

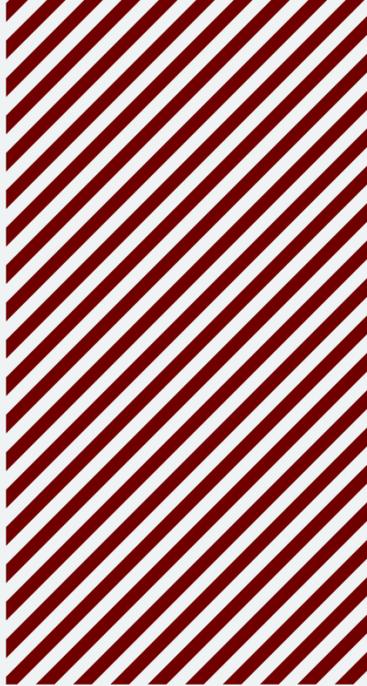


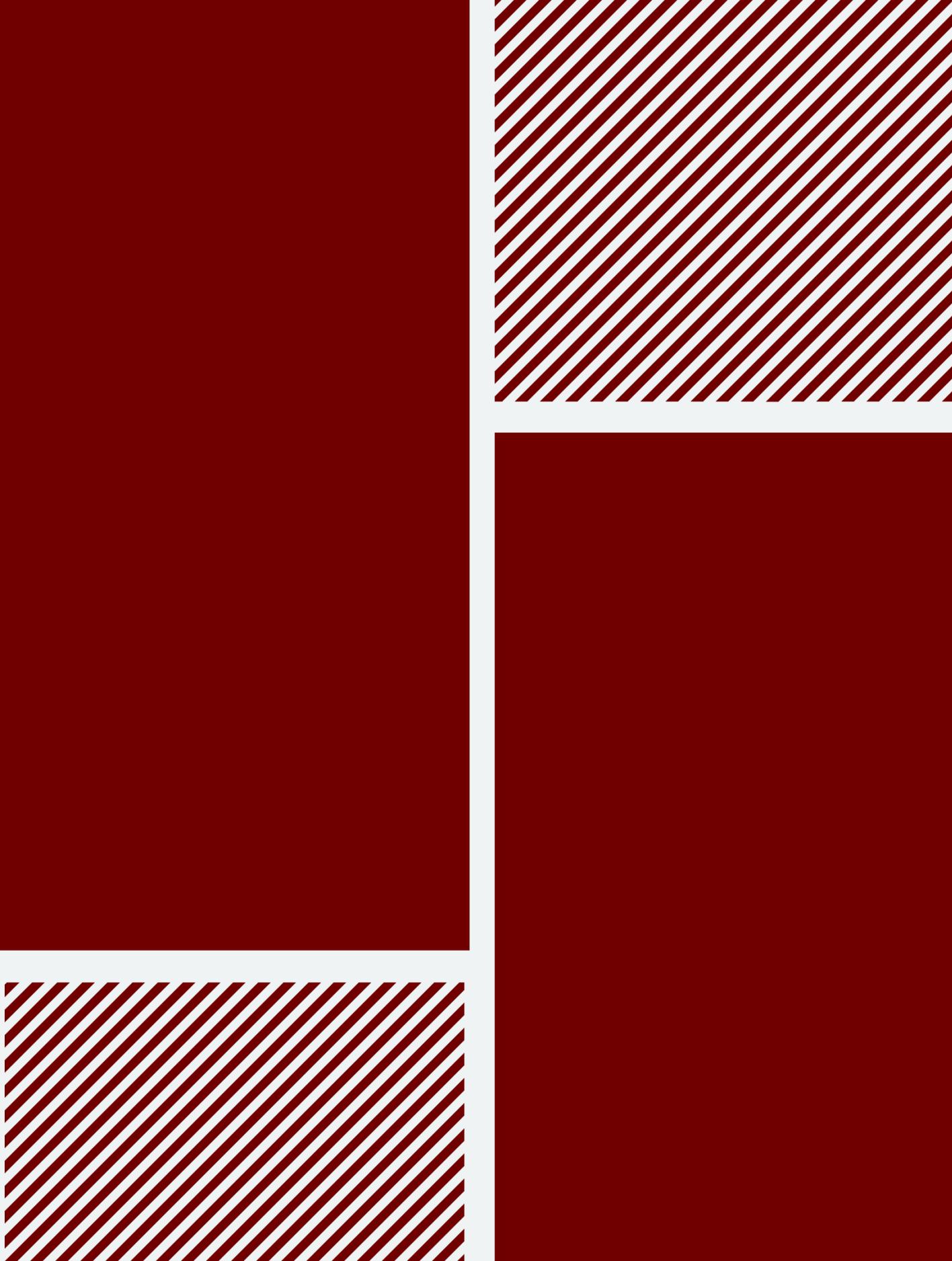
# Attracting and Retaining Newcomers

IN RURAL AND SMALL  
URBAN COMMUNITIES



BRING FOOD HOME FORUM  
OCTOBER 2019





IT CAN BE DONE, PT. 1

# The Winkler Initiative



A CASE STUDY



# Facts About Winkler, Manitoba.

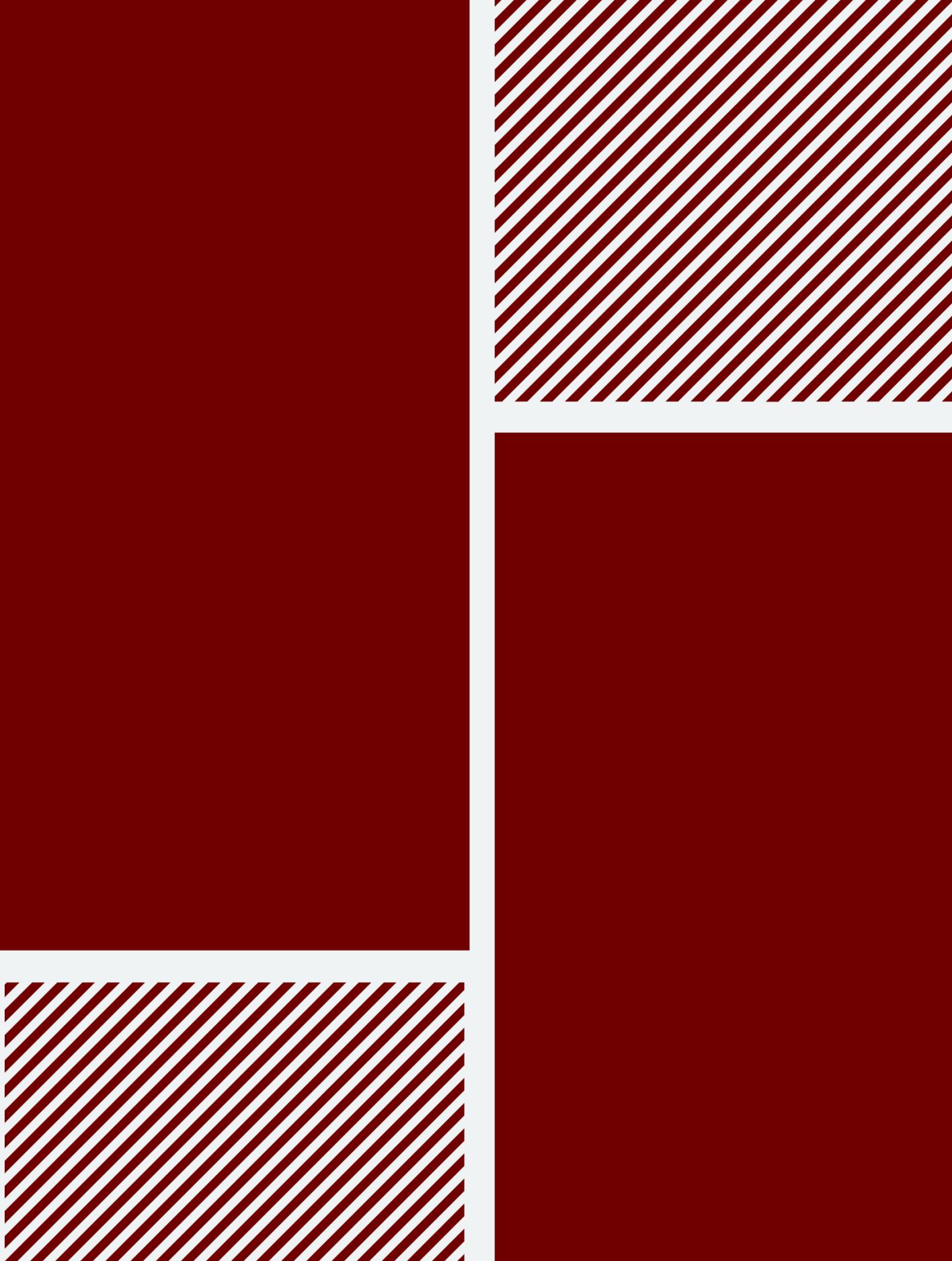
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- **POPULATION: 9,106**
- **IMMIGRANTS AND NON-PERM RESIDENTS: 23.4%**
- **VISIBLE MINORITIES: 1.2%**
- **BETWEEN 2001 AND 2006, ITS POPULATION INCREASED BY 14.6 PERCENT - ONE OF THE FASTEST-GROWING COMMUNITIES.**
- **PERCENTAGE OF MANITOBA'S POP: 0.8%**  
**PERCENTAGE OF MANITOBA'S IMMIGRANTS: 8.3%**
- **INDUSTRIES: MANUFACTURING, HEALTH AND EDUCATION, AGRICULTURE**
- **ORIGINALLY SETTLED BY RUSSIAN MENNONITES**

# The "Winkler Initiative"

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- In 1996, group of community stakeholders approved Government of Manitoba with a proposal to bring 50 immigrant families from Germany.
- All prospective immigrants would have a job offer and would be assessed under provincial, not federal, criteria.
- "Chain migration" that brought thousands more newcomers to Winkler, Altona, Morden & Steinbach (739 new families, 3000 people from 2003-8).
- Communities rallied behind the immigration champions and established the Immigration Integration Committee.
- Used immigration consultants to bring 450 families to the community.
- Offered Mennonite community services and workplace language programs complementary to immigrants' work schedule.



IT CAN BE DONE, PT. 2

# Brooks, Alberta: A Multicultural Revolution



A CASE STUDY

# Facts About Brooks, Alberta.

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- **POPULATION: 12,495**
- **IMMIGRANTS AND NON-PERM RESIDENTS: 17.6%**
- **VISIBLE MINORITIES: 17.1%**  
**MAJORITY FROM SUDAN, SOMALIA, AND ETHIOPIA.**
- **LARGEST EMPLOYER: LAKESIDE PACKERS**
- **MAIN INDUSTRIES: MEAT PROCESSING, OIL AND GAS, AGRICULTURE**

