The HWCDSB with other community partners including the HWDSB has developed a Tool to raise the awareness of settlement service providers about the available language training programs in Hamilton to better inform their newcomer clients.
- The HWDSB is providing use of space at schools to connect settlement service providers to school sites to host programs and opportunities that support newcomer settlement and integration. As well the HWDSB holds quarterly Newcomer and Parent Information sessions to invite input and share district initiatives and programs to support diverse learners. In addition the HWDSB recently initiated meetings with the service agencies and their Equity Department to strengthen linkages, facilitate collaboration and address any gaps in service provision.
- The CCAS is entering into agreements with community partners to exchange services free of charge. The CCAS will give information sessions regarding parenting to organizations who serve newcomers and in return organizations will provide CCAS with consultations for immigrant families. Additionally, CCAS is participating in community events such as the Marketplace event (October 21, 2011) to increase awareness of the programs and services that are relevant to immigrant families in Hamilton and works collaboratively with community agencies to provide services that help newcomer families overcome the barriers to successful integration.
- The City of Hamilton Small Business Enterprise Centre (SBEC) in the Economic Development Division of the Planning and Economic Development Department at the City of Hamilton provides an extensive array of services to support and cultivate the entrepreneurial spirit in Hamilton. Through extensive resources, comprehensive databases and a strong network within the community, the SBEC remains a leader in the dissemination of resources and programs as it relates to immigration business services
- The Access and Equity Division in the Corporate Services Department at the City of Hamilton facilitates 8 advisory committees to engage citizens who provide advice to Council with respect to the equity, inclusivity and access to City services and programs as well as barriers faced by community members in accessing services and opportunities.

#### Creating a Welcoming Community

- Hamilton Centre for Civic Inclusion (HCCI) provides civic skills and leadership training for newcomer communities and supports the ability of newcomers to bring their contributions and concerns to appropriate agencies through hosting community forums. HCCI also provides diversity and inclusion training, conducts inclusionary impact assessments and develops inclusionary action plans for community agencies.

- The SPRC has established a Youth Housing Support Collaborative with specific activities to engage and support newcomer and refugee youth with how to complete documents, access services and understand the overall system. Similarly, they have incorporated into their Street Youth Planning Collaborative in-service sessions from the YMCA to inform newcomer youth about the services available to them.
- The SPRC’s involvement in Neighbourhood Action Planning Teams is to provide access to funds to ensure that planning documents, briefs, advertisements and information is available in languages that represent the diversity in the Landsdale, Gibson and Keith Neighbourhoods. The project is also committed to continuing to reach out to local settlement services, cultural centres, religious centres/places of worship, schools and door to door in the identified and adjacent neighbourhoods in attempts to engage residents from our newcomer communities. Efforts are made to identify and remove barriers for those individuals, families and groups who have been insulated from the planning process thus far. Direct contact with face to face recruitment attempts, multi lingual advertisements to every household, and events planned with respect to worship schedules, high holidays, and food prohibitions of known cultural communities, help to promote the participation of newcomers.
- The HWDSB has undertaken a number of activities to create a welcoming community that:
  - Promote to and encourage newcomer groups to access community use of space at HWDSB schools to hold events that strengthen community bonds and relationships such as after school programs that support student well-being in diverse school communities with high ESL populations.
  - Provide Specialized and Personalized Learning Program: Mandarin Transition Language
  - Celebrate Black History Month, Asian and South Asian Heritage Month
  - HWDSB website has multi-language translation feature
  - Offer translated versions of documents
  - Implement Equity Policy and guidelines including valuing students’ first language
- The CCAS, with settlement service providing agencies, provides newcomer parents access to information on the functions and role of the CCAS in the community through regular sessions to raise their awareness in terms of where to go for support when receiving child welfare services. The CCAS also provides translations and interpretation services for their clients. Through an educational series of community speakers the CCAS helps staff demystify the assumptions around diverse communities in Hamilton. In addition to the CCAS’s inclusive institutional practices noted above, they are embarking on an internal process to identify ways to make their services more inclusive as well. In addition, the CCAS uses a multicultural calendar to highlight the diversity in Canada.
- VH provides multi-lingual program materials in both print and electronic formats.
- The Operations and Waste Management Division of the Public Works Department at the City Of Hamilton has made available stickers for green carts and accompanying literature in multiple languages.

- The Tourism and Culture Division of the Planning and Economic Development Department at the City of Hamilton encourages a welcoming community through opportunities such as cultural and art exhibitions.
- The Corporate Services Department of the City of Hamilton provides translation services for customers who need assistance accessing services in another language.

#### Creating and Disseminating Knowledge of Immigration

- The SPRC has undertaken a number of activities to collect and make available information about immigration in Hamilton including:
  - Language quilt of Hamilton: Poster of maps showing distribution of non-English home languages in Hamilton
  - Recent immigration chapter in Hamilton's Social Landscape report. This chapter included a map of regions of birth of immigrants living in Hamilton, by period and a chart of home languages spoken by recent immigrants in Hamilton.
  - Dot density map of recent immigrants to Hamilton that was distributed at the Newcomer Services Marketplace event of October 21, 2011
  - Strengthening Newcomer Services (SNS) Planning Group: Through this group up-to-date information about formal and informal supports is being collected and circulated in several different languages.
- Select HWDSB schools are participants in the Hamilton Immigrant Youth Study being conducted by McMaster University's Offord Centre for Child Studies to compare the adjustment and school performance of refugee, immigrant and non-immigrant youth.
- The CCAS gather and shares knowledge of immigration in the following ways:
  - Through newcomer parent information sessions CCAS gains further knowledge about important and emerging social needs for the community, families and children resulting in better interventions with the families.
  - Monitor community profiles and statistics and update electronic demographic profiles
  - Share information with staff through internal newsletters and with parents through foster parent mail.
  - Information and services regularly updated and available on the CCAS intranet
- The Economic Development Division of the Planning and Economic Development Department at the City of Hamilton shares information about the importance of immigration to Hamilton through its Business Development Corporate Calling Program that meets with 300 key employers per year.

The Immigration Strategy has been presented to the community as a guidance document and the HIPC will continue to encourage more organizations in all sectors in the city to identify the actions they take to successfully integrate immigrants.

By completing the Immigration's Strategy's Action Plan and undertaking follow-up actions the HIPC has provided:

1. A basis by which the HIPC can champion the actions that are being taken by community partners
2. Build a body of information to monitor the progress that is being made in Hamilton towards achieving the vision of the Immigration Strategy.

OBJECTIVE: Increase funding sources for HIPC outside CIC

Activity

- o *Identify additional sources of funding through Maytree Foundation, Trillium Foundation, United Way, City of Hamilton*

In addition to the funding received by CIC and the in kind support provided by the City of Hamilton, the above brief summary examples of activities being undertaken over the last year by the signators to the Declaration of Intent give some indication of the considerable increase of resources being dedicated to the settlement and integration of newcomers to Hamilton.

Furthermore the contribution in terms of the time, effort and resources provided by the over 80 member organizations who are directly involved in the Working Groups of the HIPC has also been considerable. This commitment also has involved direct financial contributions such as producing, printing and translating Working Group products, (e.g., the Housing Kit).

All of the above are positive local indicators of the sustainability and commitment to pursuing the implementation of the Hamilton Immigration Strategy and Action Plan. However, it is equally important that ongoing funding and support for all of this important work be provided/continued from CIC.

Activity (as per CIC)

- o *Examine and report on different strategies regarding the sustainability of the HIPC and its sub-committees*

To achieve sustainability of the HIPC, its sub-committees and the Immigration Strategy, the HIPC has embarked on specific activities to achieve 3 sustainability strategies as detailed throughout this report:

Strategy	Activities
1. Restructuring the HIPC	Continually reassess the HIPC and bring in additional/new members with new/different ideas and resources to pick up the work of the strategy
	Develop new work plan with new goals, objectives and activities every year
2. Staying Current	Renew HIPC membership (including steering committee and working groups)
	Working groups identify more/new newcomer needs and issues

3. Obtaining Community Ownership (of the Immigration Strategy)	Letters of support and endorsement provided to organizations and researchers for funding facilitates the sustainability and attainment of the Immigration Strategy.
	Community organizations sign the Declaration of Intent
	HIPC members’ organizations complete Action Plan
	Working Groups network and collaborate with community organizations/collaboratives

In working to ensure the sustainability of this initiative through an expanded HIPC membership in the 2011 – 2012 fiscal year, the establishment and strengthening of the HIPC Steering Committee and the establishment a number of Working Groups, the HIPC has:

- recognized the extent of activity and interest in newcomer integration issues across a wide range of sectors in the Hamilton.
- very purposely broadened out the participatory mechanisms by which a much larger number of community stakeholders can contribute in a collaborative framework towards achieving the Immigration Strategy and Action Plan.
- created an enabling mechanism to allow a larger number of stakeholders to keep abreast of all the local actions being taken to implement the Immigration Strategy
- improved the participatory mechanisms for increased community input in attaining a sustainable Immigration Strategy.

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## Evaluation

In considering an appropriate set of evaluation criteria, similar to the issue of sustainability, a cost efficient methodology needs to be developed to measure the effective implementation and achievement of the goals and objectives established in the Immigration Strategy and Action Plan. In addition, a set of performance indicators need to be formulated to measure the impact and added value of the structural mechanism itself: the Hamilton Immigration Partnership Council.

**OBJECTIVE:** The success of the Immigration Strategy in attracting, settling, retaining and improving the economic participation of newcomers

### Activity

- *Collaborate with Welcoming Communities Initiative (WCI) to determine a methodology to evaluate the success of the Strategy*

Throughout the last year the HIPC has continued to both draw from and contribute to a number of discussions and research activities regarding measurement tools of a welcoming community and the impact of Local Immigration Partnerships at the regional, national and international levels.

This has included:



- South-West Ontario LIPs  
Initiated by the HIPC, this regional group of 13 LIPs has evolved into a professional network that communicates regularly and meets on a quarterly basis to share progress and common challenges. Meetings over the last year have been held in Sarnia, Windsor and London.
- Ontario LIPs Working Group  
Initiated by CIC, this Working Group is still in its embryonic stage of recruiting and selecting members. In requesting 4 seats from S-W Ontario, the London LIP has agreed to represent the interests of Hamilton for the first year.
- The Welcoming Communities Initiative (WCI)  
The WCI is a collaborative multidisciplinary alliance of 13 universities outside of the GTA to assess and review strategies to attract and retain newcomers in small and medium sized cities throughout Ontario. This has included an assessment of LIPs as a community driven policy innovation in which Hamilton was one of six case studies reviewed. The HIPC Project Manager was an invited member of the Governance Council of WCI. As such he represented Hamilton in numerous discussions over the last year as well as meetings in London and Ottawa.
- Tamarack Institute Conference  
Project staff participated in an intensive 2 day conference on the topic of Evaluating Community Impact through the Tamarack Institute in Kitchener, Ontario.
- Centre for Research on Immigration and Settlement (CERIS - York University)  
The HIPC Project Manager was an invited member of the Planning Committee and speaker to two symposia organized by this province-wide research body on May 13, 2011 and February 28, 2012, both of which focused on the topic of measuring the impact of the sector serving immigrants.
- France-Canada Seminar  
The HIPC Project Manager was one of 18 Canadians invited by the Canadian Embassy in France to participate as an "expert" at a seminar in Paris on the topic of "Reflecting Cultural Diversity in Public Policy" in April, 2011.

In reviewing the voluminous literature on evaluation, one of the most useful sources in considering the impact of the HIPC as a community collaborative is the work of John Kania in the United States.

