



APPENDIX A

JURISDICTIONAL SCAN

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PATHWAYS TO
PROSPERITY

Promoting Welcoming Communities in Canada

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BROCKVILLE, ONTARIO

Key Takeaways

- The municipal government has helped established Brockville as a community committed to diversity and inclusion.
- The city spearheaded the Local Immigration Partnership, the St. Lawrence-Rideau Immigration Partnership, which has focused on celebrating diversity and recognizing the successes of newcomers.

Brockville is a municipality in southeastern Ontario located on the northern shore of the St. Lawrence River. It is situated within, although politically independent of, the United Counties of Leeds and Grenville. In 2016, Brockville had a population of about 21,300 and Leeds-Grenville had a population of about 100,500 (Statistics Canada, 2016a). Most immigrants to Brockville are of European or North American origins (Statistics Canada, 2016a). Brockville is known as the “City of 1000 Islands”, as it is part of the Thousand Islands Region. Brockville boasts as a leader among rural Ontario in attracting “creative class” workers and “talent, tolerance and technology”, according to a Martin Prosperity Institute report (2012).

The Leeds and Grenville Immigration Partnership (LGIP), now known as the **St. Lawrence-Rideau Immigration Partnership**, began as an informal partnership network spearheaded by the United Way of Leeds & Grenville and The City of Brockville with funding from the Ontario Trillium Foundation and Citizenship and Immigration Canada (CIC) through the Welcoming Communities Initiative. The partnership then evolved into the Leeds & Grenville Immigration Partnership in 2010 as part of CIC and the Ontario Ministry of Citizenship and Immigration’s joint initiative to create Ontario Local Immigration Partnerships (Leeds & Grenville Immigration Strategy, 2011). The first LGIP strategy was created in 2011. It was re-evaluated in 2015 with a “Join the Conversation” event that involved newcomers and community organizations such as employers and service providers to provide feedback on the progress of the LGIP. As of 2017, the St. Lawrence-Rideau Immigration Partnership is administered by the City of Brockville and funded by Immigration, Refugees and Citizenship Canada (We are Neighbours, n.d.). The St. Lawrence-Rideau Immigration Partnership, with the help of its partners, has some notable accomplishments, particularly the “We are Neighbours” campaign, the Annual Immigrant Entrepreneur Award and the Leeds & Grenville Diversity Day, which are discussed below. In addition, one of the main objectives of the LGIP was to establish an immigration portal.

The **Leeds Grenville Immigration Portal** was launched in November 2018. The one-stop website offers an overview of the Leeds Grenville area and centralizes resources for newcomers and perspective newcomers.

The portal includes a “before you arrive checklist”, connects visitors to immigrant services in the community, such as TR Leger Immigrant Services, provides job search resources, and provides information about medical services and transportation (Leeds & Grenville Immigration Portal, n.d.).

Since 2015, the St. Lawrence-Rideau Immigration Partnership, with the help of the Leeds & Grenville Small Business Enterprise Centre, has awarded an **Annual Immigrant Entrepreneur Award**. Members of the public nominate immigrant entrepreneurs and a winner is chosen based on an evaluation against economic and community criteria. The award was highlighted at the 2018 *Pathways to Prosperity* Preconference of Local Immigration Partnerships as a LIP achievement (The Accomplishments of the Local Immigration Partnerships, 2018, p. 38). Local media report annually on the award winner and their immigration story (Zajac, 2018). The 2016 “Toolkit for Attracting Immigrant Entrepreneurs to Small City Canada” notes that publicly recognizing immigrant entrepreneurs is a best practice for the attraction and retention of immigrant entrepreneurs, noting its successful implementation in Brockville (SchoemakerHolmes, 2016, p. 38).

The St. Lawrence-Rideau Immigration Partnership organizes several initiatives aimed at creating a more welcoming and diverse community. It has organized **Leeds & Grenville Diversity Day** since 2016. The event focuses on facilitating discussion about how to make the community more open and inclusive to immigrants (Schoemaker Holmes, 2016, p. 45). In 2017, the St. Lawrence-Rideau Immigration Partnership launched a community-driven campaign called “**We are Neighbours**”. Residents are asked to share their ‘stories’ about living or moving to Leeds Grenville in order to create a more welcoming community and celebrate diversity. Stories are shared online and through community readings. Over 20 stories were shared in 2017 (We are Neighbours, n.d.).

Other non-profit organizations have sought to assist in the successful integration of newcomers in Brockville. In 2017, the **Better Together Immigration Mentoring Program** was launched to support international students attending post-secondary education in the Brockville area, as well as immigrants and refugees (Ling, 2017). Better Together was launched by the Employment and Education Centre in Brockville, a non-profit agency funded primarily by the federal and provincial governments. The program is primarily focused on offering support beyond mere employment services. Better Together pairs immigrants and their families with residents or families of Brockville who help newcomers learn about life in Canada, develop their English language skills, make social contacts, and learn about services in the community. Along with the mentorship program, the Better Together Program also offers workshops on topics such as Canadian culture, financial skills, and healthcare (Better Together Immigration Mentoring Program, n.d.).

The City of Brockville continues to signal its commitment to attracting and retaining immigrants. In 2015, the City of Brockville added **immigrant attraction as a key strategic action** in the Brockville Economic Development Strategic Directions Update (Dickinson Blais, 2015). A report from the Conference Board of Canada (2009) states that, based on case study research, the integration of immigration into a community’s long-term economic development strategy is a key mechanism for attracting and retaining immigrants in

small towns in Canada. Furthermore, Brockville's Economic Development Office recently released a **Brockville Relocation Guide** titled "Better in Brockville". The guide outlines services provided in the community, ten reasons to do business in Brockville, and it includes profiles of residents who have found success and happiness living in Brockville, for various reasons. It also specifically highlights multicultural and newcomer services (City of Brockville Economic Development Office, 2018). There is also an active twitter hashtag (**#betterinbrockville**) used by various members of the community to promote Brockville.

In 2016, the City's Economic Development Department and the Leeds Grenville Immigration Partnership received funding from the Ontario Ministry of Citizenship and Immigration to conduct research on the attraction of immigrant entrepreneurs to Brockville. The result was "**A Toolkit for Attracting Immigrant Entrepreneurs to Small City Canada.**" As one of the most recent assessments of Brockville's immigrant attraction and retention efforts, the report highlights that Brockville has made significant progress in establishing itself as a municipality committed to diversity and inclusion. The report highlights two main targets for Brockville: to become more inclusive and celebrate diversity, and to position itself as a community for secondary migration of immigrants to Canada. One of the key recommendations for the City is to hire a Chief Diversity and Inclusion Officer (Schoemaker Holmes, 2016, p. 3).

The municipal government and the St. Lawrence-Rideau Immigration Partnership have been primarily focused on ensuring Brockville is a welcoming community that is committed to celebrating diversity and ensuring the inclusion of newcomers. Brockville has also sought to demonstrate that it is a leader in attracting immigrant entrepreneurs and a viable place to do business.

MORDEN, MANITOBA

Key Takeaways

- The municipality focused on attracting immigrants to meet employment demands in the community through a unique program: the **Morden Community Driven Immigration Initiative Skilled Worker Program (MCDII)**.
- A well-established non-profit community organization, **Regional Connections**, has led immigrant settlement and integration

Morden is located in the Pembina Valley Region in south-central Manitoba. The Pembina Valley attracted more than 2,800 newcomers in 2016, a growth rate of 20% (Sukkau, 2019). Winkler and Morris, two other communities that have welcomed a large number of newcomers, are also located in the Pembina Valley. In the mid-1990s the province launched the “Winkler Initiative” which brought 50 families to Winkler under the newly established provincial nominee program (Silvus, 2005, p. 10). The pilot project was successful in establishing a critical mass of Russian-German immigrants, and immigration steadily increased. At first, Morden was hesitant to pursue the same sort of large-scale immigration efforts taking place in Winkler (Silvus, 2005 p. 10-11). Recently, however, the community has sought to attract and retain immigrants. Immigrants made up almost 16% of the total population of Morden in 2016 (Statistics Canada, 2016g). Whereas the number of immigrants coming to Winkler and Morris begun to stabilize in recent years, Morden is attracting more immigrants than before. This case study will examine the efforts made by the City of Morden, although this will also include some of the broader efforts made within the Pembina Valley region.

Like Brockville, Morden is part of a Local Immigration Partnership. The Pembina Valley Local Immigration Partnership (PV-LIP) was established in 2017, meaning it is still in its preliminary stages. In August 2018, the PV-LIP helped deliver CultureFest 2018 in Winkler, which promoted diversity through music, dance and food and had approximately 20,000 visitors (The Accomplishments of the Local Immigration Partnerships, 2018, p. 28). In October 2018, the PV-LIP engaged 40 stakeholders from across the Pembina Valley region to create the PV-LIP strategic plan. The three priorities of the plan include: calling on municipalities to create a Welcoming and Inclusive Community policy; improving communication around available resources and the needs of the region; and understanding and providing services for the mental health of newcomers (Derkson, 2018).

The City of Morden’s approach to attracting specialized international talent is unique. In 2012, the municipal government launched the Morden Community Driven Immigration Initiative Skilled Worker Program (MCDII) which is intended to attract immigrants to settle in Morden who have skills to fill job vacancies in the

community. Currently, the program is looking for welders and carpenters (Immigrate to Morden, MCDII's Skilled Worker Program, n.d.). Applicants are screened by the Morden Immigration Review Committee. If accepted, applicants visit Morden on an exploratory visit, at which time they will be interviewed by a Manitoba Provincial Nominee Program officer who decides if they will be invited to apply for permanent resident visas through the program. The program helps prospective immigrants who are unable to meet the criteria of the Manitoba Provincial Nominee Program on their own, because, for example, they lack the required support letter of a friend or family member (Immigrate to Morden, MCDII's Skilled Worker Program, n.d.). The program accepts approximately 50 families per year. The success of the MCDII ultimately led the municipality to hire a part-time Immigration Coordinator in 2013 (City of Morden, 2013). It is also noteworthy that the city has a website dedicated solely to immigration, "Morden Immigration". It outlines reasons to move to Morden and the various ways to immigrate (Morden Immigration, n.d.).