# The Multicultural Miracle

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- Translated promotional videos into Arabic and distributed among potential recruits in Calgary with help of Calgary Catholic Immigration Society.
- Unlike most small-towns, Lakeside relied heavily on informal ethnic community networks. Offered bonus for referring friends and relatives, provided they stay for a minimum period.
- By 1996, foreign-born workers – primarily refugees from Africa and the Middle East – accounted for 60% of its workforce and considerably reduced massive labour shortages in the region.
- City's population speaks more than 50 languages and dialects.
- Company has a "Community Liaison Officer" to offer assistance with housing, schools, daycare, orientation to Canadian life, and access to health care. They offer onsite English language training.

# Situational Analysis

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## ■ 8 MILLION

The first of Canada's 8 million baby-boomers reached official retirement age in 2011.

## ■ 530,000

The annual number of new pensioners will rise from 344,000 in 2011 to as much as 530,000 in 2031.

## ■ 0.2%

According to StatsCan, annual labour force growth—once as high as 4%, could slow to 0.2% by 2021.

## ■ 2.1

Today, there are 4.2 Canadians for every senior, making contributions to cover retirees' pensions and health care. By 2031, that ratio will be half.

# Challenges Facing Our Community

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## ■ AGING WORKFORCE

23% of Sault Ste. Marie's workforce is over the age of 55 representing 8,500 jobs.

## ■ HIGH MEDIAN AGE

The median age of community members is 46.7 compared to 41.3 Ontario-wide.

## ■ LOW FERTILITY RATE

Ontario's fertility rate is below the threshold needed to balance the population at 1.6

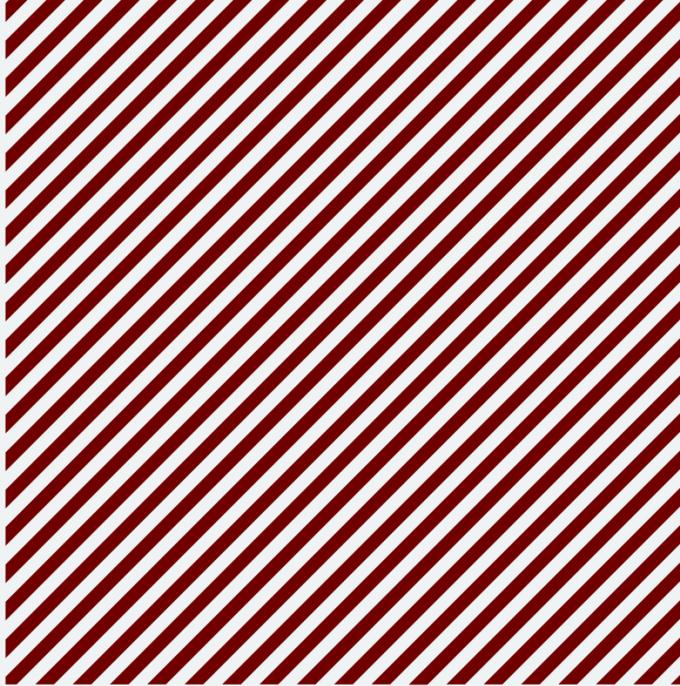
## ■ HIGH OUT-MIGRATION

Net migration has been negative for Sault Ste. Marie since 2001, especially among youth.