Based on his research in the U.S.A. in evaluating local collaboratives functioning in various sectors, John Kania identifies five requirements in effectively aligning activity across sectors for achieving systemic change:

- A common agenda (i.e. a shared vision).
- Mutually reinforcing activities (i.e. Working Groups are identified as the appropriate structural mechanism in facilitating ongoing dialogue, reinforcing mutual support and generating more realignment).
- Continuous communication (i.e. building trust through sharing information to strengthen inter-organizational and sectoral relations).
- Shared measurement systems (i.e. a short list of performance measures at the community level with data that can easily and cheaply be collected)

- Backbone support organization (i.e. a staff of 3 to 5 staff are required to facilitate the implementation of the agenda and to undertake data collection and dissemination, community engagement and the bringing together of the many agencies in different sectors.

This list provides a useful set of criteria to evaluate the work of the HIPC. As a fairly recently established planning, advisory, and collaborative body with an ongoing developmental role it is perhaps premature to draw any definitive conclusions about how adequately it is fulfilling the above criteria and the local impact of the HIPC. However, some early indicators suggest that it has already played an important function in:

- Assessing newcomer needs and mapping community settlement service assets and gaps.
- Developing local partnerships for planning and priority setting.
- Expanding the number and diversity of local stakeholders addressing settlement issues.
- Increasing community understanding and buy-in around immigration concerns.
- Increasing mainstream provider and newcomer awareness of settlement services.
- Mainstream agencies adapting programs and services to immigrant needs.

The HIPC has also made significant inroads in contributing to:

- Bringing new energy to the “two-way street” concept of integration that emphasizes the mutual engagement of the receiving, host society with immigrant communities.
- Enhancing the civic engagement of immigrants by involving them directly in the community planning process.
- Practicing joined-up collaborative partnership working between the local public, private and voluntary sectors.
- Providing a focal point for local settlement planning.
- Facilitating a broadened and coordinated local settlement service provision system.
- Strengthening local awareness and involvement in settlement and integration challenges.

**OBJECTIVE:** The successful achievement of the objectives in the HIPC 2011 – 2012 Work Plan

#### Activity

- *Monitoring, reviewing and modifying the HIPC work plan*

Through regular meetings with program staff, the Project Sponsor, HIPC members and CIC, the HIPC 2011 – 2012 work plan was continually reviewed and updated according to the needs and priorities identified through the work of the working groups.

The contents of this report, in which each activity in the HIPC 2011 – 2012 work plan has been addressed, is evidence of the successful accomplishment of the tasks identified for the fiscal year. However, the achievement of these activities does not mean the objectives have been met and the work is complete. Many of these objectives will require years of working toward to be successfully achieved. As such, the HIPC work plan for the

2012 – 2013 fiscal year carries over many of the objectives from the 2011 – 2012 work plan and identifies a new set of activities necessary to continue the work toward achieving them.



NEXT STEPS

This report outlines the accomplishments achieved during the 2011 – 2012 fiscal year of the Hamilton Immigration Partnership Council. The work of the HIPC over the last year reflects significant achievement through collaborative partnerships in addressing local post migration settlement and integration efforts. It has drawn on the strengths of the social capital existing in the community. It has brought together diverse communities of interest in the city in addressing local settlement and integration issues in a more comprehensive fashion than has previously been attempted.

In order to sustain this momentum, the HIPC will need to continue to enlarge the mechanisms for distilling and communicating out its work. It will need to consider how it can contribute to the wider immigration continuum to include a proactive immigrant attraction strategy that focuses on economic and business newcomers. It will need to consider how it can increase its capacity in taking a proactive role in contributing to and intervening across a broad range of local decision making processes to facilitate the settlement of newcomers. And it will need to consider a wider lens to its work that identifies and accesses the appropriate levers of change on a broader stage that will strengthen integration work within Hamilton. In addition, more deliberate and conscious efforts need to be incorporated into the planning, policies and work of all major organizations and institutions within the city that reflects the commitment to a more inclusive and welcoming community.

The HIPC 2012 – 2013 Work Plan (see Appendix BB) reflects the ongoing work of the HIPC and its Working Groups as guided by the Immigration Strategy and Action Plan. It continues to focus on building, expanding and sustaining partnerships throughout the community to not only facilitate increased coordination among service providers but also to ensure the involvement of stakeholders who are equipped to address newcomer issues. It also undertakes implementing the tools developed during the previous fiscal year that will assist service providers in serving their newcomer clients and help meet the needs of newcomers themselves.

A long term Immigration Strategy is in place and a strong membership has been established to guide this second year of implementation. Hamilton is fortunate in the high level of interest in and commitment to addressing immigrant integration issues as demonstrated by numerous community partners participating on the Working Groups. The HIPC has established a solid foundation by which it can contribute to the successful realization of Hamilton as an inclusive and welcoming community to which newcomers will want to come and stay!



APPENDICES

Appendix A: Immigration Strategy and Action Plan

Appendix B: Selecting and Appointing Members of HIPC

Appendix C: HIPC Terms of Reference

Appendix D: HIPC Meeting Minutes 2011 – 2012

Appendix E: Steering Committee Terms of Reference

Appendix F: Steering Committee Meeting Minutes 2011 - 2012

Appendix G: Communications Strategy and Implementation Plan (draft only)

Appendix H: HIPC Website Google Analytics Report

Appendix I: HIPC Fact Sheets and Newsletters

Appendix J: HIPC Fact Sheet and Newsletter Use Analysis

Appendix K: Demand, Take Up and Utilization of HIPC Materials

Appendix L: HIPC Website Use Analysis

Appendix M: Settlement Service Providers Working Group Terms of Reference

Appendix N: Strengthening Newcomer Services Group Terms of Reference and Work Plan

Appendix O: SNS Market Place Event Participant Feedback and Evaluation Results

Appendix P: Newcomer Services in Hamilton: A Guidebook for Service Providers

Appendix Q: SNS Newcomer Focus Group Preliminary Findings

Appendix R: SNS Service Provider Survey Results

Appendix S: Language Training Working Group Terms of Reference

Appendix T: Hamilton Language Programs Chart

Appendix U: A Tool for Settlement Service Providers Outlining Language Training Options in Hamilton

Appendix V: Housing and Homelessness amongst Newcomers to Hamilton

Appendix W: Housing Working Group Terms of Reference

Appendix X: Housing Needs of Newcomers in Hamilton: Analyzing the Available Data

Appendix Y: Employment/Labour Market Working Group Terms of Reference

Appendix Z: A Guide to Immigrant Employment Success

Appendix AA: Health Working Group Terms of Reference and Work Plan

Appendix BB: HIPC 2012 – 2013 Work Plan

## Hamilton Immigration Partnership Council



### Implementing the Hamilton Immigration Strategy and Action Plan

#### Work Plan

April 1, 2012 – March 31, 2013

#### Strategic Goal

Provide and implement a collaborative framework to facilitate sustainable solutions for the successful integration for newcomers to Hamilton.

#### Overview

This Work Plan reflects the ongoing work of the Hamilton Immigration Partnership Council and its Working Groups as guided by the Immigration Strategy and Action Plan while addressing the requirements of the Contribution Agreement with Citizenship and Immigration Canada (CIC). Since the work of the Working Groups is based on the needs of the community it is expected to evolve as the year progresses to reflect the changing needs of the community. As such, this 2012-2013 Work Plan comprises of the objectivities, expected activities, anticipated timelines and indicators as determined by the HIPC Working Groups. In addition, the objectives and activities of the HIPC and its project staff are defined. The Work Plan is organized in the following components each proceeded by a description of the component and its significance to the successful integration of newcomers to Hamilton:

- Governance
- Sustainability
- Public Awareness/  
Communications
- Newcomer Engagement
- Evaluation
- Settlement Services
- Housing
- Employment/Labour Market
- Health
- Language Training

## GOVERNANCE

The overall objective of the Hamilton Immigration Partnership Council is to provide a collaborative framework to facilitate the development and implementation of sustainable solutions that are local in scope for the successful integration of newcomers to Hamilton.

Throughout the next year, the Hamilton Immigration Partnership Council (HIPC) will continue to build and strengthen its governance structures to ensure it develops and maintains ongoing connections with the deliverers of settlement and integration initiatives being undertaken across the city of Hamilton.

As such, in 2011-12 the HIPC has expanded its membership from 15 to 24 members. It has strengthened the HIPC Steering Committee and supports a number of Working Groups including:

- Housing
- Employment/Labour Market
- Language Training
- Supporting Newcomer Services (SNS)
- Health
- Settlement Service Providers

The HIPC will continue to refine these arrangements throughout the year to ensure the requirements of CIC are met as well as the:

- effective and proper use of HIPC members' time;
- ability of the HIPC to keep abreast of the growing level of newcomer settlement and integration activities being pursued across Hamilton in implementing the Immigration Strategy and Action Plan;
- capacity of the HIPC to champion the local work that is and needs to be undertaken, and;
- ability of the HIPC to monitor progress in achieving the vision, goals and objectives of the Immigration Strategy.

The governance structure will support the work of the well over 80 Hamiltonians who are currently directly participating in the HIPC, its Steering Committee and Working Groups. Members are civic leaders comprising City Councillors, CEOs, Executive Directors, senior staff of public, private and voluntary agencies, as well as representing Hamilton's diverse immigrant communities. The governance arrangements will continue to encourage and support the partnerships with community stakeholders to enable them to contribute their knowledge and expertise in a collaborative framework so that the HIPC's vision can be realized:

**Hamilton is an inclusive community where the talents and experience that immigrants and refugees bring are valued because they are integral to making Hamilton the best place to raise a child.**



Governance				
Objective	Activity	Responsibility	Timeline	Indicators
1. Ensure the implementation of the HIPC work plan	<ul style="list-style-type: none"> <li>The Hamilton Immigration Partnership Council (HIPC) meets quarterly               <ul style="list-style-type: none"> <li>Receives updates from and advises Steering Committee</li> <li>Reviews work of Working Groups and project staff and provides guidance and support</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>HIPC</li> <li>Project Team</li> </ul>	Quarterly	<ul style="list-style-type: none"> <li>HIPC convenes quarterly</li> <li>Membership reflects the best interests of newcomers</li> </ul>
	<ul style="list-style-type: none"> <li>HIPC Steering Committee, comprised of the Working Group Chairs, meets bi-monthly               <ul style="list-style-type: none"> <li>Reviews progress of Working Groups</li> <li>Provides updates to HIPC</li> <li>Develops a strategy to integrate the work of Working Groups</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Steering Cmte</li> <li>Project Team</li> </ul>	Bi-Monthly	<ul style="list-style-type: none"> <li>Steering Committee convenes bi-monthly and drives the implementation of the Immigration Strategy through the work of the Working Groups</li> </ul>
	<ul style="list-style-type: none"> <li>HIPC Working Groups meet regularly               <ul style="list-style-type: none"> <li>Carry out activities of respective work plans</li> <li>Complete year end report and develop next year's work plan</li> <li>Reassess membership</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Working Groups</li> <li>Project Team</li> </ul>	Monthly/ Bi-monthly	<ul style="list-style-type: none"> <li>Work Groups are reconvened</li> <li>Work plan activities are carried out</li> <li>Year end report is completed</li> </ul>
	<ul style="list-style-type: none"> <li>Support, guide, coordinate and facilitate the work of the Working Groups</li> </ul>	<ul style="list-style-type: none"> <li>Project Team</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Agenda, meeting minutes, final report, 2013-2014 work plans, outputs are completed</li> <li>Meetings are coordinated with each Chair</li> <li>Support is given as needed</li> </ul>
	<ul style="list-style-type: none"> <li>Accountability to CIC:               <ul style="list-style-type: none"> <li>Monthly progress reports</li> <li>Monthly budget claims</li> <li>Preparation of annual budget</li> <li>Develop 2013 – 2014 work plan</li> <li>Annual Report</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Project Team</li> </ul>	Monthly Monthly Dec 2012 Dec 2012 May 2013	<ul style="list-style-type: none"> <li>Reports submitted to CIC by due dates</li> </ul>

	<ul style="list-style-type: none"><li>• Develop a new work plan every year based on the outcomes of the working groups and the report compiled outlining recommendations for continuous improvement of local service system for newcomers (see Evaluation component of this work plan) and</li></ul>	<ul style="list-style-type: none"><li>• Project Team</li></ul>	Dec 2013	<ul style="list-style-type: none"><li>• 2013-14 Work plan developed</li></ul>
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## SUSTAINABILITY

The HIPC will approach sustainability by:

### **Sustaining Immigrant Integration on the Hamilton Agenda:**

A strategic priority of the HIPC is building collective and collaborative leadership. The implementation and sustainability of the Immigration Strategy is therefore founded on the premise that the settlement and integration process involves all members and sectors of the Hamilton community

The HIPC has already established a process for obtaining formal commitments to implement the Immigration Strategy by key organizations and institutions in Hamilton through the Declaration of Intent. Organizations signing the Declaration and endorsing the Immigration Strategy are documenting the ways in which they are fulfilling the Hamilton Immigration Strategy Action Plan. Throughout the next year more organizations will be invited to commit to the Declaration of Intent.