The City also looks to assist newcomers in settling into the community. The city has transition houses where newcomers can live while they are searching for a more permanent place of residence (City of Morden, 2013). The city also has a newcomer's guide that was last updated in 2017. Like the Brockville relocation guide, it includes a checklist of things to do when you arrive, such as apply for a social insurance number. It also includes information about city services, education, healthcare, places to buy household items and places of worship (City of Morden, 2017).

Morden's newcomer's guide directs newcomers to connect with Regional Connections, a settlement agency that acts as a "a one-stop-shop that provides services, resources, and referrals for newcomers living in south central Manitoba" (Regional Connections Immigrant Services, n.d.). Newcomers who use their services are first required to make an appointment with a Regional Connections settlement worker who assesses their needs and helps them develop a settlement plan and identify which programs and services would be most beneficial (Regional Connections Immigrant Services, n.d.). Regional Connections focuses on providing employment services, such as job search and interview skills, and language services, such as English Buddies and workplace language training. Regional Connections also partners with the City to provide "an evening of food and sharing at St. Paul's United Church" the second Wednesday of every month. The event provides an opportunity for newcomers and community members to connect (Toews, 2018). The organization prioritizes successful integration by focusing on breaking down systemic barriers and celebrating cultural diversity (Regional Connections Immigrant Services, n.d.). Regional Connections has a long history in the Pembina Valley region, beginning with providing English language services in the 1980s. Overall, Regional Connections is a highly active organization with monthly newsletters, weekly events and offices that are open daily.

Overall, research has found that immigrants to Manitoba who settled outside of Winnipeg, in small centers such as Morden and Winkler, reported a more positive settlement and integration experience than those who settled in Winnipeg (Carter, 2009). It seems that having a well-established settlement agency has helped facilitate these positive experiences. While the municipality has focused on attracting immigrants

using a program tailored to local economic needs, the local immigrant settlement organization has helped facilitate integration.

NORTH BAY, ONTARIO

Key Takeaways

- The economic benefits of newcomers for Northern Ontario are collectively recognized by key actors in the region.
- The City of North Bay has taken the lead on immigrant attraction. Immigration is seen as a tool to fill job vacancies and grow the local economy.
- In terms of retention, the city has centralized information for newcomers on its website, which is the most effective municipally operated website for newcomers surveyed in this project. The city also has programs aimed at integrating newcomers into the labour market.
- The North Bay & District Multicultural Centre is an important non-profit organization that helps facilitate integration and encourage the community to celebrate diversity.

North Bay is located in Northeastern Ontario about 350 kilometers or a three-and-a-half-hour drive from Toronto. The census agglomeration of North Bay had a population of 68,710 people in 2016 and the City of North Bay had a population of 50,370. Immigrants make up around five and a half percent of the population of the city of North Bay (Statistics Canada, 2016h). The local economy is diverse for a Northern community and includes industries such as mining, manufacturing, aviation assembly and training, and education (North Bay & District Multicultural Centre, n.d.).

The North Bay Local Immigration Partnership (NB-LIP) was established in 2007. It began as the North Bay Newcomer Network (NNN) in 2005, an initiative of the City of North Bay's Mayor's Office of Economic Development. In 2006, the NNN, with the support of FedNor and Young People's Press, hired a researcher to assess the needs and experiences of newcomers to North Bay (North Bay & District Multicultural Centre, n.d.). Overall, the research found that newcomers had a particularly difficult time integrating and settling in North Bay "due to the lack of available resources to help them adjust to the community" (Welsh, 2007, p. 2). In particular, newcomers required more centralized services, such as employment services and English language training (Welsh, 2007). Finding suitable employment was noted as the biggest settlement challenge (Welsh, 2007).

In 2008, funding was awarded for the establishment of a settlement agency, the North Bay & District Multicultural Centre (North Bay & District Multicultural Centre, n.d.). This settlement agency functions similarly to Regional Connections in Morden, Manitoba. A needs assessment process helps to determine what services are best suited for each particular client and their family. NBMC provides assistance with employment search and preparation, various immigration applications, translation services, and registering for English as a second language courses (North Bay & District Multicultural Centre, n.d.).

It was also around this time that the Newcomer Network became a Local Immigration Partnership, housed under the NBMC. The NB-LIP website has some resources, including links to employment training resources, such as Professions North, which is an initiative of Laurentian University that helps internationally trained professionals find meaningful employment in Northern Ontario (Professions North, n.d.). However, most of the information and links to resources for newcomers can be accessed through the City's Immigration Website, discussed further below. One of the notable recent achievements of the NB-LIP is the North Bay Drum and Dance Festival – Festival de tambour et de danse de North Bay, which was held in 2017 and 2018. The festival was a free two-day event that sought to promote newcomer artists and celebrate diversity and inclusivity in North Bay (The Accomplishments of the Local Immigration Partnerships, 2018).

The NBMC and the City of North Bay offer a Skilled Newcomer Career Loan worth \$5,000 to help newcomers get training or certification required to work in their field of employment in Ontario. The loan is repaid over three years at a 7% interest rate (North Bay Immigration, 2019). Applicants must prove that they are residents of the Nipissing region, have experience working in an employment field in another country, understand what is required to gain the skills to work in this field in Canada, and that associated jobs are in demand in the Nipissing area (North Bay Immigration, 2019).

The City of North Bay has a well-developed North Bay Immigration Website that is worth discussing in detail. It acts as a web portal that centralizes information for newcomers about the services provided by the City and other organizations, particularly the NBMC. It is organized under four main sections: resources for employers looking to hire newcomers; information and testimonials from newcomers about building social and professional connections in North Bay; information about moving and living in North Bay; and resources for newcomers looking to upgrade their training and skills (City of North Bay, 2019).

The first section of the website, which targets employers, makes a case as to why employers should consider hiring newcomers and provides resources for attracting, hiring and retaining/integrating newcomers into their workplace. The Employer's Guide: Newcomers and Your Workplace organizes resources for employers into one document. It lists services, such as Professions North, as well as strategies and checklists for attracting, hiring, retaining and integrating newcomers (North Bay Immigration, n.d.).

The "Community Connections" section focuses on helping newcomers identify local programs and clubs to build a newcomers social and professional network. This includes recreational clubs, such as the North Bay

Multicultural Cricket Club. It also includes the North Bay Mentor Program, which is provided through the NBMC, and matches newcomers with a mentor in a similar field who can provide assistance to newcomers making career choices (North Bay Newcomer Network, n.d.).

The “Living in North Bay” section of the website provides resources about the community, such as resources for finding housing, information about transportation, education, and places of worship – information is also centralized in the North Bay Relocation Guide and the First Days Checklist (City of North Bay, 2019).

Finally, the section titled “Training and Skills Upgrades” provides information about the Skilled Newcomer Career Loan Program, a financial literacy guide developed by the City and the NBMC, and English as a Second Language (ESL) course information (North Bay Immigration, 2019). Overall, it is clear that the city has played an important role in facilitating the attraction and retention of newcomers to North Bay with the creation of the Newcomer Network and its subsequent work partnering with the NBMC.

The economic benefits of newcomers to Northern Ontario seems to be collectively recognized by political leaders. The mayors of North Bay, Timmins, Sault Ste Marie, Sudbury and Thunder Bay emphasized the need for federal assistance in attracting immigrants to Northern Ontario at the Northern Ontario Large Urban Mayors meeting in 2018 (Helwig, 2018). In January 2019, the federal government announced the Rural and Northern Immigration Pilot, styled after the Atlantic Immigration Pilot, and is currently looking for communities to participate in the pilot (Government of Canada, 2019). North Bay is expected to benefit from the pilot (Smith, 2018).

The City of North Bay has taken an economic-based approach to attracting and retaining immigrants. It has an impressive website that helps centralize information about services for newcomers. Furthermore, it is clear that the region as a whole agrees that immigrants can help revitalize and strengthen Northern Ontario’s economy.

MONCTON, NEW BRUNSWICK

Key Takeaways

- The City of Moncton views immigration as a strategy to ensure the economic vitality of the region. It is particularly interested in attracting immigrant entrepreneurs.
- The municipal government has focused on ensuring newcomers have a positive perception of Moncton. The city is branded as a strong economic center that is open for business.
- The Local Immigration Partnership, GMLIP, unlike most LIPs, is committed to bilingual inclusion and takes an interest in increasing francophone immigration.

The City of Moncton had a population of just over 70,000 in 2016, according to Statistics Canada. Immigrants make up about 7.4% of this population and most immigrants are of European (29%) and Asian (31%) descent (Statistics Canada, 2016f). This case study highlights how immigration is seen as a tool for economic development in Moncton.

In her study of immigration attraction and retention to Greater Halifax and Greater Moncton, Good (2014) finds that local leaders emphasize immigration as essential to the future economic health of their respective regions. This is evident in the approach taken by the City of Moncton. The city employs an Immigration Strategy Officer, Angelique Reddy-Kalala, who is housed under the city's Economic Development Department (Moncton Wins, n.d.). The department's webpage focuses on branding Moncton as a "powerhouse economy" that "is located at the heart of the Canadian east coast and is one of the fastest growing urban centres" (Moncton Wins, n.d.). The city promotes itself as a welcoming community and offers links to the Greater Moncton Immigration website, as well as other government resources for immigrating to Canada. In particular, the website seeks to attract entrepreneurial immigrants who are looking to establish or expand their business.

