



Toward a New Immigrant Integration Strategy for Peterborough

Backgrounder of 2016-2021 Integration Strategy

December 2015

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Foreword

The Peterborough Partnership Council on Immigrant Integration (PPCII) has recently embarked on the process of developing a new Immigrant Integration Strategy (IS) for Peterborough for the 2016-2021 period.

While developing a new five year plan is an exciting undertaking for any organization, the time has come for the PPCII to reflect on the progress, successes and lessons learned from the existing 2010-2015 Immigrant Integration Strategy.

This document reflects on this important moment in the life of the PPCII as an organization. It encompasses the different steps considered in the development of the new IS, from reviewing the purpose and process of the existing plan to the findings of the membership survey and the community consultation process.

We are thankful to the PPCII members, newcomers and local community members for actively taking part in the process of developing the strategy document either by filling out the survey, attending a focus group or public consultation session, or through numerous one-on-one interactions we have had with community members in the course of this process. Thank you to all who helped us set the priorities of this immigrant integration agenda for the next 5 years. We strongly believe you will find your voice reflected in the final strategy document.

We hope the new strategy document will provide PPCII members with a tool to help us collectively achieve the meaningful integration of newcomers in all aspects of community life.

Thank you for sharing the PPCII's vision of building an inclusive and welcoming community.

PPCII Team

I. Who are we?

The Peterborough Partnership Council on Immigrant Integration (PPCII) is a community based organization made up of community groups, volunteers, agency representatives, newcomers and local residents. As of August 2015, the PPCII has over 60 organizational members and over 100 organisational and individual representatives combined.

Our Mandate

The Peterborough Partnership Council on Immigrant Integration (PPCII) exists to promote, advance and support coordinated immigrant integration (broadly-defined) in the Peterborough community - regardless of immigrant status or any prohibited ground as outlined in the Ontario Human Rights Code and the Canadian Human Rights Act. Our members believe immigrant integration is essential for long-term social, cultural, economic and environmental prosperity in the Peterborough region.

History

The process for the establishment of the Peterborough Partnership Council on Immigrant Integration (PPCII) is truly a community effort. The New Canadians Centre Peterborough, the Community and Race Relations Committee of Peterborough, the Trent Centre for Community-Based Education, and the Workforce Development Board were the initial four organizations who planned, organized and invited the wider community for an information session concerning the Local Immigration Partnership – Call For Proposals. This planning process occurred during February 2008.

On April 3rd, 2008, some 27 individuals representing education, employment, community and government (municipal and regional) organisations attended the meeting and gave support to the idea of forming a Partnership Council in Peterborough. The initiative has had the support of the City of Peterborough from its inception. City Council has officially endorsed the plan and has designated senior city staff and Council members to attend and sit on the PPCII. Since its inception, the membership has grown to over 100 organisational and individual representatives.

The founding group of organizations has continued to meet since April 2008, developed Terms of Reference, and engaged in educating those in attendance on issues around immigration, settlement/integration services, immigrants coming to our region, census data and the economic trends and opportunities in our community. At each meeting a topic has been presented to the group, providing context to the possible types of work with which the PPCII would engage.

Governance

Since membership is drawn from organizations and individuals in the Peterborough region that demonstrate a strong commitment to the purpose and goals of the PPCII and who reflect the diversity of the community, the PPCII is accountable to itself and the wider community it is situated within.

The Council is the main governing body of the PPCII and is responsible for four main committees:

- Executive Committee (bimonthly meetings)
- Integration Strategy Committee (bimonthly meetings)

- Capacity Building and Outreach Committee (bimonthly meetings)
- Resource Development Committee (bimonthly meetings)

Our funders

The two main funders of the PPCII for the 2010-2015 period were Citizenship and Immigration Canada (CIC) and the Ontario Trillium Foundation (OTF).

During the same period, the PPCII also received funding from the Ministry of Citizenship and Immigration (MCI), the Ministry of Training, Colleges and Universities (MTCU), Community Futures Development Corporation (CFDC) and the Community Foundation of Greater Peterborough (CFGP) for specific projects.

Self-generating funding streams

- Membership fees
- PPCII Diversity Training Program, a fee for service program launched in 2013
- Joint NCC/PPCII gala

PPCII core programs and activities

- Peterborough Welcome Pass Program since 2011
- Speakers Bureau Program
- Host of the English as a Second Language (ESL) Forum since 2012
- Diversity Training Program since 2012
- PPCII educational activities, including PPCII biennial conferences (2010, 2011, 2013)
- PPCII is a regular host of community based education research projects in partnership with the Trent Centre for Community Based Education (TCCBE): 8 community based education projects hosted since 2011.
- Research projects on immigrant integration topics: Led 5 research projects since 2011, including ESL research (2011, 2012), Diversity Labour marker survey (2012, 2013), Peterborough 2030 (2014), Workplace Language Training as a factor in Labour Force Productivity (2015).
- Talking About Canada Group meetings (informal bimonthly meetings of newcomers and community members who discuss what it means to be a Canadian); and
- Lunch and Learn series (2013-2014)

PPCII staff

The PPCII has an equivalent of 2.5 full-time staff. PPCII team is composed of:

- The PPCII Coordinator (100%) - Responsible for the overall coordination of the PPCII programs and activities
- The Project Implementation Specialist (PIS) (100%) – Responsible for OTF funded activities included the ESL Forum and Diversity Training (btw 2012-2014 only); and
- The PPCII Outreach Coordinator (50%) – Responsible for the outreach and promotional activities of the PPCII.

In addition, the PPCII employed a Resource Developer in 2012-2013 fiscal year through CFDC funding. The PPCII also benefited from summer student positions in 2011, 2012 and 2014 through either federal or provincial summer experience programs.

II. About the 2010-2015 Integration Strategy

History

The 2010-2015 Integration Strategy was designed with the purpose of being a "living document". The development of the integration strategy started in 2009 and its implementation began in 2010. Development of the plan was facilitated by a team of researchers and was a collaborative effort of partnership members and cross-sector stakeholders. The Integration Strategy was designed to attract and retain newcomers based on identified local needs and challenges.

Development of the 2010-2015 Integration Strategy took place in two phases. The first phase of research improved the community understanding of issues faced in the settlement and integration of immigrants in the City and County of Peterborough. The research projects in this first phase included:

- A review of [peer-reviewed and grey literature](#) regarding how the issue of immigrant integration has been examined in second and third-tier Canadian communities (findings from 1995 and on)
- [Focus groups with key community representatives](#) to uncover the barriers that immigrants face in engaging in the five priority areas of health and social services, employment, education, housing and transportation. Similarly, the emphasis is on issues faced by second- and third-tier municipalities. Input was also sought from immigrants (both new and long-term) to Peterborough.

The second phase of research looked at other cities comparable to Peterborough. With this research, and the information from the first phase of the process, the PPCII was able to create the Integration Strategy. Below are the documents from the second phase of the research:

- [Integrating Newcomers for a Sustainable Ontario: Successes and Setbacks in Immigrant Attraction and Retention in Greater Moncton, NB, Chatham-Kent, ON and Guelph, ON Integration Strategy](#)

The 2010-2015 Integration Strategy was launched on Sept 22, 2010, and the [Action Plan](#) of the Integration Strategy was launched July 7th, 2011.

The Integration Strategy Framework

The 2010-2015 Integration Strategy was broken down under the following four pillars. These four pillars represent the sectors where the individual objectives of the Integration Strategy were most likely to be carried out.

- Economic Development,
- Health, Social Services & Voluntary Sector,

- Housing and Transportation, and
- Education.

The objectives under each of the four selected sectors were organized around five themes:

- Capacity Building,
- Access to services,
- Opportunities for Participation,
- Attractions and Retention, and
- Research and Development.

The Integration Strategy Committee of the PPCII is responsible for the Integration Strategy document, as well as the programs and actions coming out of it. The same committee was also responsible for PPCII research initiatives. Some of the research projects supervised by this committee in the past 5 years included:

- 8 joint TCCBE, PPCII and Trent students research projects
- Labour market diversity surveys in 2012 and 2013
- Peterborough 2030.
- ESL research (Fleming-two)
- Workplace Language Training as a factor in Labour Force Productivity (2015)

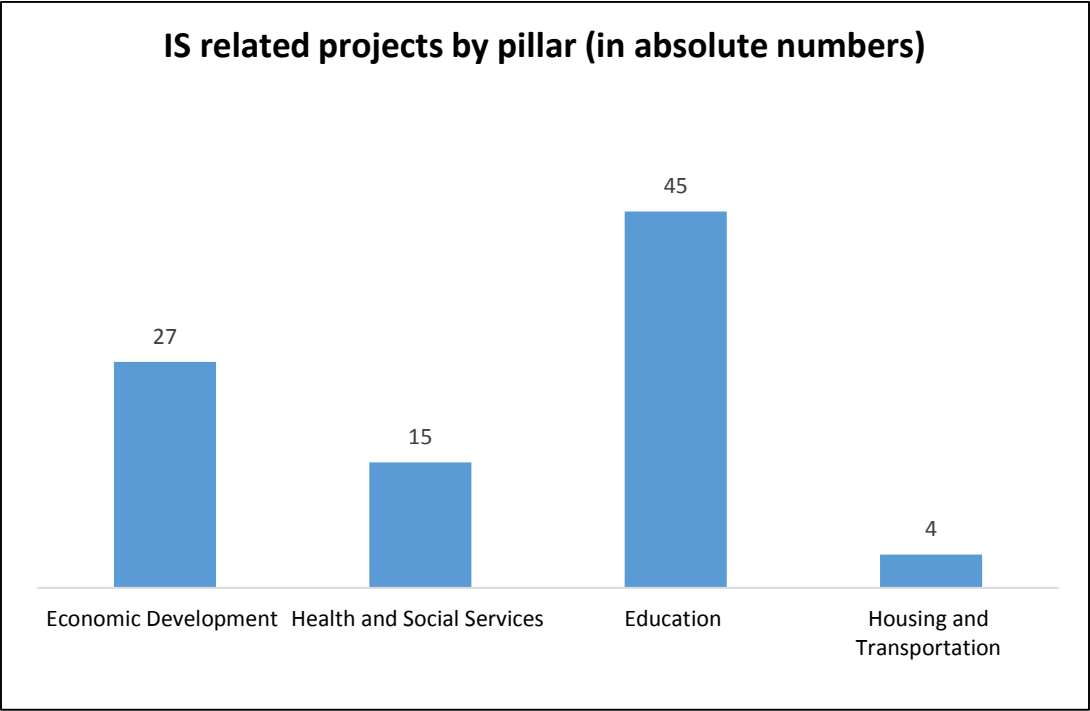
Integration Strategy Successes to Date

Since 2011 around 91 projects have been implemented to move the objectives of the IS (see table below). Some of the projects coming out of the IS include:

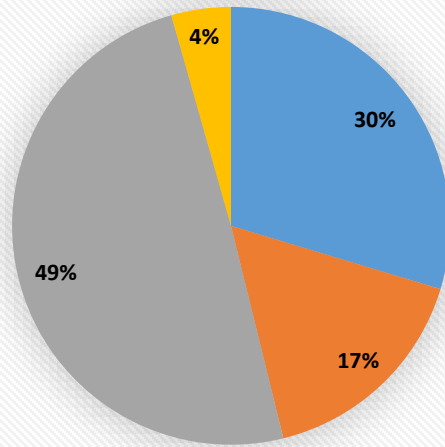
- Labour market research (2012, 2013) (Economic Development pillar)
- Workplace Integration Program established under the New Canadians Centre, ongoing (Economic Development pillar)
- Workplace Integration Program Mentorship Program, ongoing (Economic Development pillar)
- Peterborough Welcome Pass Program, a program launched by PPCII in 2011 (Health, Social Services & Voluntary Sector pillar)
- Citizenship ceremonies, 2011, 2012, 2013, and 2014) (Health, Social Services & Voluntary Sector)
- Newcomer Integration Toolkit and Cultural Diversity Training, ongoing (Health Social Services and Voluntary and Housing and Transportation pillars)
- Housing and Transportation Community Liaison, 2011 (Housing and Transportation pillar)
- ESL Services Audit Project (2011-2012) (Education pillar)
- ESL Forum established in 2012, ongoing (Education pillar)
- Gap Analysis of ESL Services and new ESL program at YMCA, 2013 (Education pillar)
- PPCII “Together We Prosper” Conferences, 2010, 2011, 2013 (Education pillar)
- Speaker’s Bureau Program, 2010-ongoing (Education pillar)

The following table and charts provide a visual illustration of areas of the IS where most progress is made and the type of partnerships developed as a result of such IS related projects.

Type of project by implementing partners	Economic Development	Health & Social Services	Education	Housing & Transportation	Total for each category
PPCII sole projects	5	4	11	1	21
PPCII collaborative projects, including joint NCC and PPCII programs	13	1	21	1	36
Partners, members, community projects (incl. NCC projects, but independent of PPCII)	9	10	13	2	34
Total no of projects occurred and tracked during 2011-2014	27	15	45	4	91
Project identified but either it did not happen or status is unclear	9	5	1	4	19

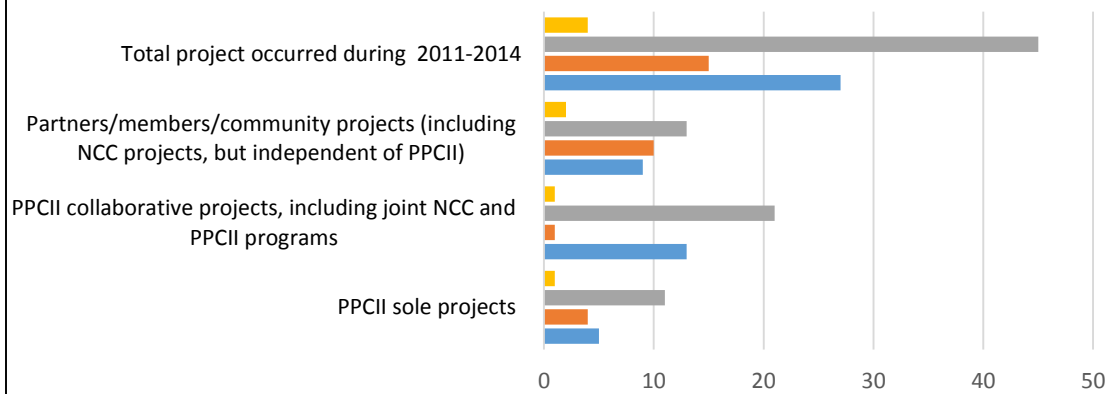


IS related projects by IS pillar (in %)

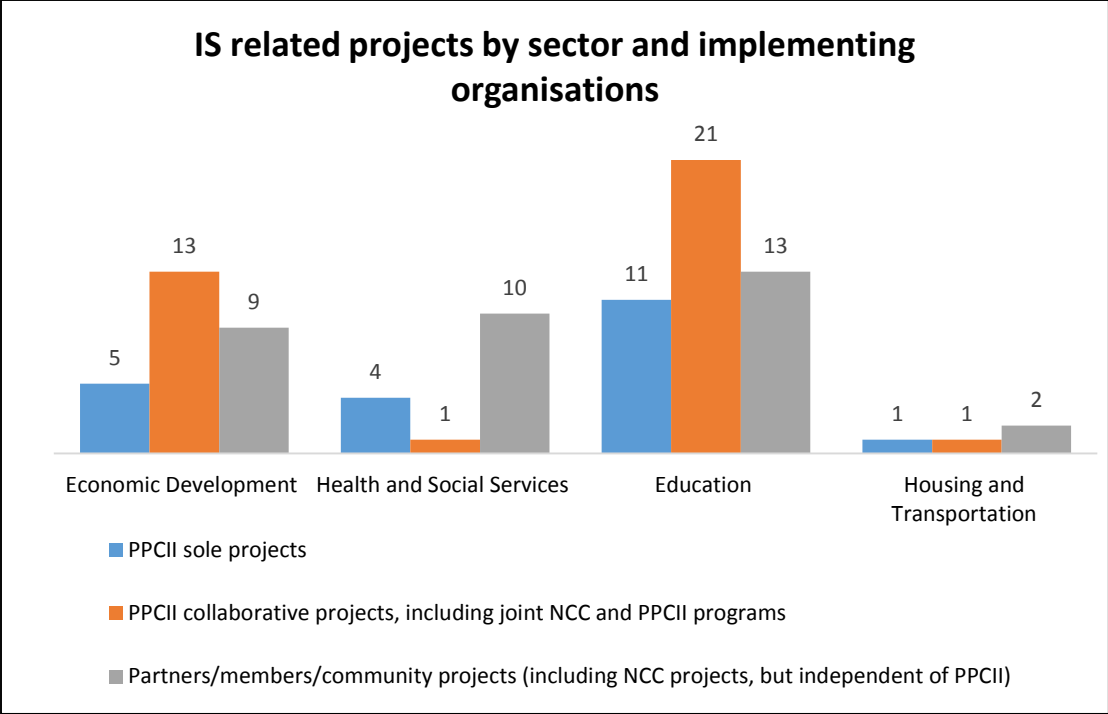


■ Economic Development ■ Health and Social Services ■ Education ■ Housing and Transportation

IS related project breakdown by sector and implementing organisations



■ Housing and Transportation ■ Education ■ Health and Social Services ■ Economic Development



III. Planning for the Next Five Years

The PPCII started planning for the new Integration Strategy as early as 2014 with a series of steps preceding the release of the new document to the public. As with the earlier process, we wanted the planning to be as inclusive and informative as possible. The following projects preceded the development of the final strategy document: new research conducted on local demographic trends, surveying of PPCII members and community member at large, three focus groups (including one with employers, one with local policy makers and one with international students) and a community consultation process. The following section shares the findings of each of these independent projects in the overarching process of the development of the new integration strategy.

3.1 Local research - Peterborough 2030: Moving Towards a Diverse Future

In 2014, the PPCII contracted Peterborough Social Planning Council (PSPC) to conduct a review of population demographics and trends in both the City of Peterborough and Peterborough County, with a special focus on the immigrant population. The goal of the project was to inform the PPCII on the anticipated dynamics in the local population profile and growth by 2030.

The project methodology included:

- **Economic sector roundtable:** A roundtable discussion was held with key economic stakeholders in the community to consider assumptions made by the Province of Ontario as they anticipate various growth scenarios.
- **Literature review:** An extensive literature review was conducted that included local planning reports, concept papers and analysis of provincial population projections.

- **Development of local projections:** The projections reflected the provincial projections. Consideration was given to the outcomes of the Economic Roundtable discussion and the findings of the literature review. Four different growth scenarios were explored.