**3:1**

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ONLY 1 IN 4 RURAL  
YOUTH WHO LEAVE  
THEIR COMMUNITIES  
WILL RETURN TO THE  
SAME COMMUNITY  
WITHIN 10 YEARS.

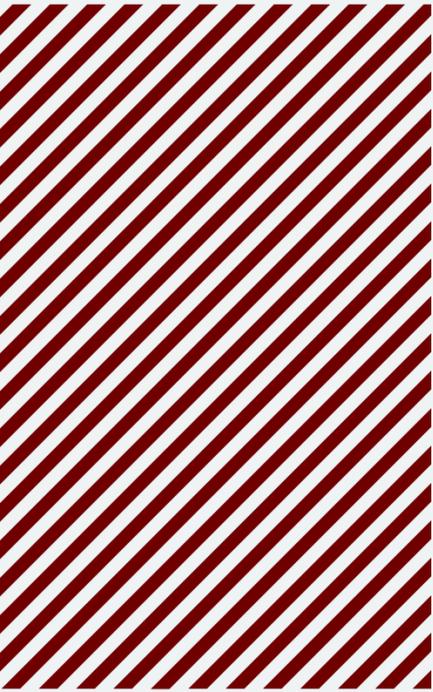


**18.9%**

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A CENTURY AGO, 90%  
OF CANADIANS LIVED  
IN RURAL AREAS.  
NOW IT IS 18.9%

"Attracting and Retaining Newcomers in Rural Communities  
and Small Towns" (Wayne Caldwell, et. al. 2017)



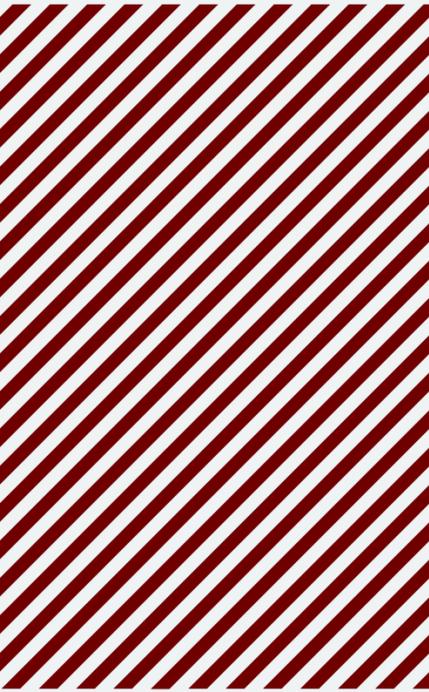
**THE FEDERAL GOV'T PLANS TO ADMIT**

**1,330,800**

**NEW IMMIGRANTS TO CANADA  
BETWEEN 2018-2021**

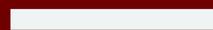


**60% WILL BE PART OF ECONOMIC CLASS AND  
30% WILL BE PART OF FAMILY CLASS.**



## UNBALANCED DISTRIBUTION

- In 2017, 4 in 5 immigrants settled in one of Canada's 10 biggest cities.
- In 2016, immigrants were 26% of Ontario's population. But of the 472,175 immigrants who arrived in Ontario between 2011 and 2016, only 0.7%, or 3,305 people, moved to Northern Ontario. 70% chose to live in Toronto.



# Our Track Record

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8.5%

Approx. 6600 immigrants currently  
in Sault Ste. Marie & Area



69.0%

Retention rate of Immigrants  
(2002-2006)

73.2%

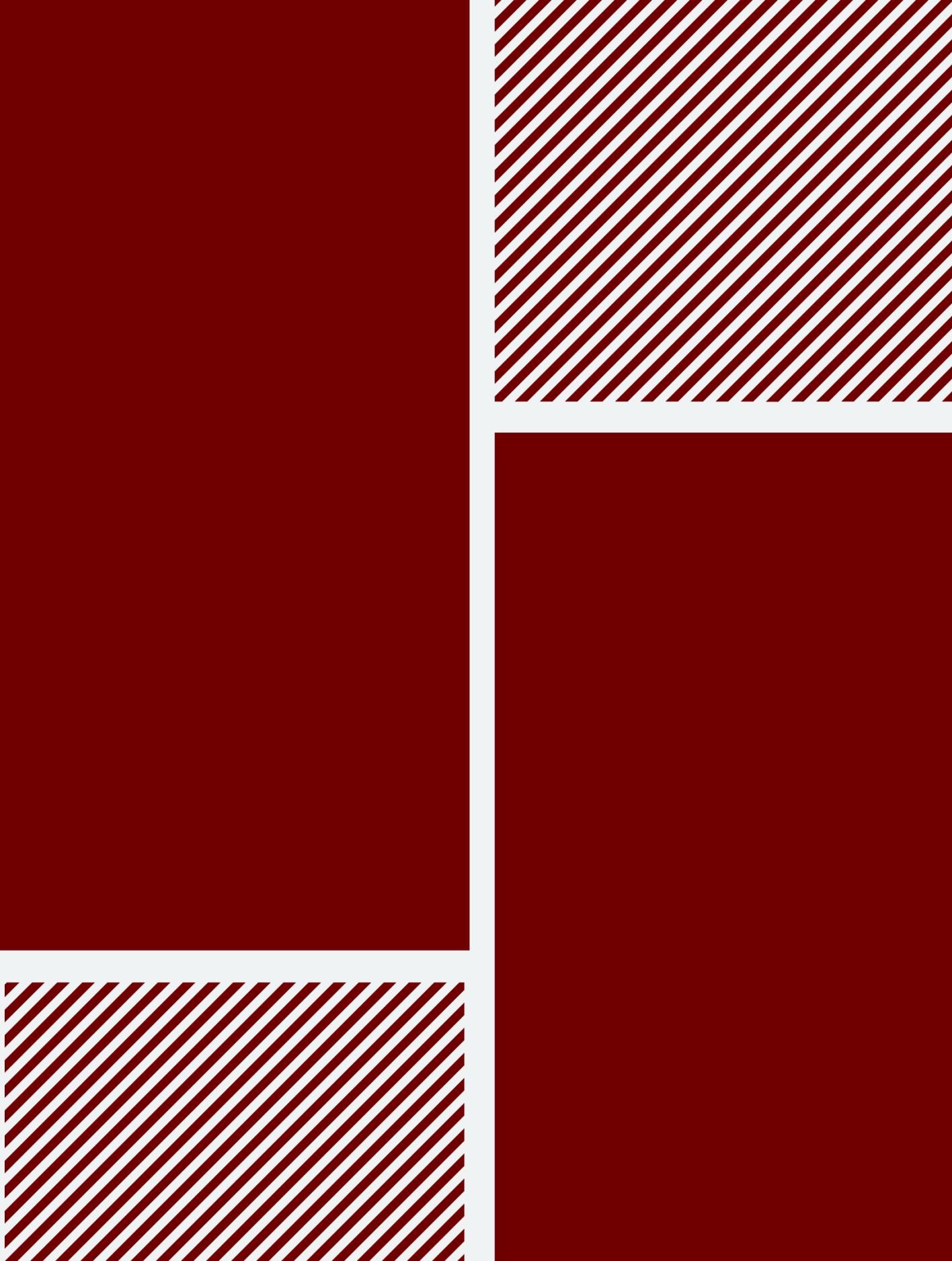
Retention rate of Immigrants  
(2007-2011)