Moncton has also organized newcomer sector-specific and international student-specific employment fairs since 2015. At the Pathways to Prosperity national conference in 2015, Reddy-Kala discussed how the city partnered with trucking, information technology ICT and contact/call centres to identify the needs of businesses in each sector. The city contacted businesses to identify the required skills and number of positions employers were looking to fill. The results for the first job fairs held in 2015 were promising, with ten hires (Pathways to Prosperity Canada, 2016) and since then subsequent job fairs have resulted in hundreds of hires (Chamber of Commerce for Greater Moncton, n.d.). The city works with over 100 firms

that are looking to hire newcomers, including top employers such as Cooperators, Exxon Mobil and the Horizon Health Network. The job fairs have been extended to cover a wide range of sectors, such as finance, health care and customer service (The Greater Moncton Immigration Strategy: Newcomer sector specific employment fairs, n.d.).

The City of Moncton has also demonstrated its commitment to attracting and retaining immigrants to the region by partnering with the City of Dieppe and the Town of Riverview. Together, the municipalities created the Greater Moncton Immigration Strategy 2014-2018, which is a direct result of the Greater Moncton Immigration Summit held in 2013 that had over 200 attendees (Greater Moncton Local Immigration Partnership, 2016). The strategy focuses on attracting immigrants through post-secondary education, employment opportunities, secondary migration (meaning attracting newcomers already living in other communities in Canada) and attracting francophone immigrants. The strategy suggests some objectives for the retention and integration of immigrants, including the development of a web portal to summarize services, coordination of services, and expanding public awareness of immigration and diversity, among others. Finally, the strategy focuses on attracting immigrant entrepreneurs, foreign direct investment and encouraging immigrant integration into business networks (Reddy-Kalala, 2015).

The Greater Moncton Local Immigration Partnership (GMLIP) was launched in 2015. Like other LIPs, it focuses on coordinating newcomer services through multi-sectoral partnerships. It has been tasked with implementing the Greater Moncton Immigration Strategy. One of the unique organizational features of the GMLIP is its focus on francophone immigration and bilingual inclusion. The LIP includes a francophone immigration working group that engages francophone stakeholders and service providers such as the University of Moncton and CAFI. All LIP meetings and meeting minutes are accessible in both English and French (Greater Moncton Local Immigration Partnership, 2016). One of the key achievements of the GMLIP is the creation of the Integration Service Brochure, which lists organizations that provide English language services, French language services, entrepreneurship services, networking services, employment services and volunteer services (Greater Moncton Local Immigration Partnership, n.d). It also launched a Newcomer Success Story campaign, which allows immigrants to share their positive experiences and engages the broader community (Greater Moncton Local Immigration Partnership, 2016).

As part of the strategy, the web portal Immigration Greater Moncton was launched in 2018 with the aim of summarizing services for newcomers (CTV Atlantic, 2018). The portal includes a Newcomers' Guide created by the three municipalities, but spearheaded by Moncton's Economic Development Department (Greater Moncton Immigration, n.d.). Similar to other newcomers' guides reviewed in this paper, it offers information and resources about finding a job, government services, places of worship, housing, transportation, and more. It also offers links to settlement services (Greater Moncton Local Immigration Partnership, n.d.). In Moncton, immigration is seen as a tool for increasing the economic vitality of the region. Attraction efforts have focused on marketing Moncton as a city made for business. Retention and integration efforts focus on ensuring newcomers are able to participate in the local economy through initiatives such as sector-specific

job fairs. Economic integration of immigrants has been largely successful, given that immigrants to Atlantic Canada have higher labour force participation rates and lower unemployment rates than non-immigrants in Atlantic Canada (Akbari, 2011).

RED DEER, ALBERTA

Key Takeaways

- Red Deer has a strong non-profit sector that works together to provide immigrant settlement services.
- The municipal government has been a leader in creating a Welcoming and Inclusive Community

The population of Red Deer has grown by over 10% from 2011 to 2016 (Statistics Canada, 2016). The census agglomeration of Red Deer had a total population of 100,418 in 2016 (Statistics Canada, 2016j). Immigrants make up almost 15% of the total population in Red Deer and the community welcomed over 5,000 new immigrants from 2011-2016 (Statistics Canada, 2016j). The most important industries in Red Deer include retail trade, health care services and social assistance, construction, oil and gas extraction, and manufacturing, which provide over 50% of the total jobs (Statistics Canada, 2016j). This case study will demonstrate that non-profit organizations lead immigrant settlement and integration in Red Deer. The City of Red Deer has focused on creating a Welcoming and Inclusive Community.

Immigrant settlement services in Red Deer are provided by three non-profit organizations, the Central Alberta Refugee Effort Committee, Catholic Social Services, and the Central Alberta Immigrant Women's Association. The Central Alberta Refugee Effort Committee (C.A.R.E.) provides a wide variety of services for immigrants, refugees, immigrant and refugee youth, businesses, schools and other organizations. For example, C.A.R.E. provides information about housing, schools, employment, applications and forms for citizenship, and counseling for newcomers facing settlement challenges. The organization also provides English language courses and translation and interpretation services (Central Alberta Refugee Effort, 2016). Free workshops are available for employers interested in creating more inclusive workplaces and attracting and retaining diverse talent, as well as cultural awareness programming for other groups and organizations in the community (Central Alberta Refugee Effort, 2016). The organization also offers after-school programs for immigrant youth, and men's and women's immigrant support groups (Central Alberta Refugee Effort, 2016). In 2018, C.A.R.E. hosted its sixth annual Intro to Canadian Summer Sports day which allowed over 150 newcomers to learn and play various sports and games such as tennis, basketball and lawn games. The event finished with a Halal barbeque (Red Deer Advocate Staff, 2018).

C.A.R.E. is also the contribution agreement holder for the Red Deer Local Immigration Partnership (RDLIP) which was established in 2015 and has one full-time employee. The RDLIP's mission focuses on "[building] the capacity of the community as a whole to better support newcomers" (Red Deer Local Immigration Partnership, n.d.). The Red Deer Central Planning Council for the RDLIP consists of cross-sectoral stakeholders including individuals from settlement service agencies (such as CAIWA, CSS, C.A.R.E.), the City of Red Deer, Red Deer College and other education organizations, immigrants, employers and more (Red Deer Local Immigration Partnership, n.d.). The majority of responsibilities of the council include setting the strategic direction, financial decisions, and coordination and information sharing among organizations (Red Deer Local Immigration Partnership, n.d.).

The RDLIP has spearheaded two ongoing research projects: Labour Market Trends for Marginalized Populations and Supporting Lives in Central Alberta. The first research project collects information from local employers to provide labour force data that can be used for various planning initiatives (Moleni, n.d.). The second research project aims to survey 150 immigrant men living in Central Alberta to understand their settlement experiences and to compare and contrast this data with research conducted by Red Deer College, which looked at the settlement experiences of 150 immigrant women living in Central Alberta (Moleni, n.d.). The RDLIP also plans to develop a strategic action plan (Red Deer Local Immigration Partnership, n.d.). In 2018, the RDLIP worked with the Bow Valley Immigration Partnership, which is based in the Banff, Alberta area, to co-host a Workplace Inclusion Forum for businesses and service providers. The event offered professional development on topics such as intercultural communication, human rights in the workplace, and retention of diverse workers (The Accomplishments of the Local Immigration Partnerships, 2018).

Catholic Social Services (CSS) is an organization that provides multiple social services to people of various faiths in central Alberta. It is well established in the community, as it was founded in 1961 and has delivered services to immigrants and refugees for most of its existence. Services are offered in more than 50 languages. The Red Deer office of CSS offers information to immigrants, refugees and temporary foreign workers about health care, housing and schools, employment information and workshops, such as job search support and interview preparation (Catholic Social Services, 2019).

Established in the 1990s, the Central Alberta Immigrant Women's Association (CAIWA) is a non-profit organization that provides programs and services for immigrant women and their families (Central Alberta Immigrant Women's Association, n.d.). In 2018, it provided services such as computer classes; conversational English classes; the Youth Employment Success Strategy (YESS) program to help immigrant youth gain experience and confidence to work in Canada; and the Home Instruction for Parents of Preschool Youngsters (HIPPI), a one year program that helps newcomer parents prepare their children for preschool (Central Alberta Immigrant Women's Association, n.d.).

The City of Red Deer has taken an active approach to branding itself as a welcoming and inclusive community. The city signed onto the Canadian Coalition of Municipalities Against Racism and Discrimination in 2013. It also has a full-time specialist in Diversity and Inclusion and includes diversity in the City's Strategic Plan (Central Alberta Refugee Effort, 2016). In May 2017, the City of Red Deer, with the help of C.A.R.E., CSS and CAIWA, hosted the Red Deer's first-ever Newcomers Welcome Event. When planning the event, non-profit organizations in the community solicited newcomers about how to best structure the event around their needs. The event had approximately 250 guests and provided information about business start-ups, parking and bylaws, bus routes, and policing, among other topics (Red Deer Year of 2017 Annual Report, 2017). The municipal government is also responsible for launching the Welcoming & Inclusive Communities Network in 2016 and hosting the 2016 Fostering Diverse Communities Conference (Central Alberta Refugee Effort, 2016).

The Welcoming & Inclusive Communities (WIC) Network is made up of over twenty community stakeholders who help provide "education and awareness of racism and discrimination, promoting empathy and compassion, and building a safe environment where people have an equitable voice..." (The City of Red Deer, 2016). In 2016, the WIC Network contracted Zenev and Associates and CRC Consulting to conduct a needs assessment to determine how well programs and services were functioning for marginalized groups in Red Deer. For immigrants and refugees, the needs assessment found that there is not enough demographic data to help design services. Language barriers and a lack of language training were identified as key concerns (Zenev and Associates & CRC Consulting, 2016).