In addition, through the implementation of its Public Awareness/Communications component of this Work Plan, the HIPC will continue to develop and disseminate information on local immigration issues.

### **Sustaining and Growing the Level of Integration Activity:**

Notwithstanding the current fiscal climate, the HIPC will continue to support the pursuit of potential resources, financial and otherwise, by its local partners. Through the Steering Committee and Working Group process, the HIPC will also continue to recognize and promote best practice and a collaborative process in achieving more efficient and effective use of limited resources.

### **Sustaining Partnerships with the Local Stakeholders Working on Immigrant Issues:**

This work plan reflects how the HIPC will continue to involve the participation of key local stakeholders in the implementation of the Immigration Strategy and Action Plan through its Steering Committee and Working Groups.

### **Sustaining the Organizational Responsibilities of the HIPC:**

Organizational resources are required to sustain the HIPC so that the HIPC is able to drive forward the implementation of the Strategy. In acknowledging the financial contribution of CIC and the considerable in-kind support provide by the City of Hamilton as the project sponsor, this work plan commits to fulfilling all accountability, reporting and financial obligations to the project's funder and sponsor.

Sustainability				
Objective	Activity	Responsibility	Timeline	Indicators
1. Ensure the sustainability of the HIPC and its Working Groups	<ul style="list-style-type: none"> <li>Refine the HIPC membership and bring in additional/new members with new/different ideas and resources as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>HIPC</li> <li>Project Team</li> </ul>	ongoing	<ul style="list-style-type: none"> <li>HIPC membership comprises of key stakeholders who can address the needs of newcomers</li> </ul>
	<ul style="list-style-type: none"> <li>Build into the Communication Strategy &amp; Implementation Plan a mechanism that allows HIPC to draw in the stakeholders necessary to address the needs of newcomers (such as the signing of the Declaration of Intent, completion of the Action Plan, invitation from Working Group Chairs to key community stakeholders to contribute to Working Group activities)</li> </ul>	<ul style="list-style-type: none"> <li>Communications</li> <li>Working Groups</li> <li>Project Team</li> </ul>	Winter 2012-13	<ul style="list-style-type: none"> <li>Number of partners increases</li> </ul>
	<ul style="list-style-type: none"> <li>Expand community ownership of the Immigration Strategy through:               <ul style="list-style-type: none"> <li>Obtaining formal support and endorsement from community organizations through signatures on the Declarations of Intent and completion of the Immigration Strategy Action Plans</li> <li>Working Groups establishing partnerships with local community organizations / collaboratives within their sector to meet the needs of newcomers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>HIPC</li> <li>Working Groups</li> <li>Project Team</li> </ul>	ongoing	<ul style="list-style-type: none"> <li>Number of new organizations signing the Declaration</li> <li>Working Group activities show collaboration with community partners</li> </ul>
	<ul style="list-style-type: none"> <li>Identify additional resources (in-kind, funding) to support Working Group activities through partnering with community agencies, organizations, private sector, funding agencies, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Working Groups</li> <li>Project Team</li> </ul>	ongoing	<ul style="list-style-type: none"> <li>Resources are obtained through partnerships with Working Groups to complete work plan activities</li> </ul>

## PUBLIC AWARENESS/COMMUNICATIONS

The successful integration of newcomers and the pursuit of a welcoming community must be built on a solid base of shared knowledge.

Part of this process involves promoting greater public awareness, support for the work of the HIPC and highlighting initiatives being undertaken in Hamilton directed at achieving a welcoming city through the HIPC website and print materials.

As identified in the HIPC Communications Strategy, the HIPC will continue to:

- Highlight the importance of immigration to Hamilton
- Combat the myths and misconceptions about migrants and immigration
- Identify the initiatives of Hamilton organizations that contribute to the settlement and integration of newcomers

In addition HIPC will continue to support Community Information Hamilton in further developing and maintaining its newcomer website as well as with the Hamilton Immigration Portal to ensure it is accessible and up-to-date.

**52% of frontline workers in Hamilton cannot readily find all the information they need to confidently refer newcomer clients**

**63% of frontline workers in Hamilton usually use the internet to find information to refer newcomer clients**

**The majority of frontline workers report that print material or face-to-face interaction is most effective for their newcomer clients**

Public Awareness/Communications				
Objective	Activity	Responsibility	Timeline	Indicators
1. Increase the understanding of individuals and organizations about the importance of immigration to Hamilton	<ul style="list-style-type: none"> <li>Update, revise and maintain the HIPC website with current information including:               <ul style="list-style-type: none"> <li>Reports from Working Groups, etc</li> <li>Profiles of community organizations’ initiatives to meet the needs of newcomers (e.g. completed Action Plans, reports, etc.)</li> <li>Working Group products (e.g., The Housing Kit, Tool for Settlement Service Providers Outlining Language Options in Hamilton resource guide, etc.)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Project Team</li> <li>Communications</li> </ul>	ongoing	<ul style="list-style-type: none"> <li>Website is up-to-date</li> </ul>
	<ul style="list-style-type: none"> <li>Provide information to the Spectator including fact sheets, reports, community contacts, etc. to contribute to their DiverseCity series</li> </ul>	<ul style="list-style-type: none"> <li>Project Team</li> <li>Communications</li> </ul>	ongoing	<ul style="list-style-type: none"> <li>News reports on the importance of immigration to Hamilton</li> </ul>
	<ul style="list-style-type: none"> <li>Provide diversity training sessions that highlight the contributions of newcomers to Hamilton to mainstream service provider organizations</li> </ul>	<ul style="list-style-type: none"> <li>HCCI</li> </ul>	ongoing	<ul style="list-style-type: none"> <li>Number of presentations given and nature of audiences served</li> </ul>
	<ul style="list-style-type: none"> <li>Increase awareness of the HIPC through the development of branding and the production of display/information materials (such as a brochure, banner, etc as identified in the communications strategy)</li> </ul>	<ul style="list-style-type: none"> <li>Project Team</li> <li>Communications</li> </ul>	Winter 2012-2013	<ul style="list-style-type: none"> <li>HIPC branded products created and displayed/distributed</li> </ul>
2. Increase newcomers’ access to local settlement service information	<ul style="list-style-type: none"> <li>Produce and disseminate a Welcome Guide of services for newcomers to Hamilton</li> </ul>	<ul style="list-style-type: none"> <li>SNS Group</li> <li>Settlement Service Provider Working Group</li> </ul>	Summer 2012	<ul style="list-style-type: none"> <li>Guide is available to newcomers and frontline service providers both online and in print in multiple languages</li> </ul>

	<ul style="list-style-type: none"> <li>• Collaborate with and assist the Immigration Portal and InformHamilton to enhance a database of newcomer services and promote and market its use</li> </ul>	<ul style="list-style-type: none"> <li>• Project Team</li> <li>• SNS Group</li> <li>• Communications</li> </ul>	ongoing	<ul style="list-style-type: none"> <li>• InformHamilton database is up-to-date and in accessible formats</li> <li>• Take up of users of Immigration Portal and InformHamilton database is increased</li> </ul>
<p>3. Coordinate HIPC communication</p>	<ul style="list-style-type: none"> <li>• Develop a process for internal and external communications to ensure a coordinated approach for all communications coming from the HIPC and include in the HIPC Communications Strategy &amp; Implementation Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Communications</li> <li>• Steering Cmte</li> <li>• Project Team</li> </ul>	Summer 2012	<ul style="list-style-type: none"> <li>• Messages are approved by the sponsor and CIC</li> </ul>

## NEWCOMER ENGAGEMENT

It is the voices of newcomers to Hamilton - their experiences and challenges in making a new life for themselves in the city - that must and will continue to inform, shape and direct the Hamilton Immigration Strategy and work of the HIPC and its Working Groups.

The Hamilton Centre for Civic Inclusion (HCCI) is the 'civic resource centre' to facilitate the civic engagement of newcomers. Over the next year HCCI will undertake ongoing engagement through training sessions, workshops and working groups to continue to gather information about the issues that impact newcomers' lives.

As well, building on their engagement with newcomers through a series of focus group interviews during the 2011-2012 year, the Supporting Newcomer Services (SNS) Group will continue to engage newcomers through an open forum and town hall meeting to increase their participation in service development. Through the partnerships with HIPC, the SNS Group and HCCI will ensure that newcomer issues are reflected in the HIPC Working Group activities and/or discussions.



Newcomer Engagement				
Objective	Activity	Responsibility	Timeline	Indicators
1. Increase engagement of newcomers to enable them to bring forward their concerns and contributions	<ul style="list-style-type: none"> <li>Organize and sponsor community engagement initiatives such as:                             <ol style="list-style-type: none"> <li>Working Group for mental health needs/concerns of newcomers</li> <li>Youth leadership training as facilitators and peer leaders</li> <li>Workshops on the operation, management and governance for emerging newcomer not-for-profit organizations</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>HCCI</li> </ul>	ongoing	<ul style="list-style-type: none"> <li>Number of participants and sessions held</li> </ul>
	<ul style="list-style-type: none"> <li>Hold an open forum for immigrant newcomer and community stakeholder organizations, service providers and managers of service provision to increase participation and community engagement in developing services</li> </ul>	<ul style="list-style-type: none"> <li>SNS Group</li> </ul>	Spring 2012	<ul style="list-style-type: none"> <li>List of participants shows representation from 3 levels of service delivery (users, providers, managers)</li> <li>Participant evaluation completed</li> </ul>

## EVALUATION

The indicators column of this Work Plan identifies the output and outcome measures that pertain to the work of the HIPC itself as well as the progress in implementing the Immigration Strategy. Progress on the achievement of these performance measures will be assessed throughout the year and reported on at year end.

In addition, the HIPC recognizes the need for a framework and methodology for evaluating the achievement of the vision, goals and objectives of the Hamilton Immigration Strategy and Action Plan, into short, medium and long-term outcomes.