80%

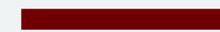
Retention rate among 250+  
refugees since June 2016.

"Beyond the Big City: How Small Communities Across  
Canada Can Attract and Retain Newcomers." Esses,  
Victoria et. al. Pathways to Prosperity Partnership and  
University of Western Ontario, July 2019."



**PART 2**

# **Why Immigration**

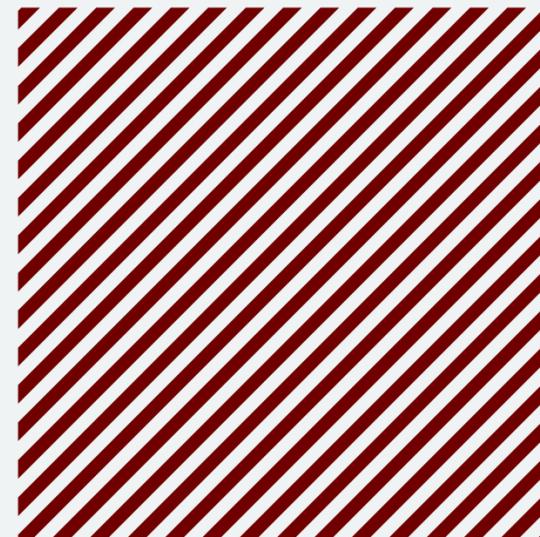


**IT'S JUST GOOD BUSINESS.**

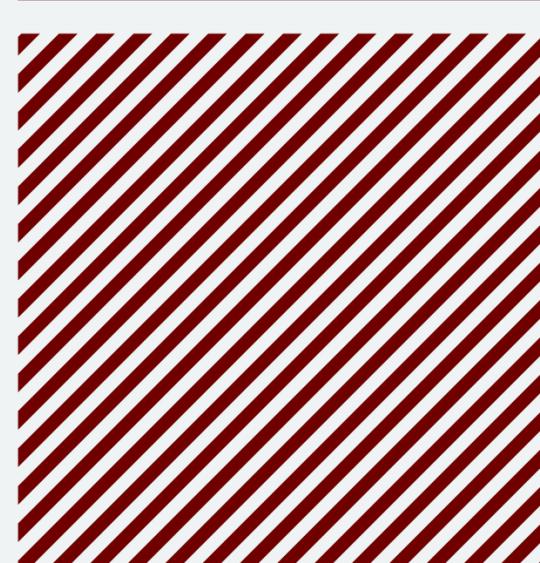
# better understand and respond to your increasingly diverse customer base

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Your customer base may be purely local but it's changing rapidly as consumers become more diversified.



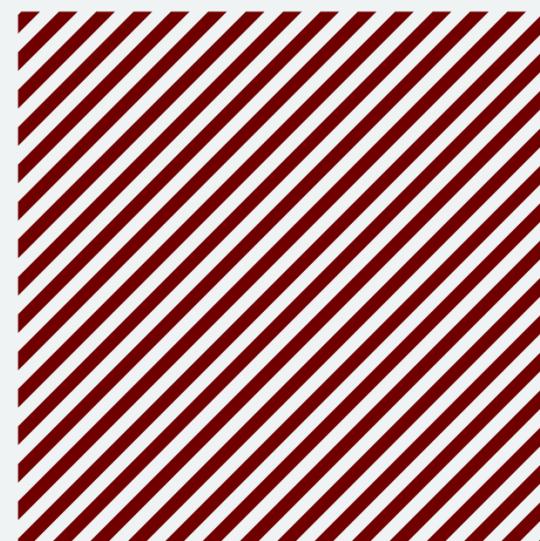
**tap into new local  
markets,  
expanding your  
customer base  
through improved  
cultural  
awareness and  
communications**



# enhances creativity, productivity, and decision-making through diverse approaches



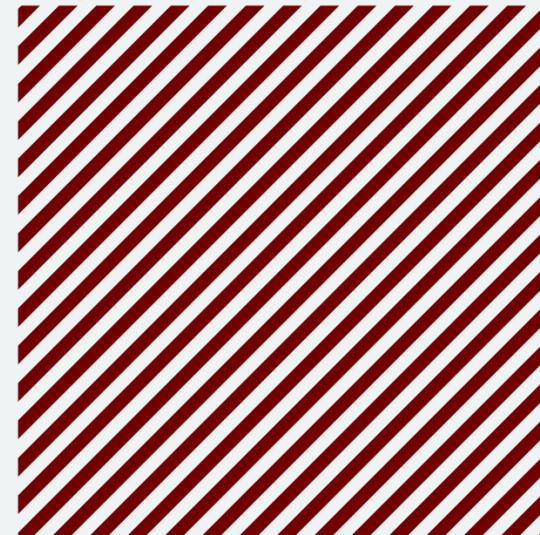
Diverse workplaces outperform  
homogenous ones.



# broaden your talent pool for recruiting new employees

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Attract and retain top talent in an environment of labour shortages.