The 2016 Fostering Diverse Communities Conference was an opportunity for community organizations, city staff and delegates from other municipalities, such as Brooks, Grand Prairie, Lethbridge and Calgary, to learn about different dimensions of diversity such as gender identity, the elderly community, faith and culture. It was also an opportunity to hear about best practices for creating a welcoming and inclusive community and how to connect the various "diversity champions" in the community of Red Deer (Sheculski, 2016, p. 5). Presentations about welcoming newcomers were presented by C.A.R.E., CSS, CAIWA, the City of Edmonton, and the Bow Valley LIP (Sheculski, 2016).

GREY COUNTY, ONTARIO

Key Takeaways

- In contrast to Red Deer, the community and non-profit sector, rather than the municipal government, is the most concerned with making Grey County a Welcoming and Inclusive Community.
- The “**Making Grey Bruce Home**” project seeks to support the integration of refugees and other vulnerable newcomers.
- The City of Owen Sound is a partner of the **Rural Employment Initiative** run by the Newcomer Centre of Peel. It works with immigrants living in the Greater Toronto Area who are struggling to find a job. The program helps them relocate to rural communities in Ontario, such as Grey County, where they will be able to gain meaningful employment.

Grey County is located along the Nottawasaga Bay of Georgian Bay, two hours north of Toronto (Grey County, 2018). Immigrants make up about 8% of the total population (which is around 92,000) according to Statistics Canada data from 2016 (Statistics Canada, 2016e). The labour force is mostly employed in healthcare and social assistance, manufacturing, retail, and construction (Statistics Canada, 2016e). The majority of immigrants living in Grey County are from English-speaking countries such as the United Kingdom, Germany and the United States (Statistics Canada, 2016e). Grey County, particularly the City of Owen Sound, is interested in attracting immigrants to fill local job vacancies and to help businesses expand their labour force. Community groups and non-profit organizations in Grey County have focused on celebrating diversity and helping particularly vulnerable newcomers, such as refugees, access resources.

Since 2011, the Grey Bruce One World Festival, organized by the Grey Bruce Inclusive Communities Committee has celebrated the cultural diversity of Grey and Bruce counties. The festival also celebrates diversity of “faiths, abilities and sexual orientations” in Grey-Bruce. In particular, a large number of primary and secondary school students attend the event each year. Some of the organizations that have participated include the Metis Nation of Ontario, the Friends of Simon Wiesenthal Center for Holocaust Studies, and the Owen Sound Multicultural Arts & Crafts Collective (Langlois & Denis, 2018).

A blog was established in 2013 by a long-time local resident that provides information for newcomers to Grey Bruce. The blog has seen monthly, if not weekly, posts since 2013 and includes information about

various resources in the communities, as well as information on other topics such as camping, the court system, and financial literacy (Welcome to Grey Bruce Georgian, n.d).

In 2013, the Grey Bruce Welcoming Communities Committee, a community organization, hosted two Welcoming Communities Forums. The forum that took place in May saw the participation of 65 people who discussed how to attract and support newcomers and new businesses, as well as how welcoming the community is and how this can be improved (Welcoming communities-inclusive communities Grey Bruce community forum, 2013). The most important idea that came out of the forum was to look at what other comparable communities are doing to attract and retain newcomers and new businesses (Bruce Grey Poverty Task Force, 2013). The follow up forum in November brought presenters from the North Bay & District Multicultural Centre, the Simcoe County Local Immigration Partnership, and the Renfrew-Lanark Local Immigration Partnership (Bruce Grey Poverty Task Force, 2013).

In April 2015, an open community meeting was held by the Welcoming Communities Initiative in Owen Sound. The event focused on how to ensure that Grey Bruce is a “Welcoming Community”, according to the characteristics highlighted in the 2010 federal study “Characteristics of Welcoming Communities” (Esses, Hamilton, Bennett-AbuAyyash & Burstein, 2010), and to establish a Welcoming Communities Network in Grey Bruce (What does a Welcoming Community look like?, 2015). In 2016, the Welcoming Communities Initiative launched the “Good Neighbour Network”, which it states is “a group of trained community volunteers who will provide mentoring, information and practical support to newcomers coming to the Owen Sound Area” (Good Neighbours Owen Sound, n.d.).

In 2018, the United Way of Bruce Grey in partnership with the Grey Bruce Welcoming Communities Committee received about \$160,000 from the Government of Ontario to fund the “Making Grey Bruce Home” project. The purpose of the project is to create a “model for increasing the capacity of rural regions without formal coordinated settlement and support services to support... the integration of... refugees and vulnerable newcomers” (Making Bruce Grey Home, 2018). There were five main objectives for the project: to create a Newcomer Hub web portal for resources by 211; to create a rural toolkit for the integration of vulnerable newcomers; to create a regional mentoring and peer support network to match trained volunteers with vulnerable newcomers; to assist in the training of newcomer sponsors and service providers to help them best help vulnerable newcomers and to coordinate services for vulnerable newcomers; and to work with vulnerable newcomers to understand barriers and needs (Making Bruce Grey Home, 2018). The project has allowed for community space to be acquired in Owen Sound for programs to bring together newcomers and members of the community (Gowan, 2018). In February 2019, the 211 Newcomer Hub was launched. It is a website that provides resources for newcomers on a variety of topics, such as health care, financial assistance, employment, housing, and mental health/addiction, among others (United Way, 2019).

While the community has focused on creating a welcoming community, the municipal government has taken an employer-focused approach. The City of Owen Sound is a partner of the Rural Employment Initiative,

established by the Newcomer Centre of Peel and the Ontario Association of Community Futures Development Corporation (a federally-funded group that represents over fifty rural communities) and funded by the Ontario Trillium Foundation. The initiative looks to help newcomers, particularly those living in the Greater Toronto Area (GTA) who are unable to gain meaningful employment, find employment opportunities in rural Ontario (Newcomer Centre of Peel, n.d.). The Newcomer Centre of Peel suggests that newcomers consider Owen Sound, based on employment needs identified by the community. The Centre also offers diversity and awareness training for employers in Owen Sound. The Centre works with other rural communities outside of the GTA, such as Thunder Bay, Windsor, and Woodstock (Keung, 2017).

In October 2017, Grey County launched the “New to Grey” 15-month pilot project with funding provided by the Government of Ontario that focuses on attracting and retaining newcomers and allowed the county to hire an outreach coordinator. The kick-off event for the pilot was held in the Grey Roots Museum in Owen Sound in February 2018. The event was tailored to businesses, with guest speaker Lionel Laroche who provided information about integrating cultural differences in the workplace and leveraging these differences to support innovation. The event also featured newcomers who spoke about their experiences (Grey County, 2018). In November 2018, the city hosted a similar “employer-focused” event called Regional Forum: Newcomer Integration with sessions on how employers can attract and retain newcomers and discussions about creating affordable and attainable housing in Grey County (Grey County, 2018). While the “Making Bruce Grey Home” project focuses on integrating vulnerable newcomers, the city’s project primarily focuses on attracting and settling newcomers in a way that ensures they can help contribute to economic growth.

BROOKS, ALBERTA

Key Takeaways

- Brooks is a single industry town based in meat-packing and processing. The industry has been attracting newcomers since the early 2000s. JBS Foods, the current owner of the Lakeside Packers plant, actively recruits newcomers and provides resources to support their settlement.
- The community and municipal government are focused on the successful integration of newcomers. The City of Brooks demonstrated a strong capacity to establish meaningful partnerships among community organizations and service providers, even prior to the establishment of the Local Immigration Partnership.

Brooks is located between Calgary, Lethbridge and Medicine Hat in southeast Alberta (City of Brooks, n.d.). The population of the City of Brooks was 13,995 and the population of the census agglomeration was 23,410 in 2016 (Statistics Canada, 2016b). Immigrants make up over 30% of the population in the City of Brooks (Statistics Canada, 2016b).

Brooks has experienced high rates of growth as a result of immigrants moving to the community since the early 2000s. Brooks has been called a “single-industry town” (Kukushin, 2009, p.33), and newcomers are primarily attracted to Brooks by job opportunities afforded by the meat-packing/processing plant, Lakeside Packers (Broadway, 2009).¹ Because of the high demand for workers, Lakeside Packers first started recruiting immigrants by, for example, providing recruitment videos to the Calgary Catholic Immigration Society (Broadway, 2007). In the early 2000s, Lakeside relied primarily on “informal ethnic community networks rather than employer-driven immigration programs” to recruit immigrants, particularly by offering financial incentives to employees who referred friends and relatives, under the condition that they stayed with the company for a specified period of time (Kukushin, 2009, p. 34). By 2006, Lakeside’s labour force was 60% immigrants and refugees (Broadway, 2009, p. 569). Broadway (2009) notes that “Brooks... has been transformed into a more complex multicultural community with immigrants and refugees from a multitude of countries in Africa and Asia working at the plant” (p. 578). A documentary in 2011 about Brooks was titled “Brooks – The City of 100 Hellos” (Brandy Y Productions Inc., 2018).

The Brooks, Alberta community report completed by the Rural Development Institute (2015a) states that the meat-packing plant continues to be the primary employer of newcomers. As a result, newcomers with

¹ The meat packing plant in Brooks, known as Lakeside Packers, has been owned by several companies. It is currently owned by JBS Food Canada.

primarily low skills find it relatively easy to find employment in Brooks; highly skilled newcomers, however, find it more difficult to find meaningful employment in Brooks (Rural Development Institute, 2015a).

One of the community's strengths is the availability of settlement services. Brooks also demonstrates a strong capacity to sustain meaningful partnerships among community organizations and service providers, even prior to the establishment of the Brooks Local Immigration Partnership (Rural Development Institute, 2015a).

The City of Brooks plays a key role in promoting diversity and immigrant integration in the community (Conference Board of Canada, 2009, p. 38-39). In 2007, Brooks became one of the founding signatories of the Coalition of Municipalities Against Racism and Discrimination (Alberta Human Rights Commission, 2007). In 2010, the City became a part of the Alberta Urban Municipalities Association's (AUMA) Provincial Network of Welcoming and Inclusive Communities, which is a network for sharing best practices on becoming a welcoming and inclusive community (Gerestein, 2012). Participation in the network also resulted in the city's first Welcoming and Inclusive Community Plan in 2010.