The following questions can be used as the basis on which the progress of this initiative can be determined:

- Has the governance structure been refined to expand the number and diversity of local stakeholders?
- Have Working Groups been established for planning and priority setting to be set in motion in different sectors of concern?
- Have mechanisms been established to identify newcomer programming and service delivery by local mainstream agencies and institutions?
- Is there evidence of greater collaboration and coordination of services at the community level?
- Is there an increased awareness of settlement services and enhanced uptake?

Finally, the achievement of the overall objective of Local Immigration Partnerships (LIPs) as defined by Citizenship and Immigration Canada will be assessed for progression toward the development of a coordinated and enhanced service delivery system through strategic partnerships.

**The overall objective of the LIPs initiative is to identify groups that will coordinate and enhance local service delivery to newcomers while identifying and minimizing duplication. Strategic partnerships between service providers are to be created.**

Evaluation				
Objective	Activity	Responsibility	Timeline	Indicators
1. The achievement of the objectives in the HIPC work plan 2012 – 2013	<ul style="list-style-type: none"> <li>Monitoring, reviewing and modifying the work plan</li> </ul>	<ul style="list-style-type: none"> <li>Project Team</li> <li>Social Development Team (SDT)</li> </ul>	Monthly	<ul style="list-style-type: none"> <li>Monthly reports on the progress of the HIPC toward achieving work plan objectives</li> </ul>
2. The achievement of progress in implementing the Immigration Strategy and Action Plan	<ul style="list-style-type: none"> <li>Collaborate with the City of Hamilton’s Community Services’ Social Development Unit (SDT) and others (such as Welcoming Communities Initiative WCTI, Citizenship and Immigration Canada CIC) to develop and administer a tool to evaluate community impact of the Immigration Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Project Team</li> <li>SDT</li> <li>WCI/CIC</li> </ul>	March 2013	<ul style="list-style-type: none"> <li>The tool has been developed to assess the achievement of the Hamilton Immigration Strategy</li> <li>Results are reflected in the Annual Report</li> </ul>
	<ul style="list-style-type: none"> <li>Compile report with recommendations for continuous improvement of local service system for newcomers based on feedback from newcomer focus groups, Marketplace event, work of the Working Group, Town Hall, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Project Team</li> <li>SNS Group</li> </ul>	Winter 2012 - 2013	<ul style="list-style-type: none"> <li>Report presented to HIPC and other stakeholders</li> </ul>
3. The achievement of the overall objective of the LIPs initiative (see above)	<ul style="list-style-type: none"> <li>Assess the coordination and enhancement of local service delivery to newcomers through:                             <ul style="list-style-type: none"> <li>focus groups with newcomers regarding needs being met</li> <li>survey for service providers regarding level of coordination with other providers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Project Team</li> <li>SDT</li> <li>SNS Group</li> </ul>	Spring 2012  Fall 2012	<ul style="list-style-type: none"> <li>Results show evidence of greater coordination among service providers and newcomers’ needs are being met</li> <li>Results compiled and disseminated to HIPC and other local stakeholders</li> </ul>
	<ul style="list-style-type: none"> <li>Measure the number of partnerships created through the HIPC</li> </ul>	<ul style="list-style-type: none"> <li>Project Team</li> <li>SDT</li> </ul>		<ul style="list-style-type: none"> <li>Number of organizations involved in HIPC are recorded</li> </ul>

## SETTLEMENT SERVICES

Hamilton's settlement services sector has experienced significant transformation over the last year. The number of settlement service providers has broadened and the nature of many of the services provided has changed.

In order to achieve the overall objective of this project to coordinate and enhance service delivery to newcomers while minimizing duplication, one of the HIPC's Working Groups brings together local settlement service providers. This group is led by the Senior Regional Manager of the YMCA Hamilton/Burlington/Brantford and includes senior staff from:

- YMCA
- YWCA
- Centre de Santé Communautaire
- Mohawk College
- Urban Core Community Health Centre
- Centre Francais Hamilton Inc.
- Circle of Friends
- Wesley Urban Ministries
- Hamilton Public Library
- St. Joseph Immigrant Women's Centre
- Collège Boréal

Over the next year, this Working Group will continue to share information about their programs, services and practices, facilitate partnerships and collaboration, and pursue a no-wrong door approach to service provision to ensure the settlement needs of newcomers are addressed.

The Supporting Newcomer Services (SNS) Group will further support the coordination of settlement services. This collaborative is led by the Hamilton Social Planning and Research Council (SPRC), the Workforce Planning Hamilton (formerly Hamilton Training Advisory Board), the Hamilton Centre for Civic Inclusion (HCCI) and Community Information Hamilton.

Throughout 2012-13 this Group will continue to broaden the understanding and framework of newcomer service provision in Hamilton, in particular to include mainstream service providers and the informal newcomer service sector. It will generate and disseminate information and reports to different audiences using multiple communication channels. This will include professional development and community information sharing events to strengthen coordinated service provision and referral systems.

Well coordinated service delivery must be built on a solid base of information and knowledge. A lack of knowledge and communication contributes to uncertainty among service providers and newcomers about who is doing what to serve the needs of newcomers. In fact, a survey of 200 front-line service providers representing every sector in Hamilton conducted by the SNS Group in October 2011, showed:

**99% of frontline service workers in Hamilton refer a newcomer client to one or more services; however, 52% of frontline workers cannot readily find all the information they need to confidently refer their newcomer clients; and only 17% consider themselves very knowledgeable in making referrals to settlement services in Hamilton**

Marketplace Event Survey results Oct. 2011

Settlement Services				
Objective	Activity	Responsibility	Timeline	Indicators
1. Better coordinate and integrate settlement service delivery	<ul style="list-style-type: none"> <li>Settlement Service Providers is expanded to include non-CIC funded service providers and meets regularly to provide updates on their organizations' programs and services to increase awareness of other providers' services and any duplication in services.</li> </ul>	<ul style="list-style-type: none"> <li>Settlement Service Provider Working Grp</li> <li>Project Team</li> </ul>	Bi-monthly	<ul style="list-style-type: none"> <li>Settlement Services Working Group meets every 2 months</li> <li>Membership is expanded</li> <li>Communication amongst providers is ongoing as indicated by stable attendance</li> <li>Duplication in services are minimized</li> </ul>
	<ul style="list-style-type: none"> <li>Maintain and disseminate to service providers the Inventory of Services and Referral document</li> </ul>	<ul style="list-style-type: none"> <li>Settlement Service Provider Working Grp</li> <li>Project Team</li> </ul>	Inventory - completed by Spring 2012	<ul style="list-style-type: none"> <li>Inventory and Referral document of Settlement Services is widely distributed to settlement &amp; "non-settlement" service providers and is available online</li> </ul>
	<ul style="list-style-type: none"> <li>Finalize and disseminate a Newcomer Welcome flyer of settlement services</li> </ul>	<ul style="list-style-type: none"> <li>Settlement Service Provider Working Grp</li> <li>Project Team</li> </ul>	Summer 2012	<ul style="list-style-type: none"> <li>Newcomer Welcome flyer is produced in multiple languages and distributed to the community at large</li> <li>Newcomer Welcome flyer is readily available to newcomers in both print and online</li> </ul>
	<ul style="list-style-type: none"> <li>Administer a survey to frontline service providers to evaluate the coordination of settlement sector services and the provision of service needs as identified by newcomers</li> </ul>	<ul style="list-style-type: none"> <li>SNS Group</li> </ul>	Fall 2012	<ul style="list-style-type: none"> <li>Evaluation results show service coordination and referral systems are strengthened</li> </ul>
2. Increase knowledge and expertise of settlement service providers	<ul style="list-style-type: none"> <li>Hold Brown Bag Lunch learning forums for settlement service providers</li> </ul>	<ul style="list-style-type: none"> <li>Settlement Service Provider Working Grp</li> </ul>	ongoing	<ul style="list-style-type: none"> <li>Brown bag lunches take place every 6 weeks</li> </ul>

	<ul style="list-style-type: none"> <li>• Coordinate and host joint professional development training opportunities among settlement service providers within Hamilton (eg. Dealing with survivors of trauma)</li> </ul>	<ul style="list-style-type: none"> <li>• Settlement Service Provider Working Grp</li> </ul>	Bi-annually	<ul style="list-style-type: none"> <li>• Training opportunities held 2 times per year</li> </ul>
	<ul style="list-style-type: none"> <li>• Hold a launch to inform service providers of results of focus groups with newcomers and Marketplace event (Oct '11)</li> </ul>	<ul style="list-style-type: none"> <li>• SNS Group</li> </ul>	Summer 2012	<ul style="list-style-type: none"> <li>• Results of focus groups and Marketplace event are circulated among service providers</li> <li>• French Interpreter is on-site</li> </ul>

## LANGUAGE TRAINING

Language proficiency is one of the most important factors in facilitating the successful settlement and integration of newcomers to Hamilton. Sufficient language proficiency is a barrier in obtaining employment and accessing services such as health, education and housing.

The HIPC Language Training Working Group was established to address the language needs of newcomers to Hamilton. One of its initial goals is to increase the knowledge of language training service providers about the various language training programs that are available to their newcomer clients.

To that end, the Working Group has not only updated and revised a comprehensive list of Language Programs in Hamilton compiled by the Adult Basic Education Association it also has developed a Tool for Language Training Service Providers Outlining Language Training Options in Hamilton. This Tool will increase service providers' awareness of the range of language training programs available to newcomers. It profiles a variety of types of newcomer clients with various language goals and provides a list of all of the language training programs available for which the client is eligible to help meet the client's desired outcome.

To further increase the knowledge and expertise of language training service providers and support an effective system of language training referral, over the next year this Working Group will continue to develop and disseminate information on current language training options in Hamilton and further develop resources for language training service providers.

The Working Group, led by the Superintendent of Education of the Hamilton-Wentworth Catholic District School Board, is also comprised of representatives from:

- Hamilton-Wentworth District School Board
- Community and Continuing Education Centre
- Collège Boréal
- Mohawk College
- YMCA Hamilton/Burlington/Brantford
- St. Joseph Immigrant Women's Centre
- Hamilton Public Library
- Adult Basic Education Association
- St. Charles Adult Education Centres (HWCDSB)

**Only 24% of frontline workers consider themselves very knowledgeable about language training referrals**

Marketplace Event Survey results Oct. 2011

Language Training				
Objective	Activity	Responsibility	Timeline	Indicators
1. Increase knowledge and expertise of service providers about available language training programs to better serve newcomers	<ul style="list-style-type: none"> <li>Assess and modify 'Tool for Settlement Service Providers Outlining Language Options in Hamilton' ('Tool')</li> </ul>	<ul style="list-style-type: none"> <li>Language Training Working Group</li> <li>Project Team</li> </ul>	Summer 2012	<ul style="list-style-type: none"> <li>Settlement service providers' assessment indicates the tools effectiveness in increasing their awareness of language training programs</li> </ul>
	<ul style="list-style-type: none"> <li>Disseminate the Tool and provide training on its use to frontline settlement service providers</li> </ul>	<ul style="list-style-type: none"> <li>Language Training Working Group</li> </ul>	Summer 2012 and on	<ul style="list-style-type: none"> <li>Number of language training providers receiving the Tool and training</li> </ul>
	<ul style="list-style-type: none"> <li>Explore the feasibility of creating an online interactive version of the Tool</li> </ul>	<ul style="list-style-type: none"> <li>Language Training Working Group</li> <li>Computer Program Designers (HWCDSD)</li> </ul>	Summer 2012	<ul style="list-style-type: none"> <li>Proposal for an online Tool is developed and feasibility for implementing it is determined</li> </ul>
	<ul style="list-style-type: none"> <li>Work in partnership with Adult Basic Education Association (ABEA) to maintain and disseminate the Inventory of Language Training Programs in Hamilton</li> </ul>	<ul style="list-style-type: none"> <li>Language Training Working Group</li> <li>ABEA</li> </ul>	ongoing	<ul style="list-style-type: none"> <li>Inventory of language training programs is current, distributed to language training service providers and their clients and is available online</li> </ul>
2. Enhance the provision of an effective language training referral system for newcomers	<ul style="list-style-type: none"> <li>Establish a partnership with the Coordinated Language Assessment and Referral System (CLARS) to determine the language program referral needs of newcomers</li> </ul>	<ul style="list-style-type: none"> <li>Language Training Working Group</li> <li>CLARS</li> </ul>	Dec 2012 and on	<ul style="list-style-type: none"> <li>Partnership with CLARS is established</li> <li>Language referral needs of newcomers are met</li> </ul>



## HOUSING

Finding a decent place to live is a top priority for newcomers to Hamilton. While finding good housing is crucial for all residents securing it can be challenging, especially for immigrants and refugees. Their chances of success in entering the labour market, staying healthy and safe, having a sense of belonging in their community depends largely on whether they have secured safe and affordable house.