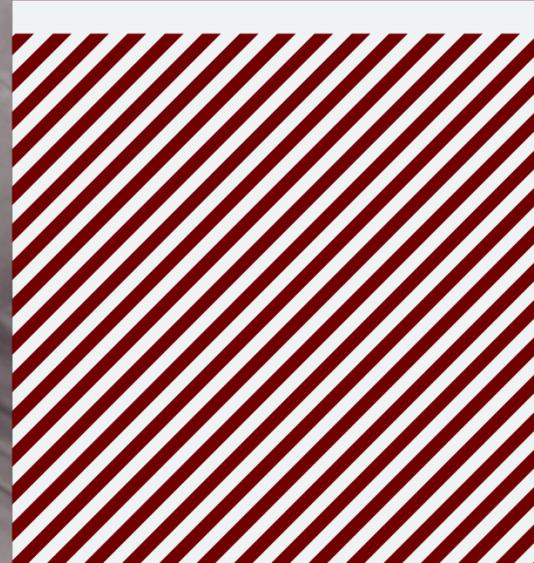


# Diverse and inclusive workplaces attract more than just immigrants.



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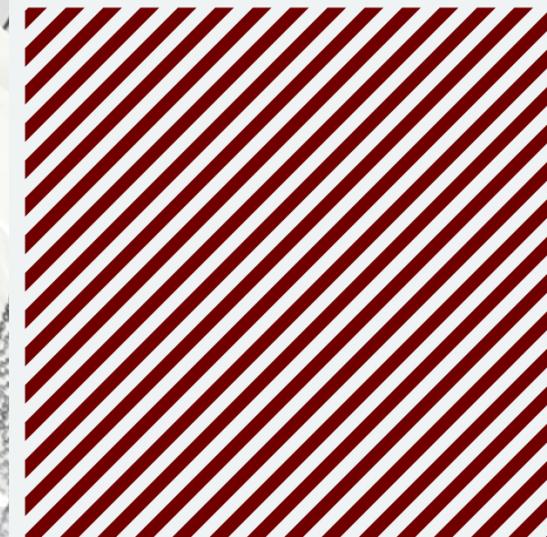
Corporate alignment of business, values and social responsibility creates a stronger brand and reputation.



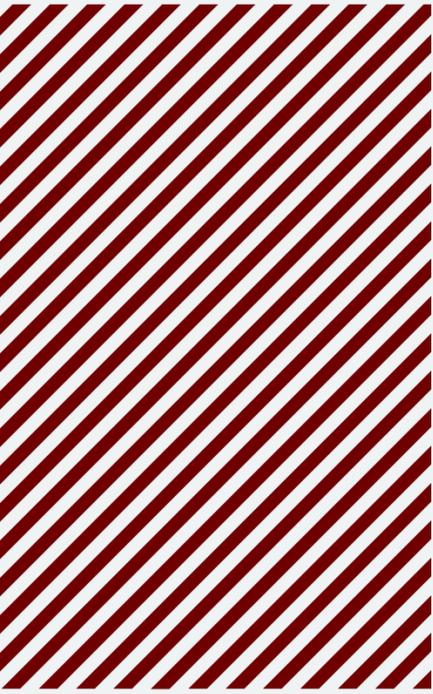
# Newcomers pay taxes and spend money on housing, transport and consumer goods.

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Newcomers pay it forward: studies show that their offspring tend to be among the country's best-educated and initiative-taking young people.



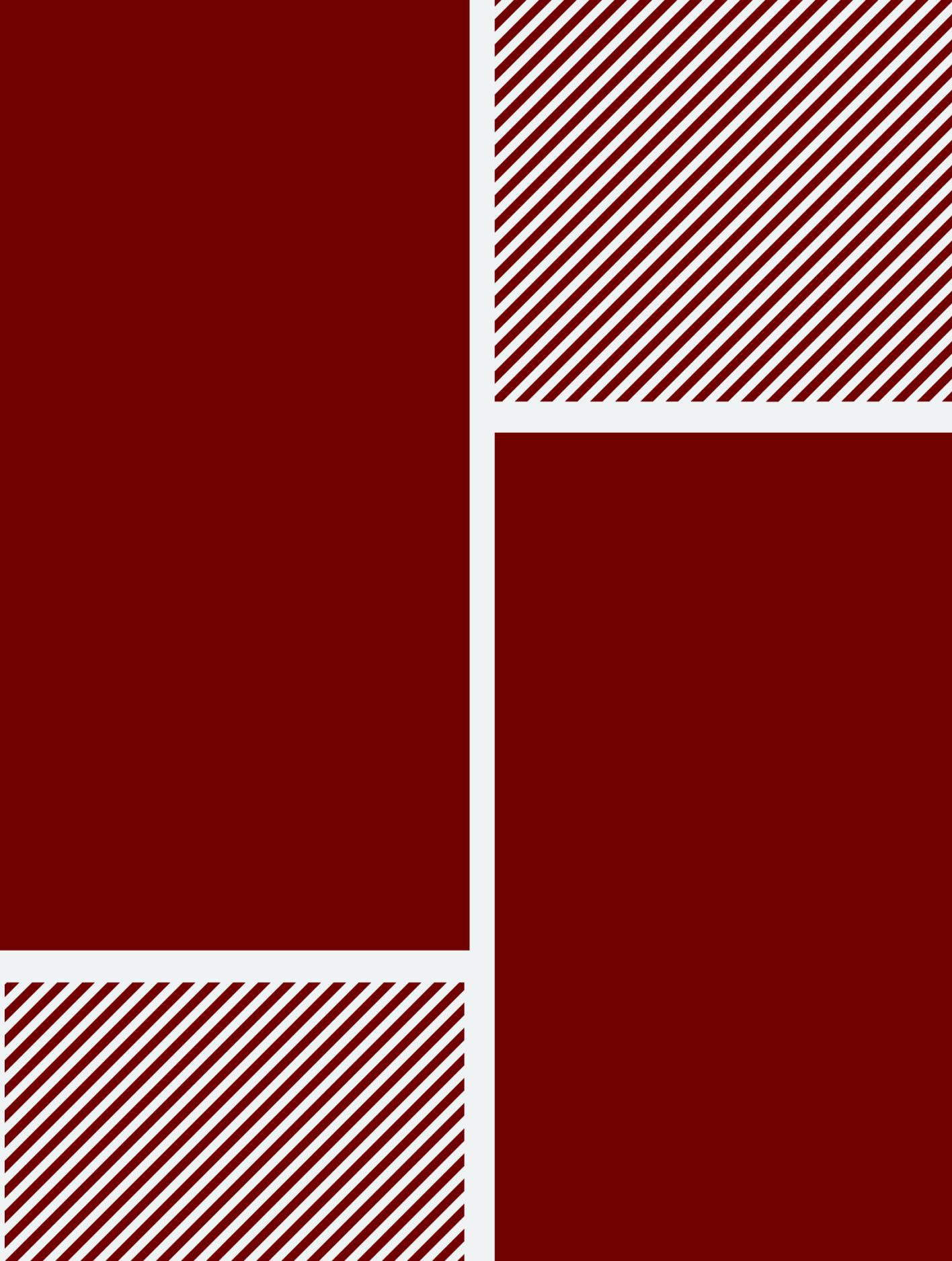
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## **PROSPERITY AND COMMONSENSE**

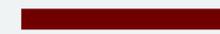
All of this leads to bottom line results— whether measured by profits, shareholder value, customer satisfaction, the number of new products designed and brought to market, or the effective delivery of programs.