The City of Brooks also plays a key role in establishing partnerships between different organizations, particularly when it comes to providing integration and welcoming community initiatives, such as civic events (Rural Development Institute, 2015). This is evident in the creation of the Welcoming and Inclusive Communities Partnership Plan 2012-2014, which had the goal of making both the municipal workplace and the broader community more welcoming and inclusive (Gerestein, 2012). Feedback from the community was key to the creation of the 2012 plan. The plan focused on the municipality as "a guardian of public interests", "an organization in fulfillment of human rights", and "as a community sharing responsibility for respecting and promoting human rights and diversity" (Gerestein, 2012, p. 14). Some of the more tangible commitments included annual diversity training for municipal staff, various mechanisms for monitoring racism and discrimination in the community, and efforts to raise awareness of acts of racism and discrimination in the community (Gerestein, 2012). The 2017-2019 plan builds on these commitments by focusing on linking new initiatives to existing ones, increasing accountability, and creating more opportunities to celebrate diversity (Joseph & Gerestein, 2017).

The Brooks Local Immigration Partnership (BLIP) was established in 2015. However, it remains in preliminary stages of development compared to other LIPs reviewed in this report. The BLIP completed an Immigration & Settlement Community Literature Review in 2016. The literature review found that more information is needed about the housing needs and health-related needs of newcomers, and data that incorporates the perspectives of immigrants in regards to their experiences with accessing services and the barriers they face (Zenev and Associates, 2016).

Affordable housing has been a key challenge for newcomers in Brooks. For some time, Lakeside Packers was providing bus transportation to and from Medicine Hat for workers who were unable to find affordable

housing in Brooks. The City of Brooks first responded to the need by completing a two-phase affordable housing project in 2009 (Conference Board of Canada, 2009, p. 38). In 2018, steps were being taken to create more affordable housing in Brooks. The Brooks City Council resolved to have an Affordable Housing Strategy prepared by a consultant with the input of community stakeholders. (City of Brooks, 2018).

In 2016, JBS Food Canada, the current owner of the Lakeside Packers plant, sponsored a Local Links Information on Services Available for Children and Families booklet, prepared by the SPEC Association for Children & Families (SPEC Association, 2017). JBS Foods also employs a Recruiting and Immigration Manager and offers English as a Second Language in the Workplace classes for employees. In 2017, JBS Foods was recognized by the Government of Canada for hiring immigrants and refugees and “facilitating their integration into the workplace and Canadian society by connecting them with community resources” (Immigration, Refugees and Citizenship Canada, 2017).

WHITEHORSE, YUKON

Key Takeaways

- Francophone immigrants make up 15% of the francophone population in the Yukon.
- Whitehorse has demonstrated its ability to overcome the challenge of ensuring services are available in French, as demonstrated by the story of French health services.
- Efforts to attract and retain francophone immigrants to Whitehorse have been primarily led by non-profit francophone settlement organization the Association franco-yukonnaise.

Whitehorse is the Yukon’s capital city, although it has a relatively small population (almost 28,000 in 2016), and over 75% of the total population of the Yukon lives in Whitehorse (Statistics Canada, 2016k). Immigrants make up about 13% of the total population (Statistics Canada, 2016k). From 2011-2016, Whitehorse welcomed 960 new immigrants (Statistics Canada, 2016k). Immigrants make up 15% of the total francophone population in the Yukon and most francophone immigrants live in or around Whitehorse (Office of the Commissioner of Official Languages, 2018). Although most francophone immigrants have traditionally come to the Yukon from European countries, such as Belgium, Whitehorse has more recently

experienced increasing diversity with francophone immigrants from African countries such as Morocco, for example (Morin, 2015). The government employs 31% of the labour force in Whitehorse, with trades and goods producing industries employing about another 25% of the labour force (Government of Yukon, 2014).

Ensuring all essential services are available in French has been a challenge not only for francophone newcomers to Whitehorse, but also for the francophone population more generally. Research conducted by Institut canadien de recherche sur les minorités linguistiques in 2010 reported that a lack of funding and a reliance on federal government funding remains a key issue for ensuring adequate francophone services. In particular, it was stated that organizations that rely on government funding often become bogged down in administrative work, such as tracking outputs. They also face difficulty applying for various sources of funding, given that most of the requirements are tailored to francophone minority communities that have a larger francophone population than we see in the Yukon (Robineau et. al., 2010).

Whitehorse has, however, been able to overcome the recent decline of health services that are available in French. Challenges arose when the federal government devolved responsibility for management and delivery of health services to territory governments, who did not prioritize accessibility of services in both official languages (Robineau et.al, 2010). As a result, services have not always been accessible to francophones. In 2010, Les EssentiElles, an organization that represents francophone women in the Yukon, led the creation of the Partenariat communauté en santé (PCS), the Yukon's French language health network, which helps ensure access to French health services. Today, it is run by the Association franco-Yukonnaise, which is discussed further below. The PCS manages a health resources center in Whitehorse that offers various audio and visual health resources on topics such as nutrition, sexual health and substance addiction (Partenariat communauté en santé, n.d.). In February 2019, the PCS hosted Colloque en Santé Mentale En Français au Yukon (Yukon French Mental Health Symposium) which saw local stakeholders and experts from Quebec offer activities and training for professionals and the general public to promote the mental health of the Franco-Yukon community (Dumaine, 2019). A 2016 report, which examined francophone migrants and immigrants to Canada's territories, found that French health services are now well-established in Whitehorse (Traisnel, 2016).

Efforts to attract and retain francophone immigrants to Whitehorse have been primarily led by the Association franco-yukonnaise (AFY), a non-profit organization that provides francophone settlement services. Francophone immigrants can visit AFY's office in Whitehorse for various employment services and AFY also works directly with employers to promote hiring francophone immigrants. AFY provides both English and French language training. Research from 2016 confirms that a wide variety of services are offered in French in Whitehorse (Traisnel, 2016).

AFY is responsible for the Direction-Yukon online portal designed for francophones interested in moving to the Yukon. It brands the Yukon as "terre d'opportunités". It offers testimonials, links to community services, such as the directory of French language services in the Yukon, information on finding employment in the

Yukon, and resources for immigration, such as links to government websites and programs (AFY, n.d.). Web portals are effective tools used to centralize and increase the awareness of services for newcomers.

AFY has also focused on welcoming francophone newcomers and celebrating francophone culture. During Francophone Immigration Week and Yukon Francophonie Day, the organization hosts various bilingual events and activities. AFY is also responsible for establishing unique walking tours of Whitehorse that focus on francophone culture (AFY, n.d.). It has been argued that one of the strengths of the territories is that they have a strong sense of community and tend to be welcoming to newcomers (Traisnel, 2016).

Aurore boréale, “le journal francophone du Yukon,” has been an important source of information about francophone news and events in the Yukon since 1983. A strong, local francophone newspaper and media outlet helps create a sense of community among francophones.

There appear to be few problems with accessing primary and secondary francophone schools in the Yukon. The Yukon French School Board also recently implemented a home education program, which allows francophone parents to homeschool their children, an option that has long been available to anglophone families in the Yukon (Ecole a la maison: une option possible pour les francophones du Yukon, 2016). In education, the key challenge is ensuring access to post-secondary education in French in the Yukon. Post-secondary education can help ensure that francophones are incentivized to stay in the Yukon rather than travelling elsewhere for education, and then subsequently relocating (Traisnel, 2016).

Overall, Whitehorse offers a wide variety of services in French and is able to overcome challenges in ensuring these services remain available, as demonstrated by the story of health services. There continue to be significant challenges, however. Francophone newcomers have found that being able to speak English continues to be essential for receiving a high-quality job in the Yukon (Traisnel, 2016). The Yukon continues to have a high cost of living, especially with a limited supply of affordable housing in Whitehorse (Traisnel, 2016).

SWIFT CURRENT, SASKATCHEWAN

Key Takeaways

- Swift Current has an established Filipino immigrant population, which helps positively affect the experience of newcomers to the community.
- The Southwest Newcomer Centre has helped centralize the resources available for immigrants to Southwest Saskatchewan. It also helps build community partnerships to better assist with immigrant integration.

Swift Current is located in southwest Saskatchewan. From 2011 to 2016, Swift Current's population increased by 1,050 people and over half of this increase is a result of new immigrants to Canada settling in the community (Statistics Canada, 2017). Research finds that Swift Current's expanding economy and growing number of jobs in the area have helped facilitate the settlement of newcomers (Rural Development Institute, 2015a). Whereas Canada's unemployment rate sat around 6.5% in 2017, the unemployment rate of the Swift Current-Moose Jaw area was around 4.2% (Zammit, 2017, September 12). In 2017, the sales & service, business & finance, and trades & transport industries employed the most people in Swift Current (City of Swift Current, 2017). The agricultural, manufacturing and gas and oil industries are also growing in Swift Current (City of Swift Current, n.d).

The visible minority population is made up of almost 50% Filipinos and another 15% Chinese and 15% South Asian (Statistics Canada, 2017). The Filipino community makes up 5% of the total population of Swift Current (Overtime Studios, 2018, December 13). Communities with an established immigrant community, such as the Filipino community in Swift Current, can help facilitate the integration of newcomers, particularly those from similar cultural backgrounds. A survey that polled settlement and integration service provider organizations found that the "existence of ethnocultural communities" seemed to be an important factor for facilitating the settlement of newcomers in Southwest Saskatchewan (Rural Development Institute, 2015a, p. 56). The executive director of the Southwest Newcomer Welcome Centre stated in an interview with global news that "Having a community of Filipinos here help Filipinos to adjust – and stay" (Fletcher, 2013). The Filipino Association of Swift Current and Area was established in 2012 with over 130 members (Swift Current Online News, 2012) and one of the regular events it hosts is an annual Christmas party (Overtime Studios, 2018).