Growth scenarios explored	Assumptions	International immigration* (cumulative for the 2015-2030 period)
Scenario 'A'	<ul style="list-style-type: none"> ✓ 'existing population' growing at 0.5%; ✓ overall population growing at 1% 	7,359
Scenario 'B'	<ul style="list-style-type: none"> ✓ 'existing population' growing at 0.7%; ✓ overall population growing at 1% 	4,504
Scenario 'C'	<ul style="list-style-type: none"> ✓ population decline of 5% from natural causes and domestic out-migration ✓ in-migration coming from domestic migration (90% of the increase) and international immigration (10% of the increase) ✓ overall population growing at 1% 	7,066
Scenario 'D'	<ul style="list-style-type: none"> ✓ population decline of 3% from natural causes and domestic out-migration ✓ in-migration coming from domestic migration (90% of the increase) and international immigration (10% of the increase) ✓ overall population growing at 1% ✓ NOTE: THIS SCENARIO IS MOST CONSISTENT WITH STATISTICS CANADAS DATA ON THE FACTORS CONTRIBUTING TO POPULATION GROWTH 	4,240
<p><i>*Note: As per these scenarios the 'immigrant population' in one year becomes part of the 'existing population' in the next year. Therefore, the total number of international immigration counts for newcomers in Peterborough in their first year only.</i></p>		

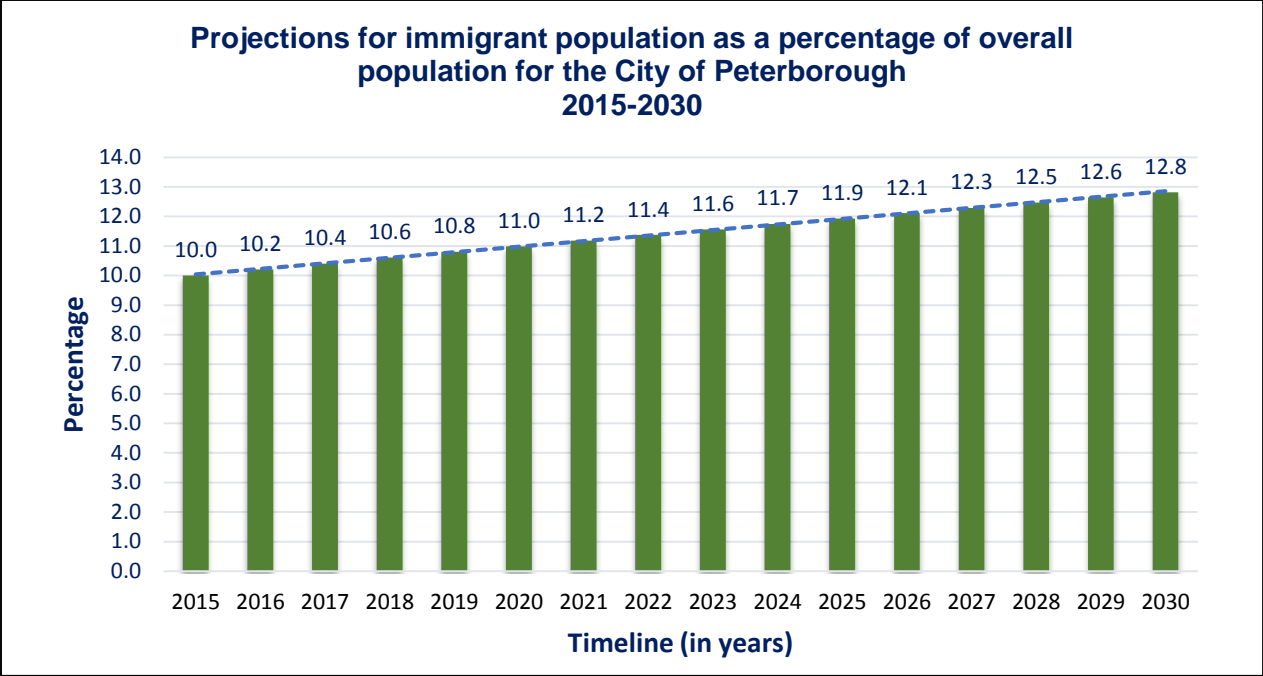


Figure 1 shows the projections for immigrant population as a percentage of the overall population. This chart is based upon scenario D above. Over the next 15 years, the proportion of immigrants in the Peterborough Population is projected to increase by almost 30%

Recommendations from the 2030 research report include:

- Plan for a very different community as we experience an increasingly diverse population. Expectations for the new Peterborough include enhanced public transit, a community that accommodates alternative types of transportation and increased density options.
- Encourage the potential for international students to live, work and create locally. Develop new programs to assist international students with job placements, obtain their first job or open a business locally.
- Continue to monitor the changing dynamics of Peterborough and work with multi-sector partners to build a community that is diverse in its population, its infrastructure and its attitudes.

3.2 Highlights of MTCU funded research

Background

By 2030, Canada’s population will grow only via the arrival of immigrants. It is anticipated that Peterborough will follow this same trend and that its growth will be heavily reliant on newcomers. It will be increasingly important that this community welcomes and supports a more diverse population and that it provides adequate and appropriate services to ensure they are successful in all aspects of life in Peterborough.

Purpose, Scope and Research Questions

This research focuses on the intersection of language, culture and workplace productivity. The purpose of this research was to determine whether the results of previous Peterborough

Partnership Council on Immigrant Integration (PPCII) research (i.e. identifying language as the main barrier in attracting, hiring and retaining new Canadians and the number one training need for the new Canadian employees) were biased by the participant demographic (non-immigrant, English-speaking employers), and the extent to which cross-cultural communication barriers are also a factor in the workplace integration of immigrants.

Specifically, the research questions asked were:

- First, what is the role of cross-cultural communication barriers in the perception of employers that English language proficiency is the principal challenge to attracting, hiring, and retaining immigrant employees in Peterborough?
- Second, what are the best practices and innovative practices for workplace and vocational English as a second language (ESL) delivered elsewhere in Canada?

Methodology

This project consists of two main components. The first component is an environmental scan of vocational and workplace ESL in Canada, and key informant interviews. The second component is a discourse analysis through a survey and focus group with ESL immigrants in Peterborough.

Key Findings

Part One: Best Practices and Models for Workplace and Vocational ESL- Some Considerations from the Environmental Scan

As the bulk of the Canadian population reaches an age of retirement, immigration is necessary in order to replace retiring workers in their jobs and keep the Canadian economy running strong.

More and more immigrants are arriving from countries in which English is not the official language, nor is it the immigrants' first language – thereby creating an opportunity and need for further instruction in ESL.

Current trends in Ontario indicate that more than half of the recent immigrants in Ontario have post-secondary education - which corresponds with the Canadian average of 53.6% of Canadians possessing skills certificates or University/College diplomas (Government of Canada, Employment and Social Development Canada) - but fewer than 25% of these professional immigrant workers speak neither English nor French (Colleges Ontario, 2007).

Following trends throughout Canada, the workforce in Peterborough is aging rapidly with more people retiring or leaving work than those entering the workforce. Peterborough's population is amongst the three oldest Census Metropolitan Areas (CMA) in Canada. Peterborough ranks the second worst CMA with regards to the contribution of international migration to the overall population growth and has more deaths than births, a sign of rapid aging. New workers are needed to replace these employees who have retired or left work, including working with the elderly, retired population in Peterborough - perhaps providing the necessary environment for a vocational or workplace ESL program.

During the course of this study various models of vocational and workplace ESL programs were examined within Canada. A scan of such programs points to a number of components worth considering in the Peterborough context. In terms of the format of the programs reviewed, these

varied from classroom-based, formal language programs tailored to a specific profession or industry to more informal 'lunch and learn' formats offered in the workplace. In terms of audience, these programs often targeted unemployed immigrants, individuals already in the workplace, as well as non-immigrant employees.

Part Two: Is it Language or Culture?

The results of the survey provided an overview of strengths and deficits of workplace and vocational language and cross-cultural training in Peterborough. Overall responses indicated that workplace/vocational language training and cross-cultural training needs are hard to separate. In other words, there was recognition that culture is language based.

Three main approaches for workplace/vocational language training and cross-cultural training were emphasized by respondents:

- Employee-only training (group and one to one instruction)
- Employer-employee joint training
- Employer awareness-raising dialogue (business case for diversity)

Survey respondents overwhelmingly stated that there was a need for workplace and vocational ESL training in Peterborough. The main reasons for wanting the training stressed the importance of having good communication in order to do your job properly and fit into the employer's work culture. Responses also indicated the need to blend language, workplace and cultural training and not separate them if a comprehensive approach to education was to be achieved.

Participants in the focus group recognized that the ability/inability for new comers to succeed is contingent on their ability to understand the nuances and subtleties of Canadian language and culture.

Further, they described the improved Peterborough workplace to have the following characteristics and components:

- A local employer who recognizes that it is their responsibility to position their new Canadian employee on a road to success – they will invest in newcomers.
- An overall tolerance of the limitations of the newcomers and a respect for their abilities.
- Provision of workplace training programs that provide education on language and cultural subtleties, technical language and writing improvements.

Language to Culture to Community Landscape: Possible Policy Implications and Recommendations for Moving Forward

Language helps to communicate cultural change that leads to changes in the landscape of the community/society and policy change. The following provide a contextualized summary of recommendations coming out of this research:

- The design of any workplace program must be undertaken with input from both employer and the employee;

- Local models of vocational/workplace ESL should include a mentorship component that provides specific education on the local community as well as the idiosyncrasies and requirements of that workplace;
- Given the smaller scale of programs needed in Peterborough region, the model of service delivery should include a variety of ways of delivering education – ranging from one-on-one training to lunch and learns, to mentoring around specific industries and professions;
- Cross-cultural sensitivity training for employers is needed to debunk the fears about diversity;
- Training for New Canadians including preparing them for the Canadian workplace i.e. rights, responsibilities, how to fill out tax forms, workplace ethics and etiquette. The local immigrant services agency can play a crucial role in designing and delivering such training to its newcomer clientele;
- Diversity training for both the employers/employees regarding cross cultural communication and what is needed for a healthy diverse workforce;
- Workplace language training that supports specific technical needs of newcomer employees is needed;
- Advocacy for workplace cultural changes and innovative models for vocational and workplace ESL;
- Involving business leaders and decision-makers in developing and implementing a region-wide strategy and awareness campaign about the business case for diversity.