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**PART 3**

# **Attraction and Retention**



THE REAL WORK BEGINS.

“

"We are an untold good story. We want to grow, we have everything, but (newcomers) don't know we are here."

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AN ELECTED OFFICIAL CELEBRATING THEIR  
RURAL COMMUNITY

# Attracting Immigrants



WORK WITH WHAT YOU HAVE.

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You aren't Toronto; don't try to be. What makes you desirable.



BUILD AND MAINTAIN RELATIONSHIPS.

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...Local Immigration Partnership?



INVOLVE NEWCOMERS AS KEY PLAYERS.

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Go to the source. Show newcomers you appreciate your input.

# Promoting Your Community

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- Promote the benefits of working and living in small centres and rural areas through websites, social media, advertisements and other tools.
- Highlight success stories from the perspective of newcomers, employers and the community. <https://www.youtube.com/watch?v=VOkljx0lvls>
- Provide incentives to newcomers to settle in small centres and rural areas (e.g., financial).
- Be more targeted and proactive in international recruitment efforts for small centres and rural areas.

# Retaining Newcomers

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## COMMUNITY HUG



## ADOPT A NO-WRONG DOOR POLICY.

Coordinate to ensure that no matter which agencies people contact for assistance, they are helped. .

## BE INTENTIONAL.

Go beyond "Hello, how are you?" to "Hi, we are excited you moved here! We're having a community BBQ next Saturday, and we would love it if you and your family came."

## THINK INTERCULTURALLY.

Go beyond multiculturalism. Prepare for everyday interactions between people of diverse cultures.

"Attracting and Retaining Newcomers in Rural Communities and Small Towns" (Wayne Caldwell, et. al. 2017)

# 12 More Ways to Boost Retention

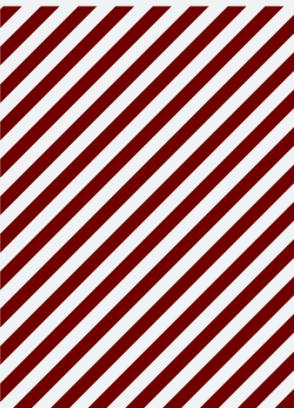
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- Create a one-stop shop for settlement and employment information and services OR partner with a settlement service provider to deliver itinerant settlement services that can support immigrants in smaller communities, and online/phone Q-and-A services.
- Provide more online services and learning options, incorporating technology such as webinars and online delivery of language training.
- Promote services that are available in the community (e.g., information package, welcome basket).
- Provide specialized employment services and supports (e.g., immigrant entrepreneurship, English / French in the workplace, workplace culture).

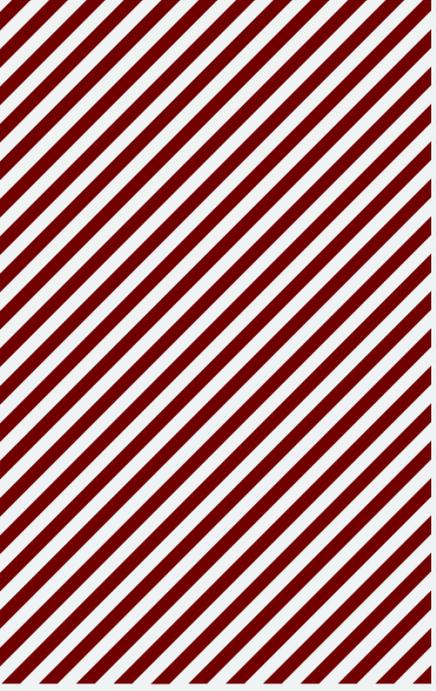
- 
- Develop rental housing incentive programs (e.g., adjust tax code to make it more attractive for developers to build affordable rental units) or a rent-to-own home ownership program to encourage newcomers and other residents to remain in small centres and rural areas.
  - Develop rural ride-share programs.
  - Develop resources to facilitate immigrants in identifying, negotiating, purchasing and running an existing business.
  - Create immigrant / multicultural / diversity advisory councils so newcomers have a voice in the community and support the establishment of ethno-cultural associations in the community.



- Create a mentorship program and local internships for international students, and build on models such as the EduNova approach.
- Establish Local Immigration Partnerships in smaller centres that are ready to benefit from them, building on models developed in other smaller communities and rural regions.
- Create a pool of volunteers to support newcomers (e.g., translators / interpreters, mentors). Offer conversation circles or cooking classes.
- Support opportunities for cultural events and celebrations in the community and encourage more diverse amenities and options in the community (e.g., ethnic food options, places of worship).



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## WISE WORDS

if you always do as you  
have always done, you  
will always get what you  
have always got.

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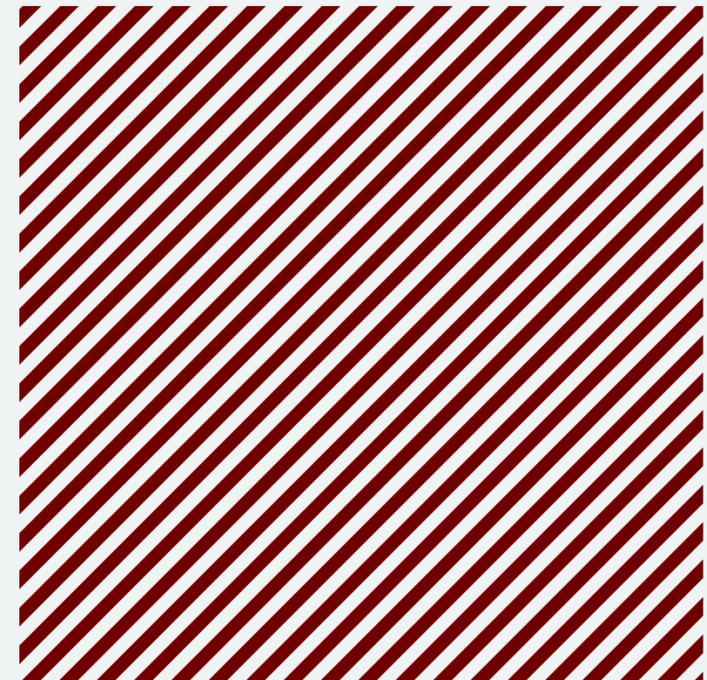
IMMIGRATION IS AN EFFECTIVE, MUTUALLY-  
BENEFICIAL, COMMONSENSE STRATEGY.