Nonetheless, there is evidence of intolerance in Swift Current. In December, about 20 people protested in Swift Current, joining the global 'yellow vests' protests that originated in France. The protestors called themselves "pro-Canadian" and take issue with immigration (Janzen, 2018). In particular, they were responding to the Global Compact for Safe, Orderly and Regular Migration (GCM). The Multicultural Council

of Saskatchewan (MCOS) hosted a community forum titled “Racism: Recognize it. Reject it!” in Swift Current to allow for respectful conversations about racism, stories of racism and ideas for moving forward (Multicultural Council of Saskatchewan, 2019). The MCOS, with the help of the Saskatchewan Ministry of Education, has hosted Stop Racism Leadership Conferences in southwest Saskatchewan since 2014. In particular, the Stop Racism Youth Leadership Workshop in 2017 saw the participation of 120 students from seven schools in around Swift Current who learned about stereotypes, cultural diversity, and discrimination (Anderson, 2017).

There is evidence that suggests that affordable housing is available in Swift Current, which is surprising given that most newcomers to small communities struggle to find affordable housing. In 2012, Silver Sage, a non-profit housing organization, began the development of twenty-two townhouse rental units of two or three bedrooms. \$2.4 million was contributed by the province and the rest was funded by Silver Sage (New rental and affordable housing builds in Swift Current, 2012). The Government of Saskatchewan also supported the development of 16 two-bedroom units under the Chinook Residency project (New rental and affordable housing builds in Swift Current, 2012). Many of these initial efforts to create affordable housing came as a response to the needs of Aboriginal peoples living off of reserves in Saskatchewan. Nonetheless, it has helped establish affordable housing in Swift Current. The “availability of adequate and affordable housing” was noted as a key factor that helped newcomers settle in Southwest Saskatchewan (Rural Development Institute, 2015a, p.56).

The City of Swift Current has focused on marketing itself as a place with “An Economy on the Move!” (City of Swift Current, n.d.). It also brands itself as the “economic, cultural and transportation hub of Southwest Saskatchewan” on its new economic development website (Swift Current, n.d.). According to the website, it is the “most popular mid-sized city for immigration in the province” (Swift Current, n.d.).

The Southwest Newcomer Centre is the main organization that helps assist newcomers in Southwest Saskatchewan. It opened in 2008 and is one of eleven Regional Newcomer Gateways in Saskatchewan funded by the provincial government (Regional newcomer gateways launched across Saskatchewan, 2010). The Southwest Newcomer Centre provides a wide variety of services and programs, such as English language programs, employment services, such as help to apply for accreditation and resume writing assistance, and social services, such as organizing meet and greets with community members and newcomers. The centre also helps to establish community partnerships among various organizations (Southwest Newcomer Welcome Centre, n.d.). In particular, the centre has partnered with almost sixty stakeholders in the community, according to its 2017-2018 Annual Report (Southwest Newcomer Welcome Centre, 2017).

Many of the services provided by the Southwest Newcomer Centre are similar to those provided by Local Immigration Partnerships and local settlement service organizations. However, there are also some unique events and programs run by the centre. In particular, the centre organizes various Cooking Culture Events to

celebrate different holidays, such as Mother's Day. It focuses on learning about various cultures through food and helping newcomers make social connections (Southwest Newcomer Welcome Centre, n.d.). The centre also offers driver education services which includes both in-class and in-car sessions (Southwest Newcomer Welcome Centre, n.d.). The Southwest Newcomer Centre also hosted the 2019 Career Expo, which was a two-day event in early March that included programs for newcomers and businesses, such as workshops and networking opportunities. A final project worth mentioning is the Newcomer Library Connections, which is a partnership between the Southwest Newcomer Centre and the Swift Current Public Library. The program helps connect newcomers to their local library; connect newcomers to settlement resources; increase knowledge of various cultures in Swift Current; and increase involvement in education and the community more generally (Southwest Newcomer Welcome Centre, n.d.).

Despite the wide range of services offered by the Southwest Newcomer Centre, a survey from 2015 found that Southwest Saskatchewan needs more language courses that operate on weekends and that are tailored to varying competences (Rural Development Institute, 2015a). Poor English-language skills is cited as a key barrier for newcomers seeking employment in the region (Rural Development Institute, 2015a).

Overall, Swift Current has benefited from having an established immigrant population. Despite some evidence of intolerance in the community and province-wide, there has been a focus on celebrating diversity and combating racism particularly by non-profit organizations. Newcomers to Swift Current have benefitted from a strong economy and a Regional Newcomer Gateway; however, research suggests that more English-language training is needed.

COLCHESTER COUNTY, NOVA SCOTIA

Key Takeaways

- The Colchester Regional Development Agency (CoRDA) helped centralize services for newcomers and act as a point of contact until 2013, when it lost funding and support. After it was dissolved, services for newcomers became more difficult to access.
- Immigrants were attracted to settling in Colchester because they had family and/or friends who lived in the county and they saw that there were sufficient job opportunities. This demonstrates the potential for small communities to leverage the existing immigrant population in attracting more newcomers.
- Because of its proximity to Halifax, Colchester has benefited from some of the services provided in the capital city. It demonstrates how it is possible that large service providers located in cities can expand their programs to nearby rural communities.

Colchester County is located 100 kilometers north of Halifax, Nova Scotia. It has a population of about 50,000 people (Statistics Canada, 2016c) and about a quarter of this population resides in Truro (Haddow, 2011). There are about 1,975 immigrants in Colchester County, meaning immigrants make up 4% of the total population. From 2011 to 2016, Colchester received 370 new immigrants (Statistics Canada, 2016c). The largest number of immigrants to Colchester are from English-speaking countries. Nonetheless, there are immigrants from Asia, Africa and South America, although there is no clearly 'dominant' immigrant group (Begin-Gillis, 2010). Colchester has an aging population and many of the efforts to attract newcomers are coupled with efforts to attract young people. The manufacturing sector is the most important employer in Colchester, with a limited number of people working in traditional rural jobs, such as farming and fishing (Flint, 2015).

Research that has examined immigrant attraction and retention to Colchester County has highlighted the importance of the Colchester Regional Development Agency (CoRDA) in being a point of contact and information for newcomers. CoRDA distributed a newcomers guide, acted as a resource center for newcomers and attended international events to attract newcomers to Colchester (Flint, 2015). However, it was dismantled in 2013 because of a lack of funding (Sullivan, 2013). Flint's (2015) research subsequently notes that Colchester lacked an organization to assist newcomers in the various tasks required when they first settle in the community, such as getting a driver's license, improving their English language skills and

enrolling their children in school. Although Colchester has a variety of organizations willing to engage with newcomers, Flint (2015) found that these organizations lacked a centralizing platform or body. A newly created organization in Colchester shows promise in helping fill this void.

In 2017, the Truro & Colchester Partnership for Economic Prosperity was established. It is a partnership between local businesses, the municipal governments (Towns of Truro and Stewiacke, The Municipality of the County of Colchester), the Millbrook First Nation, and the Nova Scotia government (Truro and Colchester Partnership for Economic Prosperity, 2018). The main focus is to ensure economic development of the region and attracting and retaining newcomers who will participate in the local workforce is a key component of the organization's mission. For example, its strategic priorities include helping businesses "navigate immigration and newcomer programs" and to "develop welcoming services for new employers and their families" (Truro and Colchester Partnership for Economic Prosperity, 2018). The partnership hosts an annual Newcomer Appreciation Night which honours a newcomer who is employed or self-employed in Colchester and who has made "outstanding contributions to the workforce and community" (Truro and Colchester Partnership for Economic Prosperity, 2018). Right now, the partnership is working on developing a Welcome Team for the Truro/Colchester Region. They are recruiting volunteers who will help orientate newcomers to the community by assisting them in learning about the available services, clubs and organizations, as well as by introducing them to other community members (Truro and Colchester Partnership for Economic Prosperity, 2018). Although it is still in its preliminary development, this new partnership will help coordinate services for newcomers across the various municipalities and across the public-private sector divide.

Flint (2015) also found that many newcomers learned about the community through family and friends who had recently moved there. Small municipalities or regions can leverage the social networks of the already-established immigrant community to attract more newcomers to the area. Furthermore, Flint (2015) also found that knowing someone in the community was not enough to encourage newcomers to settle in Colchester: immigrants also described the importance of job opportunities in Colchester as a deciding factor for settlement.

Colchester County has also been able to leverage the services provided by organizations located in Halifax because of its close proximity to the capital city. For example, the YWCA Halifax is a well-established member association of YWCA Canada. It is a "women's multi-service organization" that helps ensure women's economic security, wellness and provides opportunities for women and girls to advance themselves (YWCA Halifax, n.d.). The YWCA of Halifax has hosted events in Truro, such as the Financial Literacy for Newcomers - Truro event that was open to all newcomers interested in learning about managing their finances in Canada. It was held at the Truro Public Library in November 2018 (Financial literacy for newcomers - Truro [Facebook event page], 2018). The Immigrant Services Association of Nova Scotia (ISANS) had a rural settlement counselor that operated an office in Truro, but that closed down due to "budgetary pressures" (Local immigrant services office to close, 2015). Despite the office closure, the

ISANS provides specific programs for immigrants living in rural Nova Scotia, such as the LINC Home Study Program. Immigrants study English online and have the opportunity to speak to an instructor online or by phone once a week (Immigrant Services Association of Nova Scotia, 2019). However, immigrants who cannot attend the ISANS office in person in Halifax miss out on more tailored English classes, such as profession-specific courses for internationally trained health care professionals and engineers (Immigrant Services Association of Nova Scotia, 2019). Nonetheless, this case illustrates the potential to expand services from large city centers into surrounding small communities.