3.3 Local Surveys

3.3.1 2014 WelcomePeterborough.ca Portal Survey

The City of Peterborough contracted the PPCII to conduct a survey on the City's immigration portal. The purpose of this survey was to improve the presentation and content of the welcomepeterborough.ca website, as well as to better understand the needs of newcomers and international students in working, studying and living in Peterborough.

The survey was opened to the public from May 1– 23, 2014. The link to the survey was disseminated via email to potential respondents through Trent University, Fleming College, The New Canadians Centre (NCC) and Carmela Valles Immigration Consulting. 41 respondents completed the survey and provided their feedback on a total of 18 survey questions, organized around three sections. 22 different countries of origin and 19 mother tongues were represented in the respondents' pool. 65% of the respondents were females and 50% of them under the age of 30.

Section Two of the survey entitled *Settling in Peterborough* is particular relevant in the course of developing the new integration strategy document and planning for Peterborough's future.

The most recurring themes under the question on information and services that would have made the initial settlement in Peterborough easier include:

- jobs and employment support services;
- better transit system;
- social connection opportunities;
- affordable housing and housing support services; and

- ESL and language training for newcomers.

In a similar vein, respondents considered *job prospects*, *reliable public transportation* and *employment support programs* as the top three influencing factors in making a decision on the place of living. See the chart below for a visual illustration of respondents' feedback.

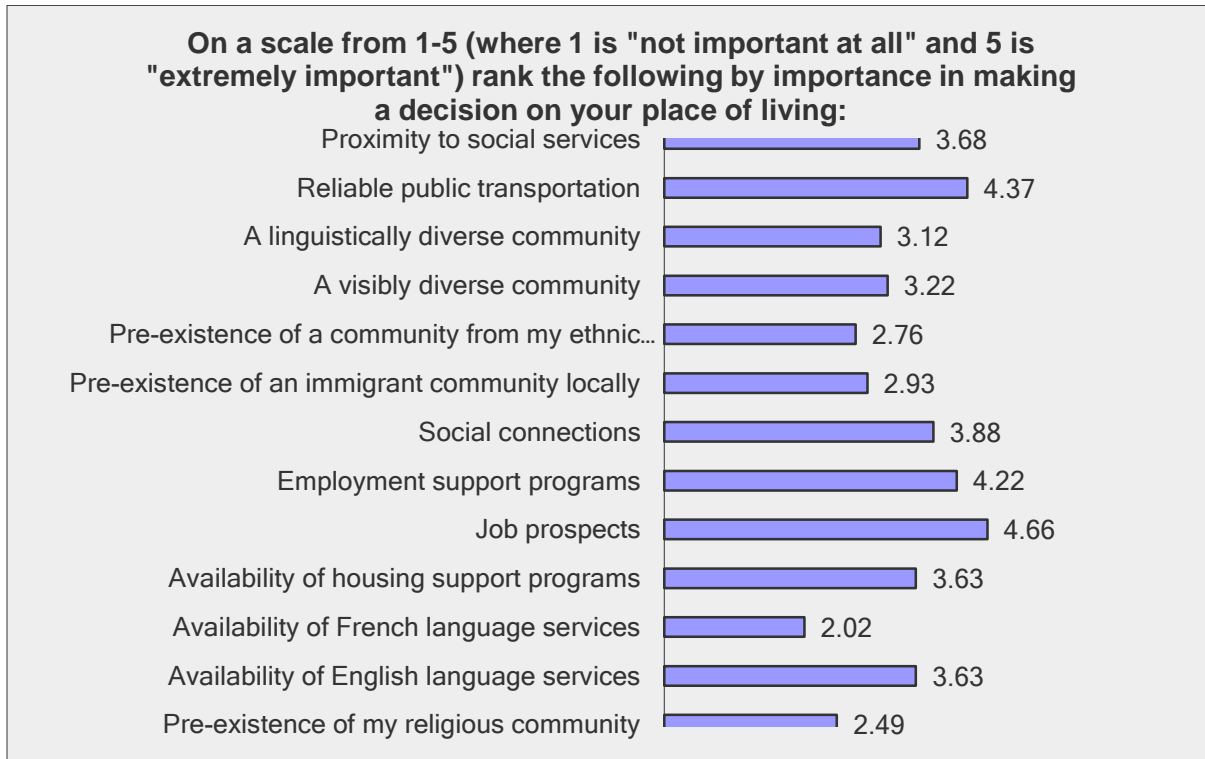


Figure 2 shows respondents feedback on the question of influencing factors on the choice of place. 41 respondents answered this questions

3.3.2 2014 PPCII membership and community survey

The purpose of this survey was to get the members and the community feedback on the progress of the existing Integration Strategy as well as on the priorities of the future immigrant integration agenda. The survey was opened to the PPCII members and the general public during fall-winter 2014. A total of 55 respondents took the survey, including 37 PPCII members, donors, volunteers and/or supporters and 18 community members. Respondents provided feedback on a total of 35 survey questions, organized around five sections.

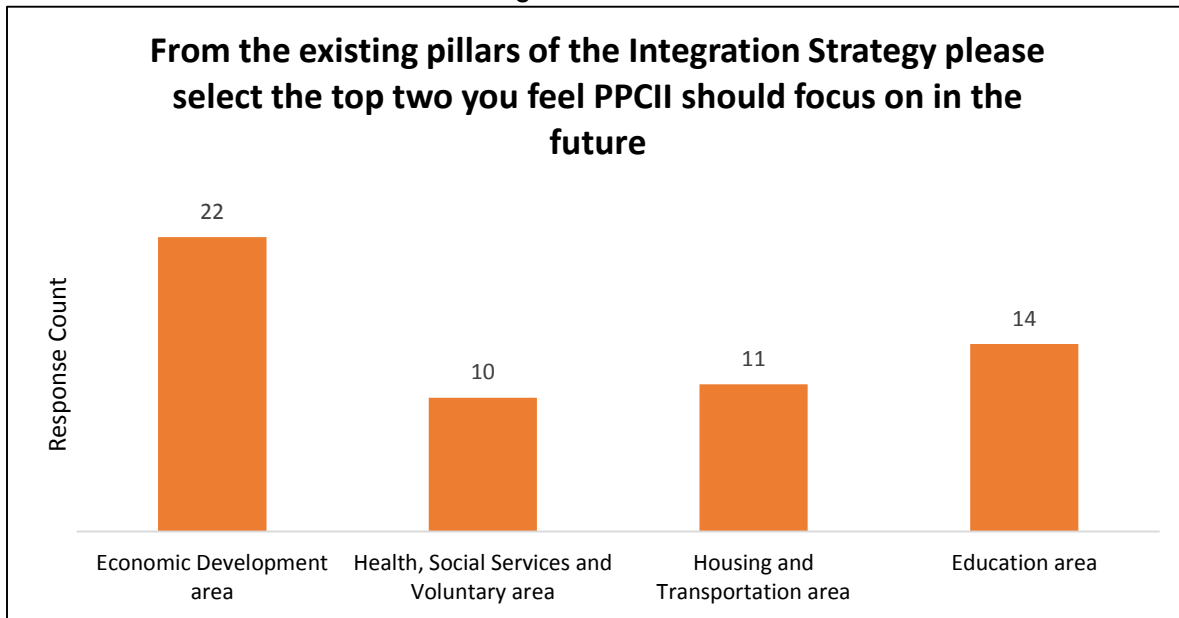
1. Section One: Getting to know the member;
2. Section Two: On the Partnership;
3. Section Three: On the existing Integration Strategy;
4. Section Four: On the new Integration Strategy (2016-2021); and
5. Section Five: On building an inclusive community (for non-member only)

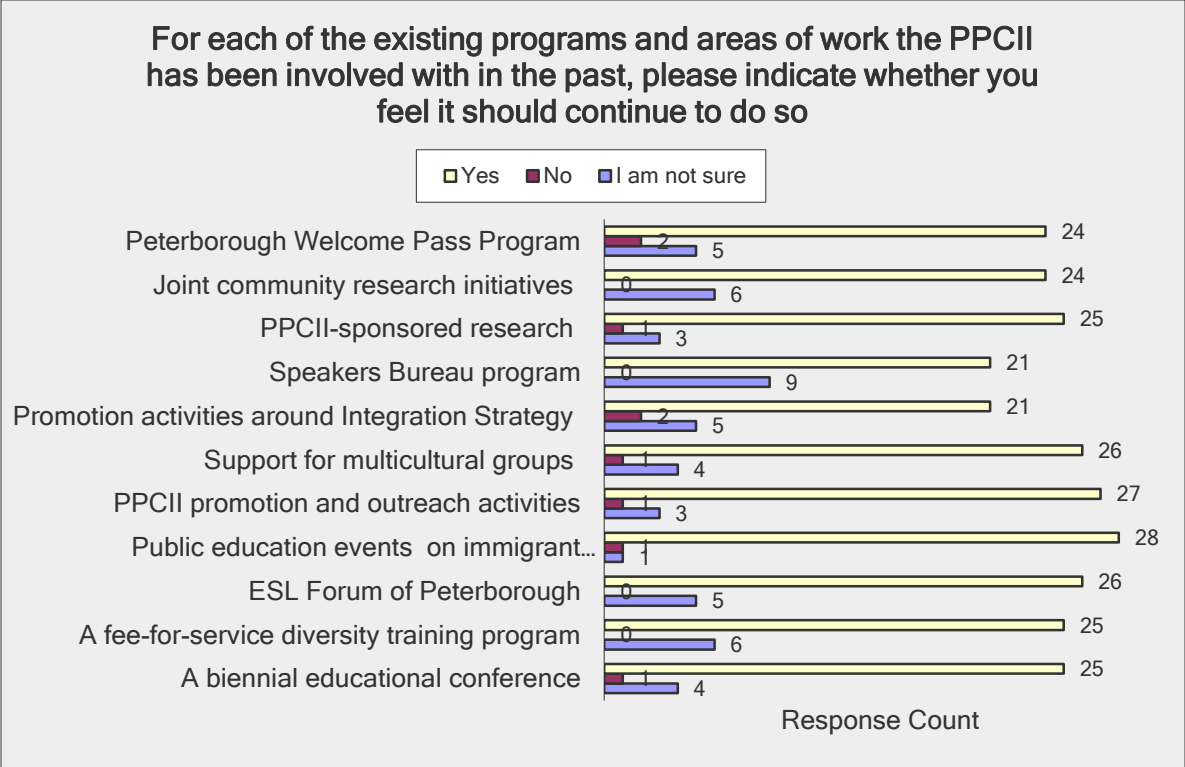
36.7% of the surveyed members think that PPCII has made great progress vis-à-vis its mandate, while 43.3% of the surveyed members think it has made some good progress. 40% of surveyed members think that the Education area it is where most progress is made, compared

to 20% in the Economic Development and only 10% in the Health, Social Services and Voluntary area.