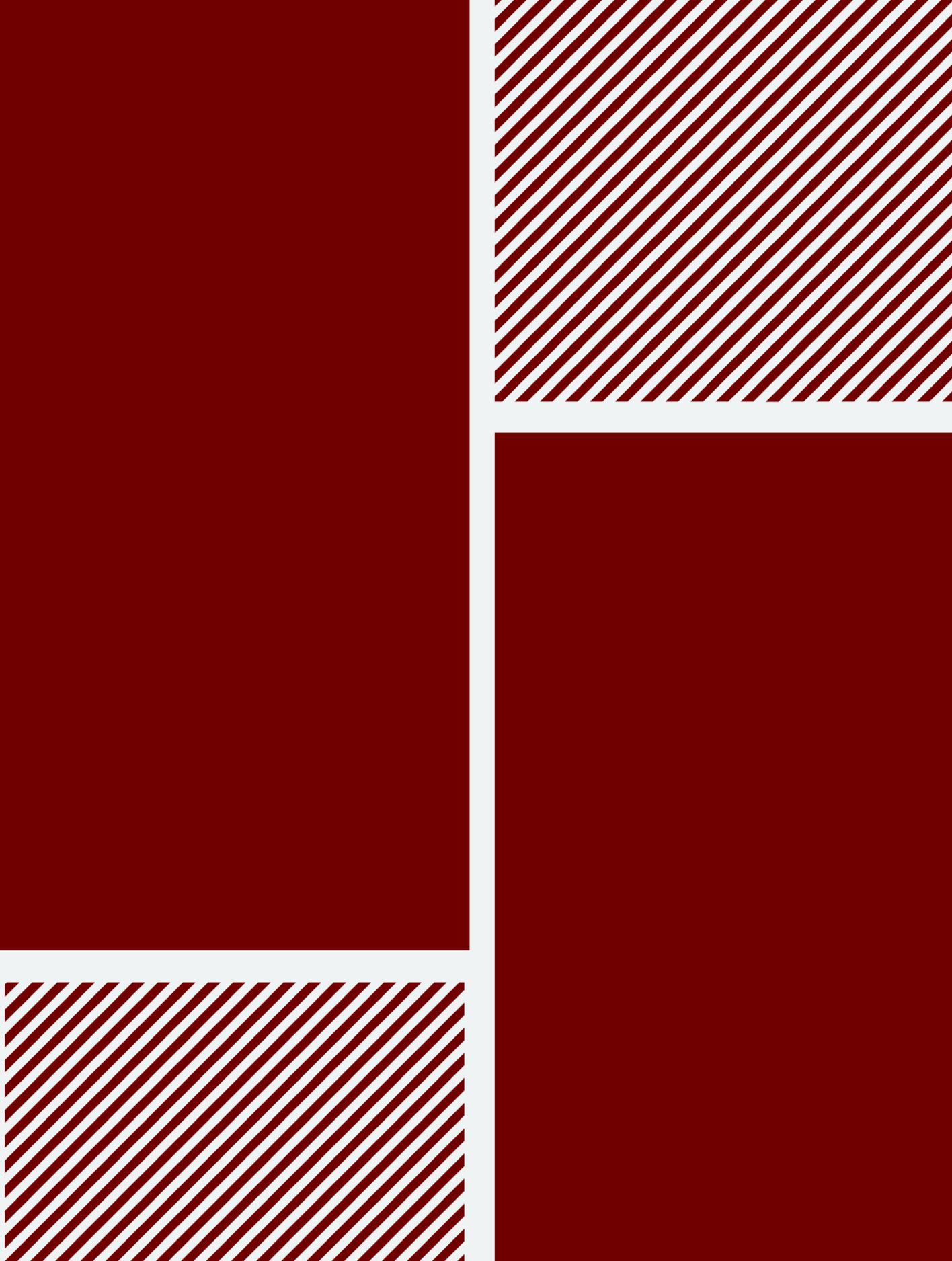
# Rural and Northern Immigration Pilot

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Designed to spread the benefits of economic immigration to smaller communities by creating a path to permanent residence for skilled foreign workers who want to work and live in one of the participating communities.

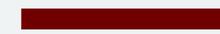
- ECONOMIC-LED
- RETENTION-FOCUSED
- COMMUNITY-DRIVEN





**PART 5**

# **How to Hire a Foreign Worker**

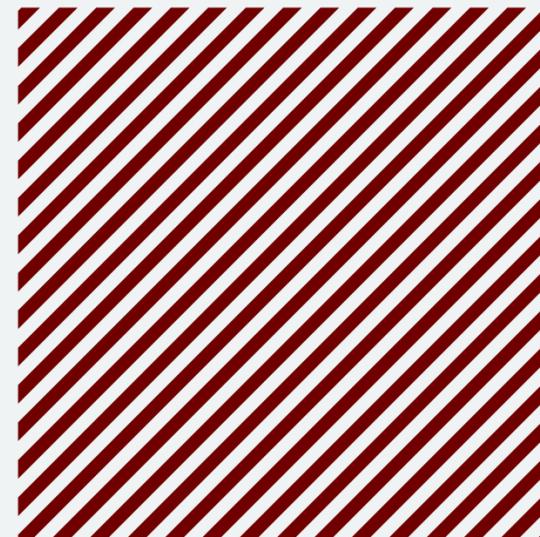


**PATHWAYS TO PERMANENT  
RESIDENCY.**

# Look in your own backyard.

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There are many highly skilled underemployed newcomer job seekers in your community right now.