GRAND PRAIRIE, ALBERTA

Key Takeaways

- Efforts have focused on integrating, rather than attracting, newcomers in Grand Prairie, largely because newcomers continue to settle in Grand Prairie despite any formal attraction policies or programs.
- The City of Grand Prairie has helped facilitate partnerships among community organizations that deliver services and support for newcomers.
- The municipal government has started to mainstream immigrant integration, meaning it has more than one department delivering programs that are intended to help foster the successful integration of newcomers into the community.

Grand Prairie is located in northwestern Alberta. In 2016, the immigrant population (6,665) comprised a little over 10% of the total population of Grand Prairie (62,055) (Statistics Canada, 2016d), which is more than double the number of immigrants living in the community in 2006 (Fisher, 2017). Most immigrants living in Grand Prairie are either of European or Asian descent - the community has a particularly large Filipino population (Statistics Canada, 2016d). Grand Prairie has experienced a lot of growth in recent years. The population of Grand Prairie grew by 13.5% from 2011 to 2016, well above the national average of 5% and the Alberta average of 11.6% (Statistics Canada, 2016d). There have been few formal efforts to attract newcomers to Grand Prairie. Rather, the municipal government has reacted to the influx of newcomers moving to Grand Prairie because of the economic growth of the region and the availability of jobs. The municipal government has sought to ensure effective integration of newcomers into the community by encouraging and facilitating partnerships among community organizations.

A Welcoming and Inclusive Community Committee was spearheaded by the municipal government in 2008 (Lindisfarnepro, 2012). The committee helped foster partnerships among three non-profit organizations involved in assisting newcomers: the ACFA Regionale de Grande Prairie, the Grand Prairie Centre for Newcomers and the Grand Prairie Council for Lifelong Learning. These organizations continue to be key resources for newcomers to the community. A representative from the Grand Prairie Centre for Lifelong Learning noted that the municipality has encouraged and enabled community organizations to foster partnerships that help support newcomer settlement and integration (Lindisfarnepro, 2012).

The Grand Prairie Centre for Newcomers offers settlement services and support such as workshops on purchasing property, filing taxes and preparing for winter. It also hosts events that promote diversity (GP Centre for Newcomers/Centre pour les Nouveaux Arrivants de GP, 2011). Needs assessments are used to connect newcomers to various services available through other organizations in Grand Prairie, such as individual counselling or medical services (Rode, n.d.). The Grand Prairie Centre for Lifelong Learning provides adult-education programs. For newcomers, it offers both tailored and general English language programs (Grand Prairie Council for Lifelong Learning, n.d.). These programs include complimentary childcare so that newcomers don't have to seek out childcare or miss out on classes (Lindisfarne, 2012). ACFA Regionale de Grande Prairie is responsible for coordinating francophone organizations in Grand Prairie, speaking on behalf of its members, and supporting the development of French language education and services (ACFA Regionale de Grand Prairie, 2012).

The municipal government is also responsible for the Community Mapping Project, which released a Social Atlas of Grand Prairie in 2013. It is a unique project that maps out where various immigrant groups live in Grand Prairie using the postal codes of people who have accessed community services (Colborne, 2013). It is a tool for policymakers in Grand Prairie that helps them make evidence-based decisions about where to best locate services, events and transit routes (Colborne, 2013). Immigrants and temporary foreign workers in Grand Prairie were consulted during the project (Colborne, 2013).

Another unique program run by the municipal government in Grand Prairie is the Cultural Integration Academy (CIA). This program was created by the City of Grand Prairie's Crime Prevention Department and it is a ten week program that allows newcomers to "learn everything from how to deal with police officers, raising children in a new country, and dealing with culture shock" (Kelsie, 2016, October 12). Other topics covered in the program include bullying, family violence, substance abuse, Canadian laws and education (Colborne, 2013). Childcare is provided on-site at no cost while parents attend the CIA (Colborne, 2013). Along with classes, the program also matches newcomers with a local mentor family to help them find resources and encourage them to participate in various community events and programs (Kelsie, 2016). In 2014, 15 people graduated from the program and in 2016, the program had 30 participants (Kelsie, 2016).

The City of Grand Prairie's Community Social Development Department is the contract holder and operator of the Grand Prairie Local Immigration Partnership (GPLIP) which was established in 2015. The GPLIP

continues to foster partnerships and coordination among local service providers. It has also launched a web portal for newcomers that helps centralize information under three main themes: living, learning and working in Grand Prairie (Grande Prairie Local Immigration Partnership, n.d.). It also has a 'resources' tab where visitors can search resources by name and category (Grande Prairie Local Immigration Partnership, n.d.). The portal is easy to use and well-developed, with information about everything from opening a bank account and building credit to shopping in Grand Prairie (Grande Prairie Local Immigration Partnership, n.d.).

The City of Grand Prairie has helped community organizations form partnerships to ensure the successful integration of newcomers in the community. It has also created some unique programs through different municipal departments, meaning the government is at least attempting to 'mainstream' immigrant integration into the work of various departments.

LESSONS FROM GERMANY

Key Takeaways

- Although restrictive dispersal policies that prevent the secondary migration of immigrants from small communities to urban centers would be unconstitutional in Canada, dispersal policies that incentivize settlement in small communities are possible. British Columbia recently announced a pilot program that incentivizes immigrant entrepreneurs to establish in small communities.
- Immigrant settlement in North Rhineland-Westphalia (NRW) highlights the importance of establishing networks between the state, municipalities and local actors. Municipalities in Germany exercise discretion in implementing federal and regional policies.
- Ensuring municipal-level data on immigrant attraction and retention, as well as the various policies and initiatives being used in small communities, is accessible and comparable can increase policy diffusion. The municipal information portal, Wegweiser-Kommune, is a municipal information portal that centralizes data on all German municipalities with populations of 5,000+.

The context in which newcomer integration takes place in Germany differs substantially from the Canadian context. Despite having received a relatively high number of newcomers, particularly refugees and migrants, compared to other European countries, over the last 50 years, only recently has Germany begun to consider itself a country of immigrants, or a civic nation, rather than an ethnic nation (Ersanilli & Koopsman, 2011; Schmidtke & Zaslove, 2014). German policies on immigration continue to be described as “ethnic-assimilationist”, meaning they are characterized by difficult access to citizenship for immigrants and a reluctance to accommodate diversity (Ersanilli & Koopsman, 2011). It was only in the late 1990s that citizenship policies began to allow immigrants to become fully equal German citizens (Ersanilli & Koopsman, 2011). This policy change reflected the increasing number of asylum seekers arriving after the fall of the Iron Curtain and conflict in Yugoslavia (Degler & Liebig, 2018).

In 2015, the population of Germany sharply increased with the arrival of over one million migrants and refugees, which some have called a “humanitarian crisis” (McAuley & Noack, 2018). Refugees and migrants mainly came from Syria, Iraq and Afghanistan. Although large cities such as Frankfurt have been dealing with large numbers of immigrants for some time, small and mid-size communities have only recently been exposed to immigrant settlement. Some communities have dealt with dramatic increases in newcomers: there are cases where immigrants make up more than half of the population (Grau & Unzicker, 2018).

This influx of newcomers led to the introduction of the Integration Act, which provides incentives for integration, but also punishes asylum seekers and refugees who do not participate. The Integration Act increased the availability of the country’s Integration Course, which includes language training and civic orientation courses that introduce newcomers to “practical, cultural and historical information on Germany” (Degler & Liebig, 2018, p.28). It also created work opportunities for newcomers in order to introduce them to the labour market in Germany and prepare them for more formal employment (Degler & Liebig, 2018). To be eligible for permanent residency, refugees must have lived in the country for at least five years and be able to demonstrate that they are ‘well-integrated’, based on their progression through the Integration Course (Degler & Liebig, 2018).

To avoid secondary migration to urban areas, the Integration Act allows the government to restrict the movement of asylum seekers and refugees to other provinces (Länds) and Länds governments can restrict movement between municipalities. Asylum seekers and refugees who violate these regulations lose access to social assistance (Degler & Liebig, 2018). Although settlement restrictions can help reduce burdens on municipal governments, they must be flexible to ensure successful integration (Degler & Liebig, 2018). Research also suggests that Germany’s regulatory dispersal policies should factor in the employment needs of local communities in order to ensure the effective integration of newcomers (Degler & Liebig, 2018). The current approach is to use municipal size to determine the number of asylum seekers local communities receive (Degler & Liebig, 2018). Including local economic conditions would help ensure more successful integration into small communities.

Policies that restrict the mobility of newcomers, a type of dispersal policy, would not hold up to judicial interpretation under the Canadian Charter of Rights and Freedoms. However, dispersal policies that incentivize settlement in small communities are possible. British Columbia recently announced the launch of a new two-year pilot program called Entrepreneur Immigration – Regional Pilot. The pilot focuses on bringing immigrant entrepreneurs to communities of less than 75,000 people that are at least thirty kilometers away from population centers. The pilot works through the BC Provincial Nominee Program (PNP), similar to Morden’s MCDII program. Immigrant entrepreneurs visit the province on an exploratory visit where they present their business proposal. Applicants must also meet other requirements, such as a minimum personal net worth, minimum investments, experience requirements, and willingness to create at least one new job for a Canadian citizen or permanent resident. The business must meet specific requirements outlined in a performance agreement in order for the BC PNP to issue permanent residency (CIC News, 2018, November 22). After the applicant receives permanent residence status, they are free to move throughout Canada, as guaranteed by the Canadian Charter of Rights and Freedoms; however, the immigrant entrepreneur will have been operating a business in their community for around two years by the time they successfully obtain permanent residency (Todd, 2019). This program demonstrates how incentive-based dispersal policies could operate in Canada.