In terms of the strengths of the existing IS members generally praise the fact that the IS is inclusive across many sectors, covers a broad cross-section of important areas, the 'grid-style' and the big picture approach. Under the weaknesses of the existing IS members list that the document is "almost too large", objectives are difficult to be achieved and that it needs to set practical targets. Another issue with the existing IS is according to the surveyed members is that it requires constant update and revisiting.

The charts below offer visual illustrations of broad areas and specific programs to be considered more or less under the new IS according to PPCII members.





Out of the 18 community members who filled the survey, 72% had heard about the PPCII and 44 % of them knew about the PPCII mandate. 72% of the surveyed community members said that Peterborough “has change for better in the past 5 years” and 93% of them confirm that building an inclusive and immigrant friendly community is “very important”. Most of the respondents credit the changes in Peterborough to the work of the New Canadians Centre.

For the full survey report please see Appendix A

3.4 Focus group findings

Background

Three focus groups were conducted on March 18, 2015 to help inform the creation of a 2016-2021 immigrant integration strategy for the greater Peterborough area. Each focus group had a particular constituent focus related to where PPCII staff felt there were gaps in knowledge:

- A. Employers**
- B. Decision makers and municipal representatives**
- C. Students**

For each focus group, participants received a brief presentation from Jason Stabler, Coordinator of PPCII on the demographic and economic implications of immigrant integration for Canada and the Peterborough area. Following this presentation, participants were provided with the following information:

Vision from the main messages from PPCII’s research to date:

Peterborough will have the ability to:

- *Create jobs and build economic prosperity with immigrants in mind*
- *Develop and retain a diverse employment base in its private, public and not-for-profit sectors*
- *Provide opportunities for entrepreneurship skill development and start-up enterprises*
- *Engage and retain the international talent*

The following questions guided the focus group discussions:

1. *What is needed in order to achieve this vision?*
2. *What will be the greatest obstacles in developing this community that welcomes diversity?*
3. *What would you need to stay in Peterborough? (Student question)*

Over-arching themes

The following themes arose from the focus groups:

Obstacles related to...

- Behaviour: (i.e. cross-cultural mis-understanding, culture of exclusion, discrimination, poor “town=gown” relations)
- Employment: (i.e. lack of permanent employment, cronyism, “employment entitlement”, low wages, government program red tape, small employers not able to access government recruitment programs, “skills mis-match” vs. “high unemployment”, unpaid internships, workplace supervisory practices)
- Infrastructure: Work-home distance between family members, lack of adequate housing (rural and urban), lack of adequate social supports (formal and informal), inadequate transportation infrastructure (rural and urban)

Opportunities related to...

- Global and Canadian future demographic realities
- Economic and social prosperity
- City and County of Peterborough

Strategies related to...

- Employment
 - Accessible labour market information
 - Cross-cultural competency training
 - Workplace diversity champion
 - Entrepreneurial support
 - HR advisory service
 - Job-skill matching
 - Niche manufacturing
 - Create an Peterborough Immigrant Employment Council
 - New Student Experiential Applied Learning (SEAL) program
 - Student/business owner networking events
- Public policy
 - Government resource kit and training for small business owners
 - Policy change (foreign, employment assistance, planning)
- Social marketing and engagement

- Student and family outreach
- Public awareness campaigns
- Sharing immigrant success stories
- Attracting people from Greater Toronto Area
- Immigrant business owner events
- Research why New Canadians have settled here and use this to develop a marketing campaign; market Peterborough as a place that has a high quality of life. It is a safe, stable, green, affordable community with great access to recreation.
- Engage with more clubs and associations
- Comprehensive marketing strategy, including “Welcome Peterborough” web portal
- Develop a package to help people who want to immigrate to Peterborough (before they immigrate, let them know what is available, what to expect, how to access Welcome Peterborough)

A. Employer focus group

Points to consider:

- Having an employer/manager who is a diversity “champion” makes a huge difference in terms of successful immigrant integration and understanding and benefitting from cultural diversity at the employee recruitment and retention stages (large employer respondent)
- Recruitment and development of local talent: Trent University Business students recently participated in a downtown “company crawl” to meet local business owners and network
- Sometimes it’s difficult to contend with the “what are you going to do for me?” expectations that some graduates have of employers
- It’s difficult to have a diversity mandate in a smaller company
- Understanding government legislation and programs for successful immigrant recruitment can be very difficult when the program requirements are often changing, complicated, and resource intensive.
- Retaining students is a challenge across the board – not just immigrants. There is often a mismatch between local academic programs and skills that employers need (e.g. engineering). For hiring, some local employers go outside of Peterborough 95% of the time. There is somewhat of a paradox in terms of the perception that Peterborough has “high unemployment” vs. “skills mismatch.” These are two different situations that potentially require different types of strategies. Related to this point: there is often a strong dis-inclination for young people and their parents to think about leaving Peterborough to acquire training and then return.
- Low wages are an issue, along with the prevalence of contract work vs. permanent.
- Cronyism is prevalent in Peterborough (“80% of jobs are never advertised”)
- Unpaid internships are risky for graduates when they already have high education debt loads
- It’s usually the little things/barriers that build up and affect a new immigrant employee and eventually lead to employee departure and/or termination (e.g. unionized workplace, cultural nuances, family distance, supervisory practices, social supports, etc.)

Changes/tasks required:

- Cross-cultural competency training for managers and ultimately front-line staff (Manager quote: “I need to make sure I’m asking the right questions in a job interview to make sure there is an understanding of what’s being asked.”)
- There is a need to “get in front of smaller employers.” For example, prepare a resource kit and hands-on training for smaller-sized employers on navigating government programs and the business case for having a cross-cultural/diversity perspective. Perhaps champions/mentors are needed to dispel myths and perceptions?
- Create a Peterborough Immigrant Employment Council for high level planning
- Consider making labour market information more readily available for smaller employers, couple this with cross-cultural training and a tailored HR advisory service (connecting employers with potential employees; troubleshooting once individuals are hired)
- Connecting with students, families and post-secondary institutions earlier about job prospects and training requirements.
- Engaging diverse audiences on the topic of diversity and cross-cultural awareness: Go “where people are at” and build on mainstream/pre-existing events (e.g. George Laraque hockey evening, Festival of Lights, service clubs, food, hobbies, etc.). Develop the value-add proposition then implement a communications plan
- Student Experiential Applied Learning (SEAL) program being developed for possible launch in Peterborough. Two keys pillars: established business mentor (paid) and student wages.
- Go beyond Welcome Peterborough website and offer advice on real estate, funeral services, health care, groceries, etc.
- Conduct a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis and use a framework for organizing future plans.

B. Decision makers and municipal representatives focus group

Points to consider:

- We are not replacing ourselves – recognition that there are more people dying that being born thus the need for new immigrants to move to our community
- We need more opportunities to highlight/profile successes of new comers to our area
- The infrastructure of rural communities needs to be improved/changed to accommodate needs of new comers i.e. transportation, housing for families
- Recognition that we must attract people from the GTA to our community
- Peterborough remains a predominantly white Anglo-Saxon community that can be intimidating to new comers. There is a history of excluding new comers from being part of the community and its social fabric.
- The entire community must embrace the important role that new comers have to keeping our economy vibrant.
- Small business/home-based businesses are the backbone of our economy and we need to provides supports to entrepreneurs to foster their businesses.