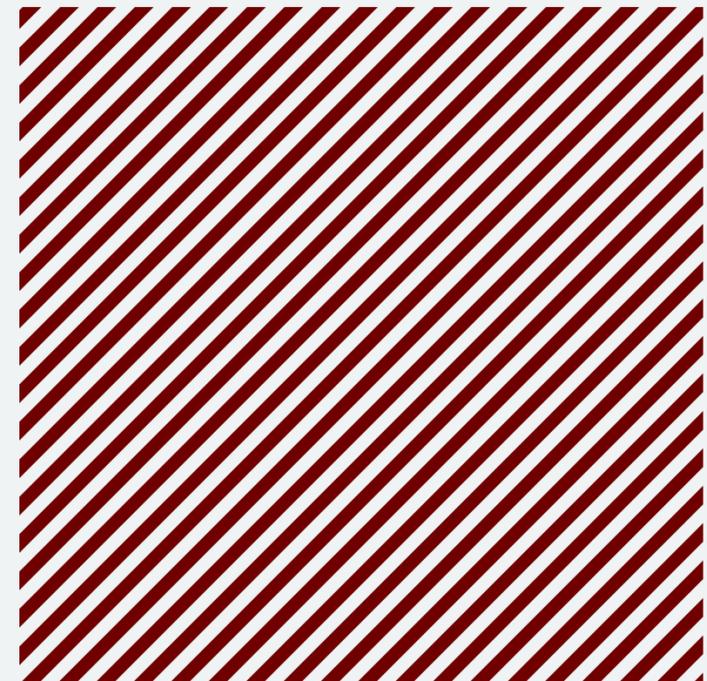
# Ontario Provincial Nominee Program

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OINP is an immigration program for people who have a job offer in Ontario.

Helps employers find the skilled workers they need. Employers or investors apply to recruit or retain people who are foreign nationals or temporary residents.

If the province of Ontario approves an application, they will nominate that person for permanent residence.



# Express Entry

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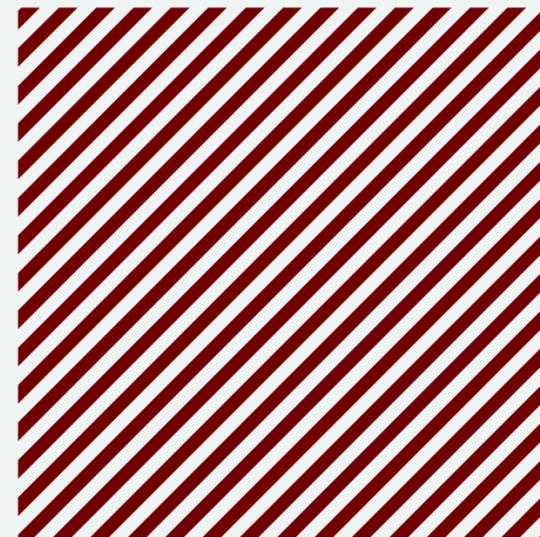
Express Entry (EE) is an online immigration application system. It allows people to submit a profile and be considered as a skilled immigrant. Candidates with the highest rankings are invited to apply for permanent residency.

- FEDERAL SKILLED WORKER (FSW) PROGRAM
- SKILLED TRADES PROGRAM
- CANADIAN EXPERIENCE CLASS

# Start-Up Visa Program

**FOR ENTREPRENEURS WHO WANT TO START A BUSINESS IN CANADA**

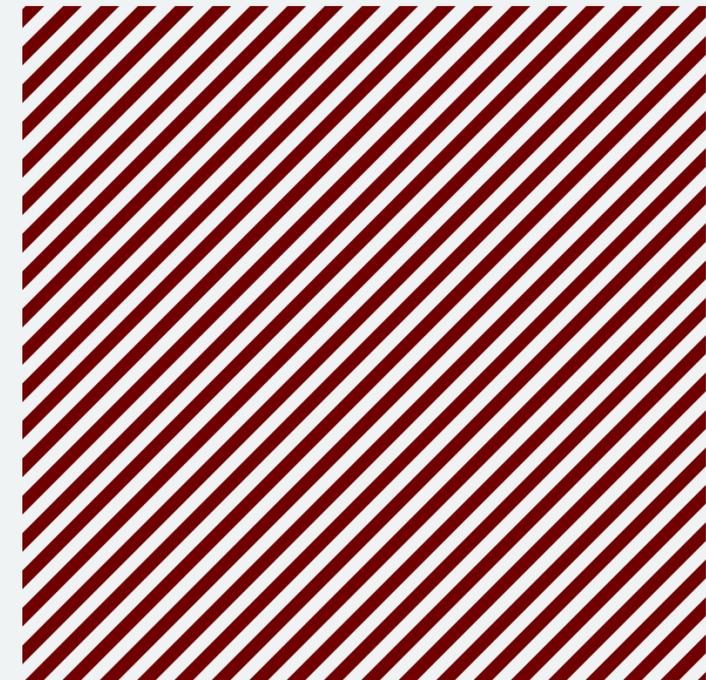
- 
- have a qualifying business;
  - have a letter of support from a designated organization;
  - meet the language requirements;
  - have enough money to settle and live in Canada before you make money from your business.



# Temporary Foreign Worker Permit

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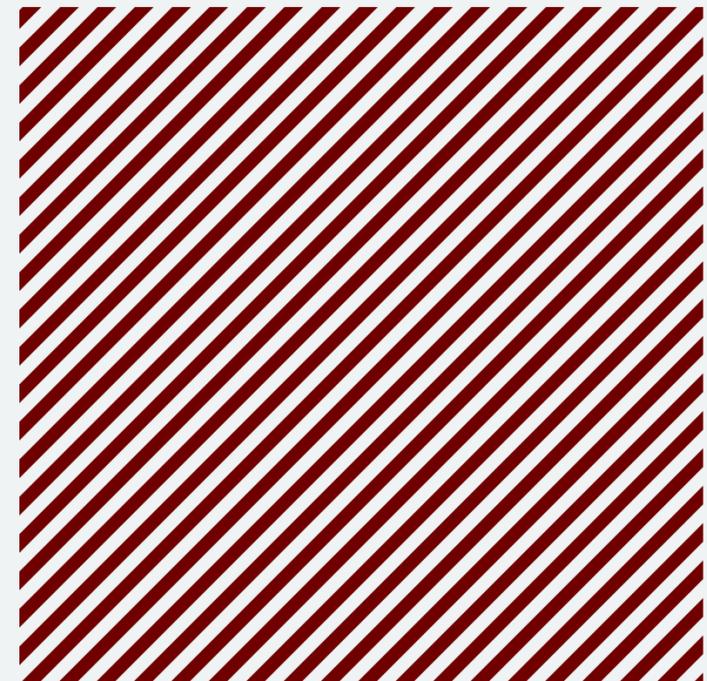
- Allows Canadian employers to hire foreign nationals to fill temporary labour and skill shortages when qualified Canadian citizens or permanent residents are not available.
- Usually requires a Labour Market Impact Assessment.
- Some temporary foreign workers who initially came to fill a temporary vacancy can transition to permanent residence if they meet certain requirements.



# International Mobility Program

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- Groups of applicants are exempt from requiring a Labour Market Impact Assessment.
- Individuals applying for Permanent Residence through the Rural & Northern Immigration Pilot program, who hold a certificate of recommendation and who have a job offer in the community where they were recommended, do not require a labor market assessment.



# Adrian DeVuono

**PROJECT COORDINATOR**

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