In Germany, local and regional governments have been important facilitators of newcomer attraction and integration (Borkert & Boswick, 2007; Degler & Liebig, 2018; Schmidtke & Zaslove, 2014). This is partially because municipalities in Germany are often responsible for implementing federal and regional integration policies. Municipalities are also able to employ discretion in implementing federal and regional legislation (Degler & Liebig, 2018). For example, the Federal Office for Migration and Refugees (Bundesamt für Migration und Flüchtlinge) assesses asylum applications and designs language courses. Local education providers, such as adult education providers, are able to exercise discretion while implementing the programs (Degler & Liebig, 2017).

Communities in the North Rhineland-Westphalia (NRW) state in Germany have been particularly successful in integrating newcomers in recent years. The NRW is the most populous state in Germany and houses some of the largest cities, but it is also home to a number of medium and small communities that have successfully integrated newcomers. In the NRW state government, debates about the threatening nature of foreign cultures that exist at the national level are absent. Their discussions of integration frame newcomers as “an asset to the state’s economic future” and key to economic recovery of the region (Schmidtke & Zaslove, 2014, p. 1863). NRW has been a leader in integration policy. It was the first state in Germany to make integration a ministerial responsibility and it led the creation of a conference for integration ministers at the state level (Schmidtke & Zaslove, 2014). Integration has also been “mainstreamed” into other policy fields in NRW (Schmidtke & Zaslove, 2014). More generally, the NRW has successfully created networks between the regional government, municipalities and local actors that help facilitate successful integration of newcomers (BertelsmannStiftung, 2018).

Borgholzhausen is a small municipality in NRW which has a population of 8,835. The number of foreign-born inhabitants in the community rose dramatically from 491 in 2014 to 730 in 2016 (BertelsmannStiftung, 2019a). In 2016, a cricket team was established that was made up of young refugees from Afghanistan and Pakistan. The team brings together refugees from Afghanistan and Pakistan living in the rural community and provides them the opportunity to not only play cricket, but also allows them to develop relationships, practice speaking German, and more easily access support and resources available in the community. Since cricket is popular in Afghanistan and Pakistan, but unpopular in Germany, establishing a team allowed the small community to recognize diversity. Local Germans have become more supportive of refugees in their community since the establishment of the cricket team. Although the team began as a grassroots initiative, two large sports associations (KSB Rhein-Sieg and Landessportbund) have provided funding for the cricket team. These organizations have sought to support communities that are using sport to help integrate newcomers by providing funding (BertelsmannStiftung, 2019a).

A final lesson from Germany pertains to data collection and data sharing. The Wegweiser-Koummne, established by BertelsmannStiftung, is a municipal information portal. It centralizes data on all German municipalities with a population of at least 5,000 people from 2006 onwards. The portal makes comparing municipalities possible and includes statistical data, policy documents, research/scientific reports and local reports on topics such as demographic change, sustainable development, finance, education and integration (BertelsmannStiftung, 2019b). Centralizing data and ensuring it is comparable across municipalities helps policymakers identify best practices of and increases policy diffusion.

In conclusion, local and regional governments have played a key role in the successful integration of immigrants in Germany, despite politicized discussions of immigration at the national level. In the case of NRW where newcomer integration has had notable success, the regional government has been instrumental in signaling its commitment to integration. Furthermore, dispersal policies can be the first step in settling more newcomers in small communities; however, they do not ensure their successful integration. Finally, local level data help facilitate the diffusion of successful integration policies.

SUMMARY OF KEY FINDINGS

This report has detailed eleven case studies of small communities across Canada that have been relatively successful in attracting and/or retaining immigrants. It also includes a section that discusses the unique context that shapes migrant settlement in small communities in Germany. There are several important findings that can be drawn from these cases. First, there appear to be two dominant approaches to immigrant attraction and retention in small communities in Canada. The first approach focuses on attracting and settling newcomers as an economic strategy. The second approach seeks to attract and retain immigrants by creating welcoming and inclusive communities. Ideally, communities will deploy both of these approaches; however, in many cases, one of the approaches is most dominant. Furthermore, there are

common policy tools that are being used to achieve these objectives. Web portals and newcomer guides are two of such tools. Finally, partnerships are particularly important for facilitating the settlement of newcomers in small communities.

Many small communities view immigration as a way to combat economic decline, and this is reflected in the sorts of policy tools they employ. Immigration can help increase the economic vitality of small communities in a variety of ways. For example, newcomers can fill job vacancies or establish businesses that stimulate the economy. The policy tools used to achieve the goal of economic revitalization are often tailored to the particular needs of a community. For example, the Morden Community Driven Immigration Initiative Skilled Worker Program (MCDII) currently focuses on helping people from other countries with experience in welding or carpentry, but who are unable to meet the requirements of Manitoba's PNP, immigrate to Canada and settle in Morden (Immigrate to Morden, MCDII's skilled worker program, n.d.). Moncton, on the other hand, uses community branding to demonstrate that the city is a "powerhouse economy" and attract immigrant entrepreneurs (Moncton, 2016). In Brooks, Alberta, the town's major employer of immigrants, JBS Foods, has taken the lead on attracting newcomers to fill job vacancies. In order to retain immigrants, communities that deploy the economic approach often focus on ensuring immigrants are integrated into the labour force after they arrive. For example, Moncton organizes newcomer sector-specific and international student employment fairs to help match newcomers with experience in particular sectors, such as trucking and ICT, with employers who are hiring (Hachey and LeBlanc, n.d.). In North Bay, the Skilled Newcomer Career Loan helps newcomers get the training or certification required to work in their field of employment in Ontario (North Bay Immigration, 2019). Overall, the economic approach usually entails the local government taking the lead on attracting and integrating immigrants into the community.

The second approach to attracting and retaining/integrating newcomers is to demonstrate that the community is welcoming, inclusive and celebrates diversity. Whereas the economic approach is primarily led by municipal governments, both community organizations and municipal governments appear to be involved in creating welcoming and inclusive communities. Red Deer was an early adopter of this approach. It has undertaken several initiatives including the Newcomers Welcome Event in 2017, which was hosted by the three non-profit organizations involved in immigrant settlement and the 2016 Fostering Diverse Communities Conference, which brought together municipal and community actors to discuss various dimensions of diversity and to connect "diversity champions" in the community (Sheculski, 2016). Another popular initiative to create a more inclusive community is to share and celebrate the success of newcomers, such as the "We are Neighbours" campaign and the Annual Immigrant Entrepreneur Award in Brockville, Ontario, and the Newcomer Success Story campaign in Morden, Manitoba. Cultural diversity and anti-racism training are more interventionist tools used in some communities. For example, in Owen Sound, the Rural Employment Initiative offers diversity and awareness training for employers, and the Stop Racism Youth Leadership Workshop in Swift Current is aimed at teaching community members about diversity and tolerance.

Communities that emphasize the welcoming community approach over the economic approach tend to be less concerned with immigrant attraction. In the case of Brooks, Alberta, the meat-processing company recruited newcomers on its own, while the community and municipal government were primarily focused on integration. Similarly, Grand Prairie has seen a somewhat 'natural' influx of newcomers as a result of the booming economy, which has led the community to be more focused on creating a welcoming and inclusive environment. Communities that emphasize the economic approach, on the other hand, tend to put more effort into attracting immigrants. Moncton is a good example of this.

There are various reasons to favour one approach over the other; however, many of the most successful communities have taken both the economic approach and the welcoming and inclusive community approach. Grey County and North Bay in particular are cases where both approaches are deployed. These communities have seen both their local government and non-profit organizations heavily involved in immigrant attraction and/or retention.

Two of the most commonly-used policy tools for attraction and retention, regardless of the approach taken by the community, are web portals and newcomer guides (also called relocation guides). Both of these tools help to centralize the services and resources that are most vital for newcomers. Creating a web portal is usually an important milestone in developing a Local Immigration Partnership. Furthermore, municipal governments often spearhead the creation of newcomer guides. This is particularly important in small communities where the services available to immigrants are sometimes limited and harder to locate, compared to large cities.

The cases included in this report highlight the importance of partnerships between the local government, non-profit organizations, and other community groups interested in immigrant attraction and retention. Local Immigration Partnerships have helped partnerships grow and mature but there is evidence that they are not always necessary as a first step. For example, in Brooks, meaningful partnerships between community organizations and service providers existed prior to the establishment of the LIP (Rural Development Institute, 2015a). It is particularly important that the local government coordinates with community organizations that offer supports and services to newcomers.

It can also be valuable to form partnerships, or at least work with, other municipalities. In some cases, this means taking a regional approach to immigrant attraction and retention, as seen in Morden under the Pembina Valley Local Immigration Partnership, and in North Bay where the region as a whole recognizes immigration as key to sustaining the local economy. In other cases, it means working with other communities to co-host events or provide services. The Workplace Inclusion Forum was an event that was co-hosted by the Red Deer Local Immigration Partnership and the Bow Valley Local Immigration Partnership (The Accomplishments of the Local Immigration Partnerships, 2018). The Rural Employment Initiative and the services provided by the Immigrant Services Association of Nova Scotia and YWCA in Colchester County are examples of how small municipalities can leverage the resources and connections of urban

municipalities, particularly when they are located relatively close to urban centers. Research from Germany tells us that the success of immigrant integration in North Rhineland-Westphalia has been facilitated by the strong networks and partnerships between regional governments, municipalities and local actors (BertelsmannStiftung, 2018).

In summary, there are two dominant approaches to immigrant attraction and retention in small communities. Most communities that employ the economic approach appear most concerned with attracting newcomers, whereas communities that employ the welcoming and inclusive community approach are more concerned with the successful integration of newcomers that are already living in their community. In some cases, communities employ some sort of combination of approaches. Regardless of the approach used, most small communities are making use of newcomer guides and web portals to help centralize information about the community, particularly the services available to newcomers to facilitate the settlement process. Finally, this section demonstrates that the value of partnerships should not be understated – including not only partnerships between local governments and community organizations, but also between communities interested in immigrant attraction and retention.

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