Changes/tasks required:

- NCC and partners to organize more events (such as the dinner hosted with new comers who started businesses) to discuss why are they successful in starting a business? What do they need to maintain those businesses?
- Evaluate why newcomers have moved here – what attracted them here and how can we market the good features of Peterborough?
- Develop champions to promote why Peterborough is good place to live, work and play? These champions could also be mentors to new comers to support them as they become settled.
- Explore opportunities to participate/attend trade show events to get new comers in GTA to move to Peterborough.
- Develop/ Improve transportation in outlying areas so that new comers could move to rural communities but have access to services in the city.
- Promote Peterborough and area as a place that has a high quality of life with more affordable housing than the GTA, access to recreation and green space.
- Engage social clubs/groups and encourage them to get more new comers involved in their work/events.
- Communities must advocate that federal foreign policies must change to support immigration and promote Canada as a welcoming country.
- Develop a comprehensive marketing approach to Peterborough and celebrate our quality of life.
- Develop a multi-faceted strategy to support small business and entrepreneurial opportunities
- Increase/develop partnerships with Trent and Fleming re programmes to support entrepreneurial businesses – this may include the development of co-op opportunities
- Foster/promote our ability to have niche manufacturing
- Build on the work of the Peterborough Economic Development and the Innovation Cluster as they attempt to bring new and creative economy to Peterborough
- Work with the Workforce Development Board as it builds it portal that monitors job opportunities and the skills available to fill these jobs
- Increase support to programmes that get people of assistance programmes and back into the workforce
- Plan our communities/neighbourhoods to support the creative economy and the people who will be moving here to fill those creative economy jobs (i.e. plan our neighbourhoods with better public transportation, bike lanes and improved walkability)

C. Student focus group

Points to consider:

- Peterborough is not ready to integrate/welcome immigrants
- The general public does not understand the facts: growth will only be achieved through immigrants moving here with young families

- There are still tensions between the Peterborough community and Trent and as a result many international students remain on campus and do not participate in community events/initiatives
- People want to immigrate to Canada because of the high quality health and social service infrastructure.
- Peterborough is a good place to live and immigrants embrace it because they feel safe and find it quieter than the larger cities such as Toronto
- As ESL students, we will need training programmes re how to get a job, what to expect in the workplace, how to act in the workplace
- People take advantage of newcomers because they do not think that they understand the language, our rights etc. Landlords in particular were identified as taking advantage of new comers.
- Students are told they need certification for some jobs – such as working in restaurants but are there really certifications required or is it a way of excluding foreign students from employment opportunities?
- New comers are told they need experience working in Canada
- Peterborough is a good place to raise a child and young family but there needs to be more opportunities/services to support young families or else they must travel to GTA
- Housing is not adequate for young people. There is a small rental market and it is difficult for newcomers to purchase a house.

Changes/tasks required:

- Provide training to new comers re what are their rights and how to prevent people taking advantage of people new to our community
- Develop opportunities for new comers to start their own businesses
- Improve public transportation and have it run on holidays
- Promote “Welcome Peterborough” website/portal
- Develop a package to help people who want to immigrate to Peterborough (before they immigrate, let them know what is available, what to expect, how to access Welcome Peterborough
- Market Peterborough as a safe and stable community

3.5 Recurring Themes and Draft Strategy

Community Integration Plan 2016-2021

(Draft Document as of Aug 2015. Submitted for discussion at the Public Consultation Session of Aug 27th, 1-3 pm, Peterborough Public Library Auditorium)

Introduction

The Peterborough Partnership Council on Immigrant Integration (PPCII) has recently embarked on the process of developing a new Immigrant Integration Strategy for Peterborough for the 2016-2021 period.

While developing a new five year plan is an exciting undertaking for any organization, the time has come for the PPCII to reflect on the progress, successes and lessons learned from the existing 2010-2015 Immigrant Integration Strategy. Since the launch of our existing strategy the local community agencies have collaboratively implemented over 90 projects and activities that support immigrant integration in four sectors - housing and transportation, education, health and social services and economic development. The education sector has led with 45 education related projects implemented in support of immigrant integration in our area.

This document reflects on an important moment in the life of the PPCII as a community partnership. It encompasses the different steps considered in the development of the new Integration Strategy, from reviewing the purpose and process of the existing plan, to the findings of the membership survey and focus groups.

We hope the new strategy document, presented to you as the **Community Integration Plan 2016-2021** will provide PPCII members and the community with a useful tool to help achieve the meaningful integration of newcomers in all aspects of community life.

The PPCII

The Peterborough Partnership Council on Immigrant Integration (PPCII) is a community based organization composed of community groups, volunteers, agency representatives, newcomers and local residents. As of August 2015, the partnership has over 60 organizational members and over 100 organisational representatives and individual members combined.

The PPCII exists to promote, advance and support coordinated immigrant integration (broadly-defined) in the Peterborough community - regardless of immigrant status or any prohibited ground as outlined in the Ontario Human Rights Code and the Canadian Human Rights Act. Our members believe immigrant integration is essential for long-term social, cultural, economic and environmental prosperity in the Peterborough region.

The main funders of the PPCII for the 2010-2015 period were Citizenship and Immigration Canada (CIC) and the Ontario Trillium Foundation (OTF). Other PPCII supporters for specific projects included: the Ministry of Citizenship and Immigration (MCI), the Ministry of Training, Colleges and Universities (MTCU), Community Futures Development Corporation (CFDC) and the Community Foundation of Greater Peterborough (CFGFP).

How the New Plan Was Developed

The PPCII started planning for the new integration strategy as early as 2014 with a series of steps preceding the release of this document to the public. As with the earlier process, we wanted the planning to be as inclusive and informative as possible. A number of planning activities took place throughout 2014-2015, including an overall review of the progress of the exiting strategy document (i.e. 2010-2015), new research conducted on local demographic trends, surveying of PPCII members and community members at large (2014), three focus groups held during March 2015 (one with employers, one with international students and one with local decision makers) and numerous discussions with PPCII members and volunteers during the regular PPCII Council and committee meetings.

To help with the formulation of the **Priority Areas of Focus for 2016-2021** and the community consultation session of August 27, 2015, two senior consultants, Dawn Berry-Merriam and Todd Barr, were engaged early in 2015.

The August 27, 2015 community consultation session is the last activity in a series of planning activities before this draft document becomes final. Recommendations coming out of the community consultation session will be reflected in the strategy final version and submitted to the PPCII for approval. The new 2016-2021 strategy document is expected to be formally launched during fall 2015.

Priority Areas of Focus for 2016-2021

The vision of this plan is *to achieve meaningful economic and social integration for newcomers and build a prosperous and inclusive community for all through facilitating community dialogue, policy change and measuring progress.*

We recognize social and economic integration of newcomers as equally important for a meaningful integration and paramount to building a prosperous and healthy community. We support this statement on both past research and integration work of the PPCII and its members.

The three key priority areas of focus for the 2016-2021 Community Integration Plan are:

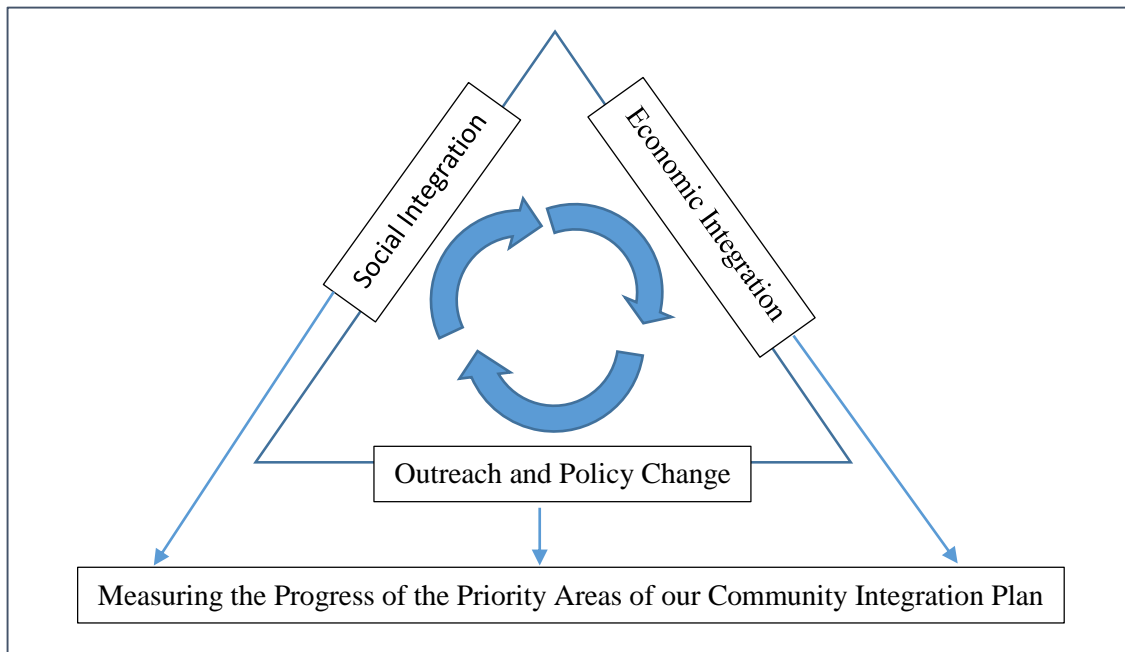
1. *Social Infrastructure and Planning (Building an Inclusive and Engaged Community)*
2. *Economic Infrastructure and Planning (Enhancing People's Economic Well-Being)*
3. *Outreach and Policy Change (Educating for Change)*

Meaningful integration requires progress to be achieved simultaneously in all of the above priority areas. An important part of the process of our community plan is *Measuring Our Progress*, as a means to ensure that the goals of our integration plan are advanced and community prosperity is achieved. For this reason we recognize *Measuring Our Progress* as another area of focus vis-à-vis the three key priority areas.

The goals of the priority areas are based on information as we know it presently. We recognize that future changes in government policies at the local, provincial and federal level may influence changes in the community priorities as well.

The following diagram illustrates the priority areas of focus of the 2016-2021 Community Integration Plan, contributing equally and simultaneously to the cycle of complete integration of newcomers in our community.

**Priority Areas of the 2016-2021 Community Integration Plan:
The Integration Triangle**



Priority Area #1: Social Infrastructure and Planning (Building an Inclusive and Engaged Community)

Goal 1: Beginning in summer 2017, newcomers will identify an increased sense of belonging with institutional and neighbourhood-level communities in the Peterborough City and County region.

Activity 1.1 Increase awareness of local settlement resources, including advice on real estate/housing, funeral services, health care, groceries, legal rights, etc. (e.g. before they immigrate, let them know what is available, what to expect, how to access Welcome Peterborough portal/New Canadians Centre services, and other resources)

Activity 1.2 Enhance access to community information resources through increased promotion of pre- and post-arrival tools for newcomers (e.g. available through Welcome Peterborough portal/New Canadians Centre services/Trent and Fleming websites, etc.).