Evidence compiled by the HIPC indicates that compared to Canadian-born residents, many immigrants and refugees as a consequence of poverty, unemployment, discrimination and immigrant status are faced with fewer choices in the housing market. This includes fewer locational choices within the city, overcrowding, inadequate accommodations for larger families, exclusionary and overpayment practices of landlords and limited access to housing advice and information.

In addressing the housing issues faced by newcomers to Hamilton the Housing Working Group has developed a Housing Kit for newcomers (including renters, home owners and shelter users), service providers, landlords/entrepreneurs, realtors and lending agencies. The Kit contains materials and power points in multiple languages to expand knowledge about and address the housing needs of newcomers.

Over the next year, the Housing Working Group will continue to develop and disseminate housing information for newcomers in various languages, provide support and training to frontline service providers on newcomer housing needs and services, and incorporate program strategies addressing newcomer needs into the City of Hamilton's Housing and Homelessness Action Plan.

The Housing Working Group, led by the Director of the Housing Services Division, City of Hamilton comprises senior members of:

- Hamilton Housing Help Centre
- Social Planning and Research Council of Hamilton
- Affordable Housing Flagship
- Canadian Mortgage and Housing Corporation
- Hamilton Community Legal Clinic
- Housing and Homelessness Action Planning Group (Housing Services Division, City of Hamilton)
- Service Canada

**Only 17% of frontline service providers felt very knowledgeable about making referrals to housing services in Hamilton.**

Housing				
Objective	Activity	Responsibility	Timeline	Indicators
1. Increase newcomer awareness of and access to safe and affordable housing	<ul style="list-style-type: none"> <li>Review the draft of the Housing Kit for Newcomers with newcomers, service providers and landlords</li> <li>Modify the Housing Kit for Newcomers based on the feedback received</li> <li>Develop and implement a distribution plan for the Housing Kit for Newcomers</li> <li>Evaluate the effectiveness of the Housing Kit for Newcomers</li> </ul>	<ul style="list-style-type: none"> <li>Housing Working Group</li> <li>Project Team</li> </ul>	August 2012	<ul style="list-style-type: none"> <li>The Housing Kit has been modified based on the feedback from different users</li> <li>The Housing Kit has been translated into multiple languages and widely distributed to the three target groups. The number of copies, presentations, events and audiences are recorded.</li> <li>The effectiveness of the Housing Kit is evaluated in order to assess whether newcomers, service providers and landlords are more aware of housing options and have greater access to safe and affordable housing as a result of the Housing Kit.</li> </ul>
	<ul style="list-style-type: none"> <li>Explore how to effectively share information concerning tenant and landlord rights and responsibilities with newcomers, service providers and landlords</li> </ul>	<ul style="list-style-type: none"> <li>Housing Working Group</li> </ul>	November 2012	<ul style="list-style-type: none"> <li>An awareness strategy to be developed and implemented</li> <li>A feedback mechanism indicates that there is an increased awareness of newcomers, service providers and landlords about the rights and responsibilities of newcomer tenants as a result of the strategy</li> </ul>
2. Increase knowledge and expertise of service providers about the housing issues of newcomers	<ul style="list-style-type: none"> <li>Review and update with current information the Housing Needs of Newcomers report to further planning for the needs of newcomers</li> </ul>	<ul style="list-style-type: none"> <li>Housing Working Group</li> </ul>	November 2012	<ul style="list-style-type: none"> <li>Report is completed and disseminated</li> </ul>
	<ul style="list-style-type: none"> <li>Provide cross-training to frontline staff in key service sectors to inform them of housing-specific needs of their newcomer clients</li> </ul>	<ul style="list-style-type: none"> <li>Housing Working Group</li> <li>Project Team</li> </ul>	March 2013	<ul style="list-style-type: none"> <li>Cross-training is provided and feedback from frontline staff about housing issues of newcomers is increased</li> </ul>
3. Ensure the housing needs of newcomers are incorporated into the Housing and Homelessness Action Plan	<ul style="list-style-type: none"> <li>Activities in the Housing and Homelessness Action Plan include the housing needs of newcomers</li> <li>The HIPC Housing Working participates in the development of strategies including key implementation working groups</li> <li>Newcomers are engaged in the development of the strategies</li> </ul>	<ul style="list-style-type: none"> <li>Housing Working Group</li> <li>Project Team</li> </ul>	December 2012	<ul style="list-style-type: none"> <li>The Housing and Homelessness Action Plan reflects the needs of newcomers</li> </ul>

## EMPLOYMENT/LABOUR MARKET

Employment is a primary settlement need for most newcomers. Employment also influences other aspects of settlement, including where a person can afford to live, what services they access, what schools they or their children attend and what opportunities they can afford. While newcomers to Hamilton have considerable skills and experience they are facing significant difficulties in being accepted into the Hamilton labour market including participation rate, employment status, income level or job match appropriate to their skills and experience.

Chaired by the Executive Director of Workforce Planning Hamilton (formerly HTAB), membership of this Working Group comprises:

- Hamilton Chamber of Commerce
- Goodwill
- Wesley Urban Ministries
- Ontario Ministry of Colleges and Universities
- Employment Hamilton
- Employment Services, City of Hamilton
- Mohawk College
- Small Business Enterprise Centre, City of Hamilton
- Hamilton Public Library
- Collège Boréal
- Adult Basic Education Association
- Business Development, City of Hamilton
- vpi Inc.
- Ministry of Citizenship and Immigration

In improving newcomer access to the local labour market, over the next year, the Working Group will continue to develop and disseminate appropriate materials to increase newcomer awareness of employment and training services in Hamilton, explore the feasibility of establishing a mentorship program, as well as an immigrant attraction strategy that is aligned with the City's Economic Development Strategy and local labour market supply and demand.

**The unemployment rate is double that of Canadian-born residents**  
**The income level of university educated newcomers is less than half that of Canadian-born university graduates**

Employment/Labour Market				
Objective	Activity	Responsibility	Timeline	Indicators
1. Increase newcomer awareness of employment and training services	<ul style="list-style-type: none"> <li>Develop one-page scenarios describing various situations of newcomers in need of employment and outlining the services available to help them reach their specific goal</li> </ul>	<ul style="list-style-type: none"> <li>Employment Working Group</li> <li>Project Team</li> </ul>	Fall 2012	<ul style="list-style-type: none"> <li>Results of newcomer testing show one-pagers have increased newcomer awareness of and access to employment services</li> <li>Number of employment services agencies using and distributing the one-pagers</li> </ul>
	<ul style="list-style-type: none"> <li>Create a strategy (including a launch for employers, for example) for disseminating products and information developed by this working group (e.g., Immigrant Attraction/Retention Tool, one-page scenarios, etc)</li> </ul>	<ul style="list-style-type: none"> <li>Employment Working Group</li> <li>Project Team</li> </ul>	Fall 2012	<ul style="list-style-type: none"> <li>A strategy for dissemination is created and implemented</li> <li>Number of products and audiences disseminated recorded</li> </ul>
2. Improve newcomer access to the local labour market	<ul style="list-style-type: none"> <li>Work with community partners to develop a work plan to identify:                             <ul style="list-style-type: none"> <li>Local opportunities to obtain bridging work experience through mentorships, internships, etc</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Employment Working Group</li> </ul>	Fall 2012	<ul style="list-style-type: none"> <li>Work plan is developed to identify opportunities to obtain work experience in Canada</li> <li>Mentorship model implemented for targeted sectors</li> </ul>
	<ul style="list-style-type: none"> <li>Research the development of an employer toolkit that supports employers in hiring and integrating internationally trained individuals (ITIs)</li> </ul>	<ul style="list-style-type: none"> <li>Employment Working Group</li> <li>Project Team</li> </ul>	Winter 2012-2013	<ul style="list-style-type: none"> <li>A toolkit or tools are developed that meet employers’ needs in an accessible format</li> <li>The toolkit is promoted to employers</li> </ul>

## HEALTH

Evidence compiled by the HIPC and others show that poor health and unmet health needs are pervasive within the immigrant and refugee population in Hamilton. Not only is there inequitable access to health services but there also are disparities in health status of immigrants, including hypertension, cardiovascular disease, respirator conditions, psychological distress, depression and anxiety.

Evidence also suggests that in some cases health care professionals' limited knowledge can result in insensitive and inaccurate provision of health care to immigrants. Such negative experiences can discourage individuals from seeking health care and contribute to feelings of isolation and despair.

A Health Working Group has recently been established and led by the Executive Director of the North Hamilton Community Health Centre in particular with the Hamilton Centre for Civic Inclusion. Membership of the Working Group also includes:

- Centre de santé communautaire Hamilton
- Hamilton Urban Core Community Health Centre
- YWCA
- Public Health, City of Hamilton
- Emergency Medical Services (EMS), City of Hamilton
- Hamilton Health Sciences
- Local Health Integration Networks (LHIN)

Health				
Objective	Activity	Responsibility	Timeline	Indicators
1. Increase the awareness of the health care community about the health needs of newcomers	<ul style="list-style-type: none"> <li>Convene a Working Group comprising representatives from Local Health Integration Networks (LHIN), community health centres, EMS, Public Health and Hamilton Health Sciences</li> </ul>	<ul style="list-style-type: none"> <li>Health Working Group</li> </ul>	Spring 2012	<ul style="list-style-type: none"> <li>Health Working Group meets on a regular basis</li> </ul>
	<ul style="list-style-type: none"> <li>Organize a half day working session to develop a work plan and priorities based on the health needs of newcomers</li> </ul>	<ul style="list-style-type: none"> <li>Health Working Group</li> </ul>	Spring 2012	<ul style="list-style-type: none"> <li>A work plan is developed identifying newcomers' health needs and activities necessary to fulfill them</li> </ul>
	<ul style="list-style-type: none"> <li>Implement the activities identified on the Work Plan to meet the health needs of newcomers</li> </ul>	<ul style="list-style-type: none"> <li>Health Working Group</li> </ul>	ongoing	<ul style="list-style-type: none"> <li>Work plan items have been accomplished</li> </ul>



# IMMIGRANT ATTRACTION TO **HAMILTON**: BACKGROUNDER

Immigrant Attraction Action Plan, **Volume 1**





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## Preface

### from the City Manager and Director of Economic Development, City Of Hamilton

Hamilton is a city that was built by immigrants and has a rich history of welcoming, settling and integrating newcomers to our community. Its success in the future will continue to rely on the skills and entrepreneurial talents of newcomers from all over the world.

As the Hamilton Immigration Partnership Council noted in developing the Hamilton Immigration Strategy (endorsed by City Council June 2010), the challenge of Hamilton's future growth and competitive advantage is that it needs magnets to attract not only investments but also people. The Immigration Strategy also requires that community partners, including the municipal government, initiate action on this front. This background paper is proposing that the City of Hamilton consider adding another important strand to this work: a pro-active plan to attract immigrants.

An increasing number of cities and towns across North America are purposefully laying out a welcome mat for immigrants and inviting immigrant entrepreneurs and investors to reboot their economies for the 21st century. In doing so, these municipalities not only mitigate the impact of a static or declining population but also spark commerce and business creation and add to a community's cultural and social richness. Indeed, the most vibrant cities around the world today are characterized by large immigrant populations.

National immigration policy is beyond the mandate and control of The City of Hamilton. However, examples from other municipally based jurisdictions that are identified in this "Backgrounder" suggest that local efforts can affect the nature of immigration to our city. Local players are key stakeholders in understanding and being able to define a clearer and more informed outlook on how immigration might impact upon our city. Your thoughts on how immigrants fit into Hamilton's future are therefore very important. Please feel free to forward your comments and ideas to Project Lead Dr Sarah Wayland at: Sarah.Wayland@hamilton.ca.

This publication is the first in a series of three that are intended to (1) develop the case for an immigrant attraction action plan, (2) map out Hamilton's various strengths and opportunities for growth, and (3) describe concrete next steps. It is evident that in an increasingly competitive environment of attracting "the best and the brightest," we have no time to waste.



**Chris Murray**  
City Manager



**Neil Everson**  
Director  
Economic Development

## Executive Summary

Immigration has been instrumental to Hamilton's growth and development. With the current low birth rate, growing labour shortages and aging work force, attracting and retaining immigrants must continue to be an essential component of growing our economy and population. Yet immigration to Hamilton, and to Ontario as a whole, has declined in recent years due to competition from other communities, provinces, and countries. In this environment, Hamilton can either choose to be complacent in attracting international talent or it can take steps to help secure its own future economic interests and well-being.

This Backgrounder shows the need for Hamilton to develop an immigrant attraction action plan. It draws upon recent research to show the contributions that immigrants can make to our city. It also highlights initiatives happening in other Canadian and American municipalities, ones that we can learn from to inform our own "made for Hamilton" action plan that will draw immigrants to our city.

Immigrants shape and impact communities by adding skills to the existing local labour force, increasing diversity, and boosting the size and productivity of the local economy. They are important to Hamilton for a variety of reasons, including their strong work ethic, high levels of education, contribution to Hamilton's tax base and local economy, and enrichment of cultural life. In its report *Immigrants as Innovators Boosting Canada's Global Competitiveness*, the Conference Board of Canada has found that immigrant entrepreneurs boost innovation, research, spark business ideas, expand trade relations, and bring greater foreign direct investment.

Recognizing the many contributions of immigrants, cities in Canada and the United States are embarking on a variety of initiatives to attract and keep them. These initiatives can be grouped under six objectives:

- Creating a welcoming community for newcomers
- Increasing secondary migration
- Attracting international investment and businesses
- Strengthening and revitalising neighbourhoods
- Attracting immigrant entrepreneurs and international talent
- Retaining international students

In some American communities, they have been united under a "Global" theme, such as the not-for-profit initiative Global Detroit.

Hamilton is well-positioned in terms of the essentials it will take to attract immigrants in the future, but success on this front will require a concerted and targeted effort. Hamilton can learn from initiatives in other municipalities. Our own way forward, however, depends on knowing our city's strengths and identifying areas for improvement. That will be the next step for this project.

## Why Hamilton Needs an Immigrant Attraction Action Plan

As business owners, investors, workers, taxpayers and consumers, immigrants have always been important drivers of economic growth in Hamilton. With the current low birth rate, growing labour shortages and aging work force, attracting and retaining immigrants must continue to be an essential component of growing our economy and population. Immigrants will be key players in a diversifying local economy, especially in sectors that depend on creativity, innovation, and connections to global markets.

Hamilton needs immigrants but faces a two-fold challenge with regard to immigration: our immigration numbers have been declining, and other cities are competing with us to attract immigrants. Many North American cities are turning to immigrants to boost their growth and revival. "International competition is starting to heat up for the best immigrants, the Frank Stronachs, the people who will drive the economy," notes Arthur Sweetman, an economist at McMaster University. Immigrant attraction has become increasingly competitive even within Canada. Ontario traditionally attracted at least one third of all immigrants to Canada, but this share has fallen significantly in the past few years due to economic growth in the Western provinces and the creation of province-led initiatives to attract immigrants. Permanent immigration to Alberta, Saskatchewan and Manitoba was up by 50% from 2007 to 2011. In contrast, the number of economic immigrants entering Ontario declined from 89,079 in 2001 to 36,939 in 2011. Among those settling in Ontario, new arrivals are moving to Toronto, York Region, Peel Region, and Kitchener-Waterloo in greater proportions compared to Hamilton. In 2011, 3,296 permanent residents came to Hamilton, down significantly from 4,003 in 2010 and from 4,613 in 2005. Halton Region, which has a smaller population base, is not far behind Hamilton in the number of new immigrant arrivals.

Moreover, Hamilton no longer attracts its "fair share" of immigrants, that is, how many immigrants settle here compared to the city's proportion of the overall population. Hamilton is home to 4.1% of Ontario's total population. Prior to the 1970s, Hamilton always received more than 4.1% of all immigrants to Ontario, or more than its "fair share." However, Hamilton received only 2.6% of new landings (official arrivals) to Ontario for the period 2003-2008. In addition to our declining share of overall immigration, in looking at the different classes of landed immigrants, Hamilton receives

Our various assets such as postsecondary institutions and location in the Golden Horseshoe must be supplemented by more targeted strategies if we want to attract immigrants. If Hamilton wishes to grow and prosper in the coming decades, it needs to be more proactive around immigration.

- Hamilton Community Foundation's 2012 Vital Signs Report

proportionately fewer economic class immigrants than other cities of its size. (See Appendix for an overview of immigration categories in Canada.) Hamilton is currently losing the competition with other cities to attract professionals, skilled tradespeople, and entrepreneurial immigrants.

The authors of *Ontario Competes*, a University of Toronto study for the Government of Ontario, assert:

*[Hamilton's] focus should be on attracting and retaining more talent if it is going to compete. [It] must work hard to pull creative talent into the area so that it can generate innovation and new firms to replace the industries that have been disappearing....Hamilton in the creative age must continue to build on its strengths: its multicultural and talented workforce.*

In this increasingly competitive environment, Hamilton can either choose to be complacent in attracting international talent or it can take steps to help secure its own future economic interests and well-being.

Other municipalities south of the border have faced similar challenges and embarked on deliberate strategies to attract and retain immigrants. Hamilton can benefit greatly from this thinking, learning from the American experience and becoming a trailblazer on this side of the border. The “Global” perspective being developed in the United States is particularly pertinent to Hamilton as it transitions from a manufacturing economy to a more diversified one. Two fundamental drivers will determine Hamilton’s economic future: first, our transition toward an economy based on knowledge and skills, and secondly, the extent to which we can become internationally-oriented. This suggests that we must recognize the role newcomers can play in our collective economic future, and that the nature and location of services to meet their needs must change. They must be more directly and tightly aligned to Hamilton’s economic development strategy.

This Backgrounder shows the need for Hamilton to develop an immigrant attraction action plan and describes what elements of that plan might look like. It draws upon recent research to show the contributions that immigrants can make to our city. It also highlights initiatives happening in other Canadian and American municipalities, ones that we can learn from to inform our own “made for Hamilton” action plan that will draw immigrants to our city. It is hoped that this Backgrounder will provide a context and a common knowledge base for decision-makers who have the capacity to work together to implement a local immigrant attraction action plan. It offers an exciting prospect for our city.

# Why Immigrants are Essential to Hamilton's Future

The loss of manufacturing jobs and the increased skill requirements for employment have ushered in new challenges for Hamilton. Hamilton is not keeping pace with neighbouring cities in terms of economic and population growth. Nor is it keeping pace with the number or nature of immigrants it receives. What are some of the other reasons as to why immigration is important to the city? This section outlines the various ways that immigrants can contribute to our city, both overall and then in terms of specific contributions to the local business environment.

## The Contributions of Immigrants

Immigrants shape and impact communities by adding skills to the existing local labour force, increasing diversity, and boosting the size and productivity of the local economy. Given these three factors, some of the reasons why immigration is particularly important to Hamilton at this time are:

### **Immigrants are critical to stemming population decline**

Demographic analysis tells us that the future population growth of Hamilton will be almost entirely dependent on immigration. The consequences of our action or inaction regarding the movement of newcomers to our city will determine whether Hamilton will continue to be a centre of vibrant culture and economic growth or a slowly decaying and aging city both demographically and economically.

### **Immigrants have a strong work ethic**

The industriousness of immigrants is the stuff of legend. By virtue of the very act of immigration to Canada, newcomers show that they are risk-takers who possess the confidence to believe they can succeed in a new country, notwithstanding any linguistic, cultural or other barriers they may face. They are willing to work hard in pursuit of the goal of a better future for themselves and their families.

### **Immigrants on the whole have higher levels of education**

There is no more important driver to success in the new knowledge economy. Immigrants to Hamilton over the past decade have been twice as likely to have a university degree than working age Hamiltonians. Not only do the foreign born have

Immigration is absolutely vital to a city such as Hamilton if only for purely demographic reasons. Beyond demographics though, the introduction of new ideas and cultures is critically important. Immigrants make a huge positive difference to a city – they bring new ideas and intellectual horsepower that you could never get from internal population growth alone.

*-Rob MacIsaac, President of Mohawk College*

higher levels of education, many of them have backgrounds in the science, technology, engineering and mathematics fields which are precisely the fields critical to success in the new knowledge economy.

### **Immigrants contribute to Hamilton's tax base and local economy**

Close to one-fourth of Hamilton's residents are foreign born, most of them arriving several decades ago. They are established taxpayers and consumers. Hamilton benefits from the significant buying power and tax revenue generated by immigrants.

### **Immigrants enrich Hamilton's cultural life**

Many of our local cultural institutions were founded by immigrants, including Hamilton Conservatory for the Arts, Hamilton City Ballet and Hamilton Academy of Performing Arts, Canadian Ballet Youth Ensemble, Hamilton Youth Steel Orchestra and the Immigrant Culture and Art Association. Without immigration, Hamilton would lack the breadth and diversity of its arts and cultural life, including restaurants, festivals, and imported retail goods. Nor would it have the range and quality of its social, religious and recreational infrastructure. The celebration and exposure of the arts and culture of Hamilton's diverse communities is an indicator of the city's welcoming and international nature.

## **The Business Contributions of Immigrants**

In addition to the vital importance of immigration generally, immigrants should be of particular interest to our local business and innovation sectors. Research indicates that immigrants are significant contributors and assets to building a new economic future. In numerous cities across North America, immigrant entrepreneurs are helping to drive the "talent, innovation and culture change" necessary to speed economic restructuring. Attracting immigrant knowledge workers is directly related to sustained economic growth and entrepreneurialism. Building on and promoting Hamilton's existing diversity will also help us attract immigrant entrepreneurs, international companies and investors in our city.