Goal 2: Beginning in summer 2016 and annually thereafter, immigrant employees and their employers will report more incidences of cross-cultural understanding and fewer incidences of language as a barrier to social and workplace integration; and when such barriers are encountered, immigrant

employees and their employers will be able to identify and/or be provided with resources to support them in overcoming such obstacles.

Activity 2.1 In partnership with others, strengthening diversity and cross-cultural communication training of the New Canadians Centre

Activity 2.2 In partnership with others, continue the work of the ESL Forum of Peterborough to develop workplace and vocational-specific and non-workplace-related language training opportunities for all citizens of Peterborough City and County.

Goal 3: By fall 2017, engage with City and County with regard to their Official Plan Review processes and encourage them to apply a diversity and culture lens to these processes

Activity 3.1 Engage in review tables on the Official Plans and deliver presentations to City and County Council as needed.

Activity 3.2 Host a discussion group for City and County in the context of the Official Plan Review processes.

Activity 3.3 In partnership with others, work with newcomers and citizens to use asset-based community development for establishing neighbourly and neighbourhood-level connections (i.e. unpaid and voluntary) throughout the City and County of Peterborough.

Priority Area #2: Economic Infrastructure (Enhancing People's Economic Well-Being)

Goal 1: Starting in 2017, due to addressed barriers to employment, newcomers will experience more positive labour market outcomes (i.e. number of permanent jobs created and filled by newcomers; number of graduates from language and cross-cultural training programs) than any previous year and these positive labour market outcomes will increase 10% each year until 2020.

Activity 1.1 In partnership with others, establish a Peterborough Immigrant Employment Council to assist the broader employment sector with action planning focus on:

- Accessible labour market information;
- HR and entrepreneurial advisory service;
- Immigrant-business owners networking circle;
- Job creation;
- Job-skill matching;
- Student engagement;
- Work-place & vocational language and cross-cultural training.

Goal 2: By summer 2017, identify the first group of local workplace diversity champions and grow the baseline by 20% for every year of the plan until 2020.

Activity 2.1 In partnership with others, establish a Workplace Diversity Champion Award and Network and the protocol for the Workplace Diversity Award.

Activity 2.2 In partnership with the newly formed Workplace Diversity Champions Network, develop a resource kit and hands-on training for smaller-sized employers on navigating government programs and understanding the business case for a cross-cultural/diversity perspective.

Priority Area #3: Outreach and Policy Change (Educating for Change)

Goal 1: Peterborough citizens and newcomers will have regular opportunities to come together and learn from one another about our newcomer stories and experiences; and better understand the demographic, economic, social and cultural realities of the future.

Activity 1.1: Further build on and strengthen the tradition of existing successful public education events and outreach programs such as the Multicultural Canada Day Festival, PPCII's biannual "Together We Prosper" conference series and the Speakers' Bureau program.

Activity 1.2: Lead the development and implementation of an ongoing, public immigrant integration dialogue and interface series in the County and City (i.e. opportunities for people to come together).

Goal 2: By 2016, Peterborough citizens and newcomers will experience a public marketing and education campaign that will engage their curiosity and transform their understanding about the role of immigrants and newcomers in Peterborough's future.

Activity 2.1 In partnership with others, develop and implement a comprehensive public marketing and education campaign aimed at these audiences: a) City and County citizens; b) Newcomers; c) PPCII membership

Goal 3: By 2017, foreign students and their families will experience an early and constant connection to the Peterborough region and the immigrant integration opportunities and services that are available.

Activity 3.1 In partnership with Fleming and Trent, develop and implement a strategy to help retain graduate students post-graduation through connecting with foreign students and their families early and through integration opportunities and available services (e.g. co-ops, internship programs, learning placements, etc.).

Goal 4: By summer 2020, at least one government policy each at the Municipal, Provincial and Federal levels will be addressed and influenced to reflect community-driven priorities related to immigrant integration.

Activity 4.1 Convene a policy working group (including policy-makers) to develop and implement an evidence-based, community-driven policy agenda that is focused at the Municipal, Provincial and Federal levels as identified in past consultations (e.g. employment support, transportation, immigration regulations, housing) and in future engagement opportunities.

Priority Area # 4: Measuring Our Progress (Ensuring Meaningful Integration)

Goal 1: Beginning in fall 2016, progress on achievement of community plan goals will be reported on annually; all community plan goals will be achieved on or before their target date.

Activity 1.1 PPCII Executive Committee assumes the role of a Monitoring Committee to a) monitor achievement of Community Plan goals; b) work with Peterborough Immigrant Employment Council to establish accessible, up-to-date labour market information.

Goal 2: Where necessary, and subject to budget, the PPCII will establish community-based research projects to support evidence-informed policy and decision-making.

Activity 2.1 Support the development and oversight of research projects as identified by PPCII working groups and committees throughout the life of the community plan.

IV. 2016-2021 Integration Strategy

Final documents are available online at: <http://www.ppcii.ca/pip-launches-the-new-community-immigrant-integration-plan-2016-2021/>

Plan: <http://www.nccpeterborough.ca/site/wp-content/uploads/2015/12/CIIP-2016-2021.pdf>

Brochure: <http://www.nccpeterborough.ca/site/wp-content/uploads/2015/12/2016-2021-Community-Plan-Brochure.pdf>

Poster: <http://www.nccpeterborough.ca/site/wp-content/uploads/2015/12/2016-2021-Community-Plan-Poster.pdf>

Appendix A

PPCII Membership and Community Survey

2014-2015

Profile of Survey Respondents	
37	<i>No of members, donors, supporters, staff or volunteers of Peterborough Partnership Council on Immigrant Integration who filled the survey</i>
18	<i>No of community members who filled the survey</i>

Section One: Getting to Know the Member

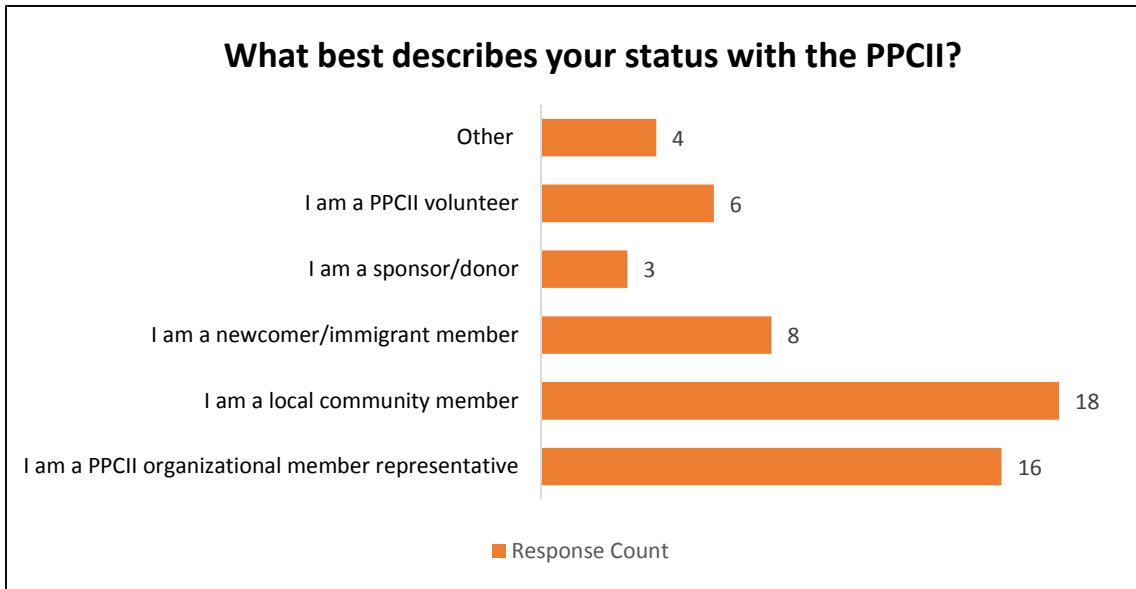


Figure 1: 37 out of 55 (More than one option could be selected)

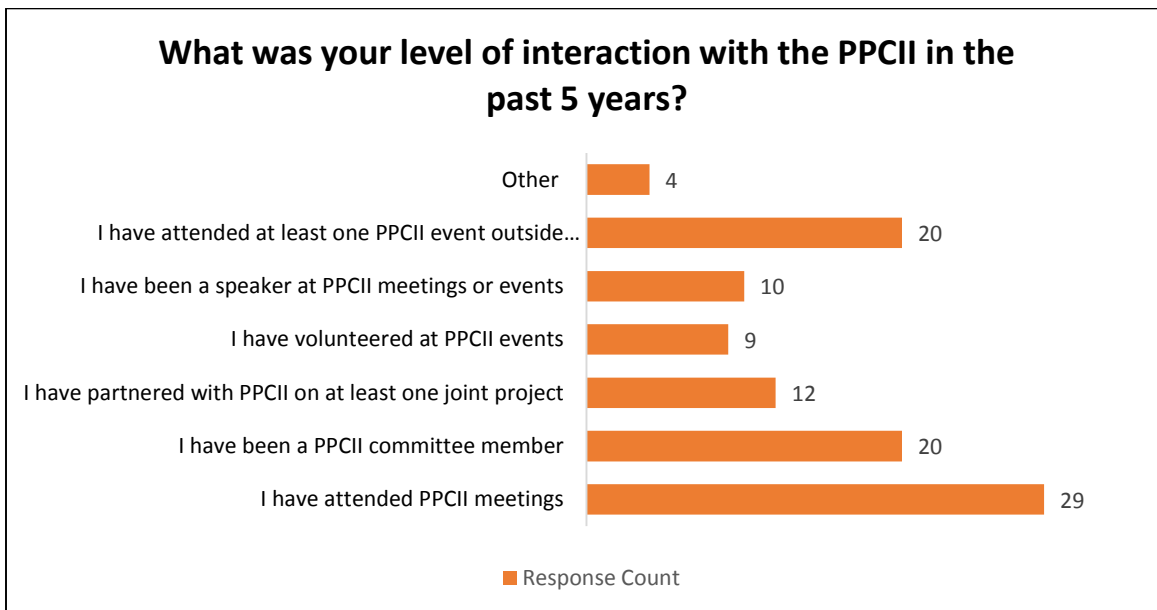


Figure 2: 37 out of 55 (More than one option could be selected)