In its report *Immigrants as Innovators Boosting Canada's Global Competitiveness*, the Conference Board of Canada has found that immigrant entrepreneurs boost innovation, research, spark business ideas, expand trade relations, and bring greater foreign direct investment. The evidence indicates that immigrants can:

### **Increase Business Start Ups**

Immigrants are more likely to pursue entrepreneurial opportunities that create new jobs for themselves and others. Contrary to the myth of immigrants being job takers, they are the new job makers. They have higher rates of self-employment.

Innovation is the second item in the City of Hamilton's vision. Innovation is risk taking. Here is a whole population of risk-takers. We need to find better ways to help people achieve their goals when they get here.

-Chris Murray, City Manager, City of Hamilton

Indeed, Conference Board of Canada research has found that first-generation immigrants are 20% more likely to have started a business than their Canadian-born peers. A recent study in Michigan examining data from 1996 to 2007 found that immigrants were more than three times as likely as native-born residents to start a new business.

### **Accelerate Economic Growth**

Immigration and growth are strongly correlated. A study by David Dyssegaard Kallick of the New York-based Fiscal Policy Institute examined the 25 largest metropolitan areas in the U.S., starting in 1990. He found that wherever there was economic growth, there was immigration. And wherever there was immigration, there was economic growth. From 1990 to 2000, New York's economic growth rate was directly related to an increase in immigrants' share of the local labour force, Kallick found. They were also particularly crucial to the city's recovery in the 1970's when the declining population was causing its tax base to erode.

### **Stimulate Innovation**

Immigrants bring new ideas and new ways of thinking to business opportunities. In the words of the Conference Board of Canada, "Immigrants tend to offer new and different perspectives on business, economic, and social challenges." A special report by TD Economics dated October 12, 2012 found that while immigrant entrepreneurs comprise 3% of all small and medium sized enterprises (SMEs) across Canada, they represent 5% of what have been defined as innovative businesses, firms that spend more than 20% on research and development each year.

In the United States, immigrants invent patents at double the rate of non-immigrants, and nearly half of the top 50 venture-funded companies were founded or co-founded by immigrants during the period 1995 to 2005. Further, the immigrant-founded venture companies were clustered in the most innovative corners of the economy – high technology manufacturing, information technology and life sciences.

### **Access Global Markets and Increase Exports**

Exports directly benefit from the mere presence of immigrants. A number of studies show a strong correlation between the home-country information brought by immigrants and increases in exports to those home countries. For example, research on Sweden's doubling of its exports from 2002 to 2007 suggests that for every 10% increase in the number of immigrants to Sweden from a specific country, Swedish exports increased to that country by 6%. For every additional 12,000 immigrants Sweden receives, exports increased by approximately \$1 billion. With their linguistic and cultural knowledge immigrants offer



connections to overseas markets. Attracting more immigrant entrepreneurs not only increases the variety of international connections but also helps to reduce information and relational barriers and other transaction costs to increasing exports. According to the Conference Board of Canada, immigrants “provide Canadian industries and businesses with a vehicle for accessing global markets by bringing the language skills, cultural insights, market knowledge, and business contacts needed to do so.”

With future global economic growth predicted to occur primarily in the developing world where the economic development infrastructure and formal trade institutions may be relatively undeveloped, the home-country links that immigrants bring are that much more important.

### **Address Small Business Succession**

The Canadian Federation of Independent Business (CFIB) expects a majority of owners of small and medium enterprises to exit their businesses within the next decade, mainly due to retirement, with as many as two million jobs affected. American experience suggests that attracting business people from around the world may help turn retirement trends into opportunities not only for immigrant entrepreneurs but also for their employees and the economy in general. The CFIB recommends that government “strive to attract more entrepreneurial workers and qualified business people from around the world who are interested in purchasing existing Canadian businesses.”

In contrast to an agricultural economy that depends on land and an industrial economy that depends on natural resources and labour, today’s economy is characterized by the increasing role of knowledge as a factor of production and its impact on skills, learning, organization and innovation.

A **Knowledge Economy** is emerging from the information technology (IT) revolution, the increasing pace of technological change, and the increasing globalization of economic affairs.

**Knowledge workers** are those whose work consists mainly of non-routine problem solving. These individuals “think for a living.” Typical examples may include software engineers, architects, scientists, and lawyers.

## Immigrant Attraction Initiatives in Other Cities

Recognizing the many contributions of immigrants, cities in Canada and the United States are embarking on a variety of initiatives to attract and keep them. These initiatives can be grouped under six objectives:

- Creating a welcoming community for newcomers
- Increasing secondary migration
- Attracting international investment and businesses
- Strengthening and revitalising neighbourhoods
- Attracting immigrant entrepreneurs and international talent
- Retaining international students

Several U.S. cities are starting to work under the label of a “Global” strategy, in which linked programs are devoted to not only making cities attractive to immigrants, but at the same time attractive to investors, to foreign trade, to international students and generally strengthening the city’s connections to the world. In the most comprehensive of these strategies, the non-profit initiative Global Detroit has invested more than \$4 million to implement a multi-pronged strategy to attract and retain immigrants. This includes programs such as connecting immigrant entrepreneurs with lenders and enlisting local media to highlight immigrant entrepreneurs as catalysts of economic growth and to encourage other immigrant entrepreneurs. Another strategy to retain foreign students is to connect them with local employers and even to help them start businesses. As Steve Tobocman, a former state legislator who leads Global Detroit, comments: “No one strategy will by itself, revitalize the Detroit regional economy. However, nothing is more powerful to remaking Detroit as a centre of innovation, entrepreneurship and population growth, than increasing immigrant population.”

In this section, we describe each of these objectives and highlight how they have been approached in other municipalities. The next phase of this project will include situating Hamilton with regard to these six objectives in order identify comparative assets and weaknesses. At a glance, Hamilton appears to be well-positioned in many of these areas thanks to existing services, investment opportunities, ethnocultural communities, strong presence of international students, and location.

## Creating a Welcoming Community for Newcomers

As an attraction strategy, the provision of services at the local level to support the settlement and integration of new arrivals has a rich and extensive tradition in communities throughout Canada and the United States.

Every major city in Canada offers federally- and provincially-funded settlement programming to newcomers in the form of orientation seminars, language classes, job search workshops, individualized counselling and the like. In Ontario, a recent initiative to support the strengthening of better coordinated local settlement services has been the establishment of 35 Local Immigration Partnerships throughout the province. The Hamilton Immigration Partnership Council receives support from this federally-funded program. Not only have these been established in traditional immigrant arrival communities but also in smaller, rural communities with declining populations and little recent immigration. Federal government support for these Local Immigration Partnerships to develop a more receptive, welcoming community for newcomers through the provision of coordinated settlement services can be seen as “a build it and they will come” kind of attraction strategy to attract more newcomers to communities outside the traditional immigrant-receiving cities.

In addition to establishing strong, well-coordinated immigrant settlement services as an indicator of a welcoming community, an attraction strategy is also about creating a positive environment within the receiving community where a newcomer can feel welcomed, safe, and valued. A welcoming community promotes the contributions and achievements of immigrants and encourages and celebrates diversity.

**Philadelphia's** population shrank by 30% between 1950 and 2000. As a result of its immigrant attraction strategy the population has stabilized. A substantial number of newcomers opened shops in poor neighbourhoods and many brought advanced skills into the city's medical and pharmaceutical industries. The Philadelphia Welcoming Centre began by building a database of English as a Second Language classes across the city, matching immigrant skills with employers, and publishing business start-up brochures like “How to Open a Coffee Shop in Philadelphia.” At the same time the Mayor directed all City Departments to become multilingual, hired immigrant liaisons, changed municipal hiring practices and hosted citizenship ceremonies. Philadelphia also provides entrepreneurial development programs to immigrants.

**Welcoming America.** This grassroots-driven collaborative exists in 14 U.S. states. It focuses on community organizing, communications and public engagement.

- Community organizing: locally created “Welcoming Committees”
- Communications: uses billboards, interactive websites, press conferences, press releases, letters to the editor, and more to change the negative messages people generally hear about immigrants, to generate greater awareness of why immigration is important, and to tell specific stories of how local immigrants contribute to the city.
- Public engagement: engages members of the host community and provides opportunities for immigrants to demonstrate the values they share with their new neighbours.

In Chicago, Baltimore and Detroit and other cities, this campaign also includes what has been termed a Welcome Mat program that includes the provision of integrated settlement services. Boston's Welcome Mat program includes a “Community Day for New Bostonians” that celebrates the city's diversity and uses the occasion to present an annual report card on the challenges, opportunities and successes of the city's immigrant communities.

## Increasing Secondary Migration

Immigrants are mobile. In Canada, 80% of all newcomers initially live in the “gateway” regions in and around Toronto, Vancouver and Montreal. In recent years, secondary migration trends have seen immigrants leaving Ontario to work in Alberta and other Western provinces.

In pursuing a “second landing” immigrant attraction strategy, **Baltimore** approached immigrant groups in Washington, D.C. by offering lower housing and property costs. The town of **Schenectady**, New York had lost a quarter of the population it had in 1960 as a result of the collapse of its manufacturing base. Its mayor recruited Guyanese-Americans from Queens, New York by organizing weekly bus trips to his community and selling off vacant and abandoned houses slated for demolition for a mere \$1. From around 200 Guyanese-Americans in 2001, the population in Schenectady is now over 10,000.

The towns of **North Bay**, **Sudbury**, **Timmins**, and **Sault Ste. Marie** are targeting their attraction strategy to immigrant entrepreneurs already resident in the GTA region.

**Cleveland** is pursuing a “boomerang” or “Welcome Back” strategy by reaching out to former residents who have moved to other cities. The city hopes to attract them back with affordable housing and a lifestyle more suitable to raising a family.

## Attracting International Investment and Businesses

Almost every municipal economic development agency in North America works to attract businesses to its community. Whereas these often focus on larger firms, an immigrant entrepreneur attraction strategy might focus on smaller-scale enterprises. A Detroit study found that immigrant businesspeople “often expand into underserved markets; they seek out enterprises with low start-up costs and low economies of scale, and they often provide goods and services when demand is unstable or uncertain.”

Finding skilled intermediaries who can help secure international investors has been found to be a challenge to the success of this kind of program in other jurisdictions.

The **Ann Arbor**, Michigan Cultural Ambassadors program was formed in 2008 to attract foreign-born knowledge workers and to foster international trade networks. The program recruits volunteers from the local business community who form volunteer culture teams (e.g. Team India, Team Russia, Team China, etc). They are responsible for creating ties with those countries’ international business communities and marketing the city to that country.

## Strengthening and Revitalising Neighbourhoods

Immigration has often been used by a number of American cities as a strategy to address population loss and revitalize urban neighbourhoods. Notwithstanding strong anti-immigrant sentiments in various parts of the U.S., recruiting immigrant entrepreneurs is being seen not only as a source of economic growth, but in the rust-belt cities of the north-east in particular, as an urban renewal lifeline. This strategy recognizes that once immigrants settle in a neighbourhood, they attract future waves of immigrants who want to live in close proximity to them. This process has the potential to transform deteriorated neighbourhoods and dilapidated strip malls. Immigrants renovate homes, thereby upgrading housing stock, and new housing replaces abandoned buildings and vacant lots. Immigrant entrepreneurs open neighbourhood restaurants, stores and entertainment venues to serve local residents. Some of the most successful of these commercial corridors can attract customers from across the region, even becoming tourist destinations in some cases.

Cities such as **Philadelphia, Schenectady, Baltimore, Cleveland** and **Boston** are examples of where this strategy has been pursued. In these cities, pro-active strategies not only helped to stabilize residential neighbourhoods and commercial retail corridors, but they have begun to bring consumer spending back within city limits and away from suburban box stores. Importantly, they also bring food, language, culture, goods and services that further help attract and retain the skilled immigrant knowledge workers required in the evolving new economy.

Immigrant entrepreneurs have shown an innate ability to provide commercial retail services in core city neighborhoods that are in desperate need of jobs, retail offerings, and investment.

*-Global Detroit Study (2010)*

## Attracting Immigrant Entrepreneurs and International Talent

A number of cities in Canada and the U.S. are beginning to pursue the recruitment of immigrant entrepreneurs and international talent as a key element in their local economic development strategies.

In the United States, Global **Cleveland**, whose Board of Directors includes the Mayor and major business leaders, focuses on local economic development through actively attracting newcomers. Global Cleveland is pursuing a number of initiatives including the establishment of a business incubator aimed at immigrant entrepreneurs, and has secured the designation of a new regional investor visa centre to attract immigrant entrepreneurs and investors to locate in Cleveland.

**Dayton**, Ohio, is also courting immigrants by offering extensive settlement services and connecting them with local businesses. **Global Pittsburgh**, which was established in 1959 to improve the city's global competitiveness, focuses on international exchange programs in establishing new strategic business opportunities and business contacts, as well as a program devoted to attracting international students.

**Chicago** has established an immigrant entrepreneur program that includes supporting the development of business associations and community development corporations. In addition it has developed business start-up manuals, retail American customs training, English for entrepreneurs, community and police relations, and other programs.

In addition, the U.S. Senate recently introduced a bill aimed at improving the environment for immigrant entrepreneurs to create and expand businesses. The Startup Act 2.0 would retain international students graduating from American universities with a Masters or PhD degree in specific fields. The Act would also create an entrepreneur visa allowing immigrants to settle in the United States as long as they start a business that employs Americans.

In Canada, the Province of **Manitoba** for example has successfully pursued an immigrant attraction strategy utilising the Provincial Nominee Program (PNP) under which immigrants arrive with arranged employment. Immigration to Manitoba increased from 4,605 persons in 2000 to 13,518 in 2009, and the province wishes to double the current immigration level again over the next ten years. Ingredients of

the program include advertising and promotion, job finding services, attendance at fairs, and developing overseas partnerships, as well as supporting local settlement services.

The town of **Winkler**, Manitoba, working through and with the local German Mennonite community, began advertising on the Internet. International interest was sparked by a simple notice on the local Chamber of Commerce site. Winkler was looking for new residents who were interested in starting a business. Last summer, city representatives travelled to Berlin to speak with trades-people, pharmaceutical researchers, midwives, doctors and other potential first-time entrepreneurs. Winkler recently undertook another recruiting trip, this time to Moscow.

In pursuing a similar approach, the town of **Steinbach**, Manitoba, has grown by 60% since the mid-1990s, one of the fastest rates in the country. Last year this small town welcomed over 900 immigrants from 40 countries into industries as diverse as trucking, hog farming and pharmaceuticals. As a result of this influx of immigrant entrepreneurs, the city had to expand its industrial park and then open a new one.

The City of **Edmonton**, Alberta has an immigrant attraction strategy that included a marketing campaign in the U.S. conducted by the economic development corporation in partnership with a number of oil sands employers looking for workers to fill thousands of engineering, mechanic and welder positions. Pooling their resources, employers covered the cost of group flights to Edmonton so that interested candidates could check out the city, from its housing and university to the quality of its golf courses.

An increasing number of municipalities in Ontario have recently adopted immigrant attraction and retention strategies that focus on improving the coordination of settlement services and the promotion of the notion of a more welcoming community, but none have as yet drilled down to a targeted immigrant entrepreneur program. A single exception is the Business Immigration Attraction Program administered by Ontario's North Economic Development Corporation in **North Bay, Sudbury, Timmins** and **Sault Ste Marie**. It is an internet-based referral program that focuses on identifying and attracting pre-screened business immigrants who are currently residing in the Greater Toronto area and connecting them to businesses in northern Ontario looking to sell.

What I find exciting –the very fact that they have left their own country and language and ethnicity – gives us insight into who they are. They pre filter themselves by coming here, and we should take advantage of this. We need to find ways to build on their being naturally innovative. Immigrants are part of any solution; they are entrepreneurial and innovative.

*-Mark Chamberlain, President and CEO, Trivaris*



## Retaining International Students

In Canada, there were 218,000 full-time international students in 2010, up from 178,000 in 2008 and more than double the number of international students in 1999. Building on the success of similar initiatives in Australia, Canada is making it easier for international students to remain in Canada permanently after completion of their studies at Canadian colleges and universities. In 2008, the federal government introduced the Canadian Experience Class program to retain skilled individuals who already have Canadian work and study experience and are therefore thought to face fewer barriers to working and living here.

The Province of Ontario seeks to increase foreign enrolment by 50%. It has created the Trillium Scholarship and is spending \$30 million over four years to support PhD students from around the world. This interest in students comes in large part from the tuition money they bring with them, their contribution to the local economy as well as adding a global perspective to classrooms and valuable research skills to graduate programs. According to a report prepared for Foreign Affairs and International Trade Canada, international students contributed more than \$8 billion to the Canadian economy in 2010. The report estimates that international students supported 86,000 jobs and contributed \$445 million in tax revenue.

**Pittsburgh, Baltimore** and **Detroit** have been developing comprehensive foreign student retention initiatives in collaboration with the local academic international student services offices. This includes a program that will market the city to international students on an ongoing basis; from materials sent to prospective students, during recruiting trips abroad, when they are recruited, during their orientation once they arrive, throughout their time on campus, and as well as when they prepare to leave.

In addition to developing a Cultural Ambassadors program to connect international students to resources in the local community Detroit is also connecting them to local employers through:

- Local chambers of commerce
- Individual businesses started by immigrant entrepreneurs, or having significant business presence in their countries of origin
- Local ethnic communities, business districts and cultural associations
- Showcasing student research and academic achievement for local businesses

The City of Toronto, Region of Peel, and York Region are each already working to attract international students to move permanently to their municipalities.

We cannot be competitive in a global market without immigrants in our workforce. If we want to understand our clients and competitors, we need people who come from those places and understand different cultures.

*-Ruth Liebersbach, Chief Financial Officer,  
McMaster Innovation Park and Past Chair,  
Hamilton Chamber of Commerce*

## Some Conclusions and Directions for Local Action

Successful cities seek to attract and retain immigrants not only because of their entrepreneurial talent and their contribution to the labour force but also because they add enormously to the quality of life and the wider attractiveness of the city for international firms, events and investors.

Recent federal and provincial announcements and initiatives also support this movement to establishing city-based immigrant attraction programs. The federal government is currently undertaking significant changes to Canadian immigration policy and regulation by linking immigration more directly to economic development requirements. In recognizing the need to attract and retain immigrant entrepreneurs, the Minister of Citizenship and Immigration, Jason Kenney also recently announced a commitment to introduce an expanded and improved entrepreneur class immigrant program.

Similarly, the vision of the first-ever Ontario Immigration Strategy (released November 2012) establishes a new direction for immigration in the province. The Strategy includes several targets that encourage municipalities and other stakeholders to attract and retain skilled immigrants who can make valuable contributions to their local economies. The Ontario Government has committed to working with municipalities in implementing the Strategy. In attracting highly skilled workers and their families, supporting diverse communities and growing a globally connected economy, this new Ontario Strategy further supports the directions described in this Backgrounder.

The literature suggests that the key to a city's capacity to create a comparative advantage in attracting immigrant entrepreneurs lies not only in its economic attractiveness (low taxes, infrastructure, etc.) but also in its social and cultural qualities and the value it places on diverse ideas and cultures. The resulting human diversity strengthens our cultural capital and improves the urban quality of life needed to attract entrepreneurs. And more, the research clearly shows that attracting immigrants will spur greater creativity and innovation, openness to wider markets, populations and customers.

Ontario's future will hinge on our ability to connect globally, which will include increasing international trade, attracting investment from abroad, and acting as a hub in global exchanges of knowledge and skills. The global connectivity of Ontario's highly international population will be an essential ingredient in our continued prosperity.

*-Ontario's Expert Roundtable on Immigration  
(2012)*

Under the “Global” umbrella being utilized in Detroit, Cleveland and elsewhere, immigrant settlement services are viewed as on par with and even integrated into mainstream local business and investment strategies. Furthermore, U.S. experience tends to involve the linking of economic growth strategies not only to the assets and opportunities that immigrants can bring but also to the global connections that they can provide. Immigrant attraction programs as a consequence do not reside in a local social service or social development framework but are located as part of a multi-pronged economic development framework.

What this suggests, if the City of Hamilton were to actively pursue immigrant attraction and retention, it would need to act on three fronts:

1. identify its strengths in this global economy more aggressively
2. develop and promote the attractions of Hamilton as a diverse city with strong, vibrant ethno-cultural communities
3. show that it is actively developing and advertising its global connections

The previous sections have shown that immigrants bring a variety of assets to Hamilton, and that their contributions will be key in the transition to an economy that is more dependent on various forms of knowledge and on global connections than ever before. Some cities have begun to engage in specific strategies to attract immigrants, and Hamilton can learn from them. Hamilton is well-positioned in terms of the essentials it will take to attract immigrants in the future, but success on this front will require a concerted and targeted effort. The next task is to learn more about Hamilton's strengths and to identify areas for improvement.

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# Appendix

## Categories of Immigration to Canada

### Permanent Immigration

Immigration Category	Description	2011 arrivals to Canada (Economic Class figures do not include dependents.)
<b>Economic Class</b>		
Federal skilled workers	chosen for their ability to become successfully established in Canada. They are assessed according to a selection grid (point system) that emphasizes education, language ability and skilled work experience.	<b>36,777</b>
Business class	consists of the Investor, Entrepreneur and Self-employed Person classes. Many provinces including Ontario have their own business immigration programs.	<b>3,277</b>
Canadian Experience Class	for (1) temporary foreign workers with at least two years of skilled work experience in Canada and (2) foreign graduates of Canadian post-secondary institution with at least one year skilled work experience in Canada	<b>3,973</b>
Provincial Nominees	permanent residents designated by a province or territory that have entered into agreements with the Government of Canada to select immigrants who will meet their local economic needs.	<b>15,296</b>
Live-in Caregivers	temporary foreign workers who are granted permanent residence after their participation in the Live-in Caregiver Program	<b>5,033</b>
<b>Family Class</b>		
	foreign nationals sponsored by family members in Canada, including spouses and partners, dependent children, parents and grandparents	<b>56,446</b>
<b>Refugees and Protected Persons</b>		
	government-assisted refugees, privately sponsored refugees, refugees landed in Canada, and dependents of refugees landed in Canada who live abroad	<b>27,872</b>

### Temporary Residents

Temporary foreign workers	persons admitted to Canada on a work permit for a specific employer	Entry and re-entry <b>190,842</b> Still present <b>256,005</b> <b>TOTAL 446,847</b>
International Students	foreign nationals admitted to Canadian educational institutions	Entry and re-entry <b>98,383</b> Still present <b>203,459</b> <b>TOTAL 301,842</b>
Refugee claimants	persons who have made claims for protection as refugee based on their experience of persecution in another country	Entry <b>25,311</b> Still present <b>97,861</b> <b>TOTAL 123,172</b>
Other Humanitarian	"humanitarian and compassionate grounds" applicants and others	<b>8,350</b>







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