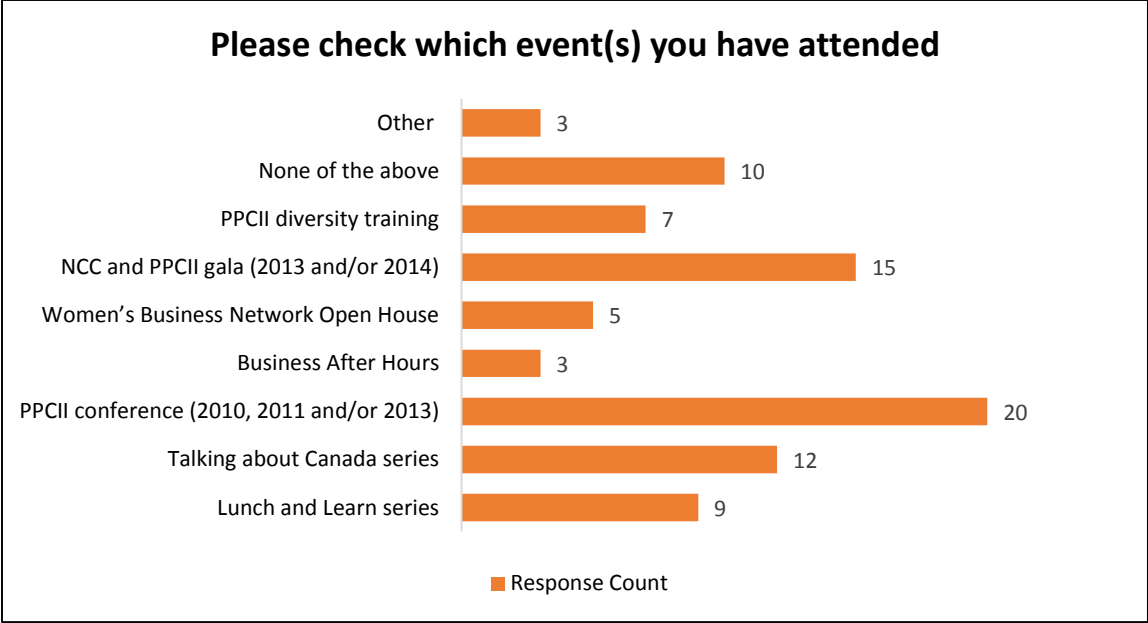


Figure 3: 37 out of 55 (More than one option could be selected)

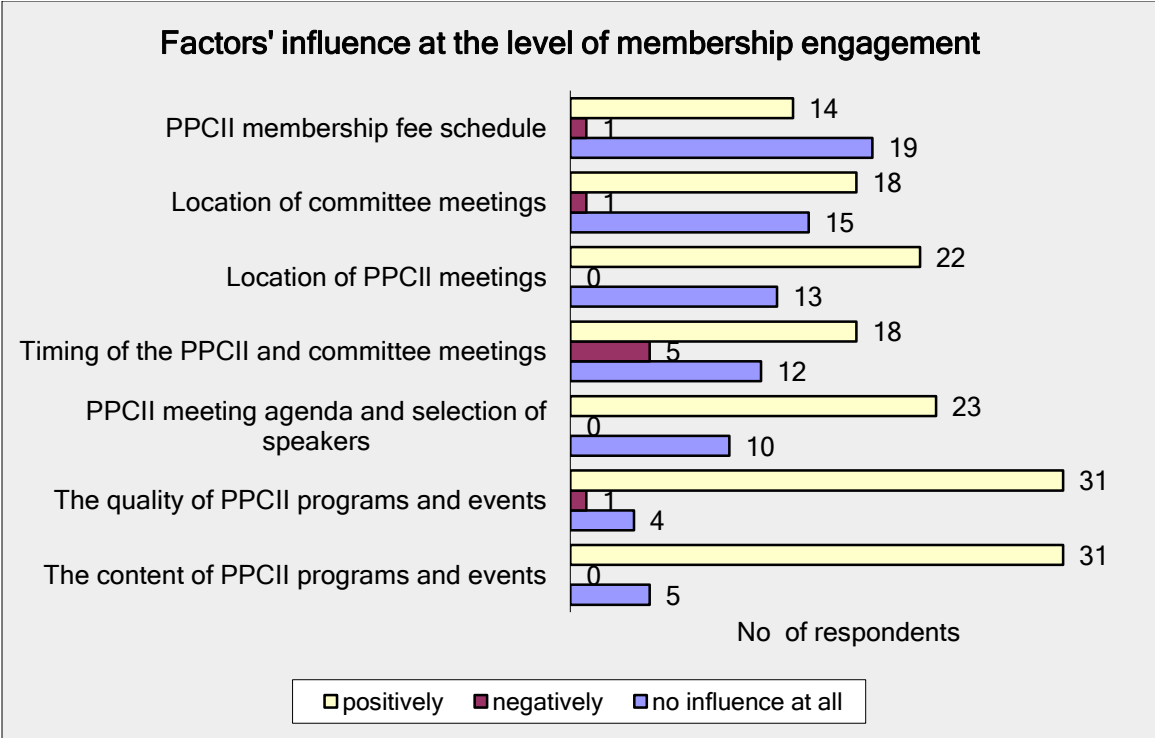


Figure 4: 37 out of 55

What would improve your level of engagement with the PPCII?

- A commitment to improving the overall quality of the work produced. Seeing more concrete demonstrations of the PPCII's work and its ability to affect how the City operates and how this community functions.
- Allocated work hours to participate, that is more staff!
- Having a specific way that I could work on a specific issue.
- If I were to participate more in activities and events.
- Having more time on my hands which is out of PPCII's control.
- More time available to participate more. As well, if a full year council meeting schedule with speakers lined up is circulated in advance, that will help promote attendance for me and for others as well.
- A return on our investment so to speak. For example having more New Canadians out to visit our centre on their own time with their families.
- I often feel that there are some components of the meeting which I "endure" as part of the full meeting, but I am most engaged when the presentations are related to my particular area of interest, and when there is dialogue rather than presentations (either guest or committee heads).
- Having meetings at a different time. However, I know how hard it is to schedule something that works for everyone.
- Timing. I realize that it's done in the work day to accommodate most folks, but as a community member, I have to work and am not always able to attend meetings.

Section Two: On the Partnership

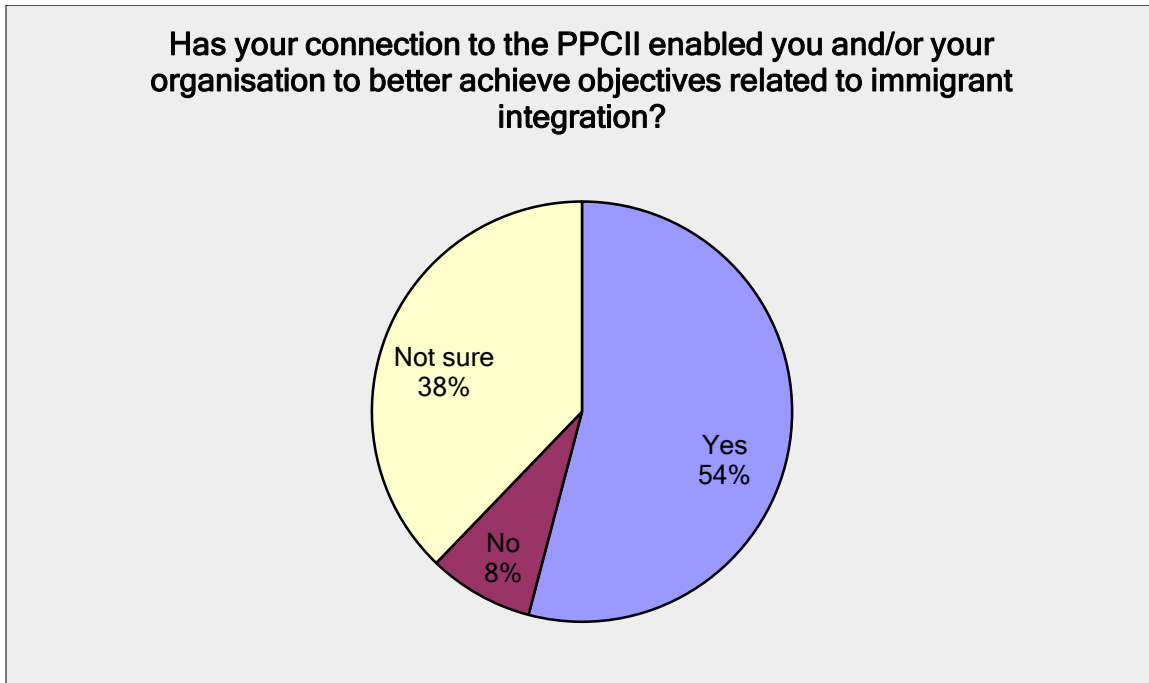


Figure 5: 37 out of 55

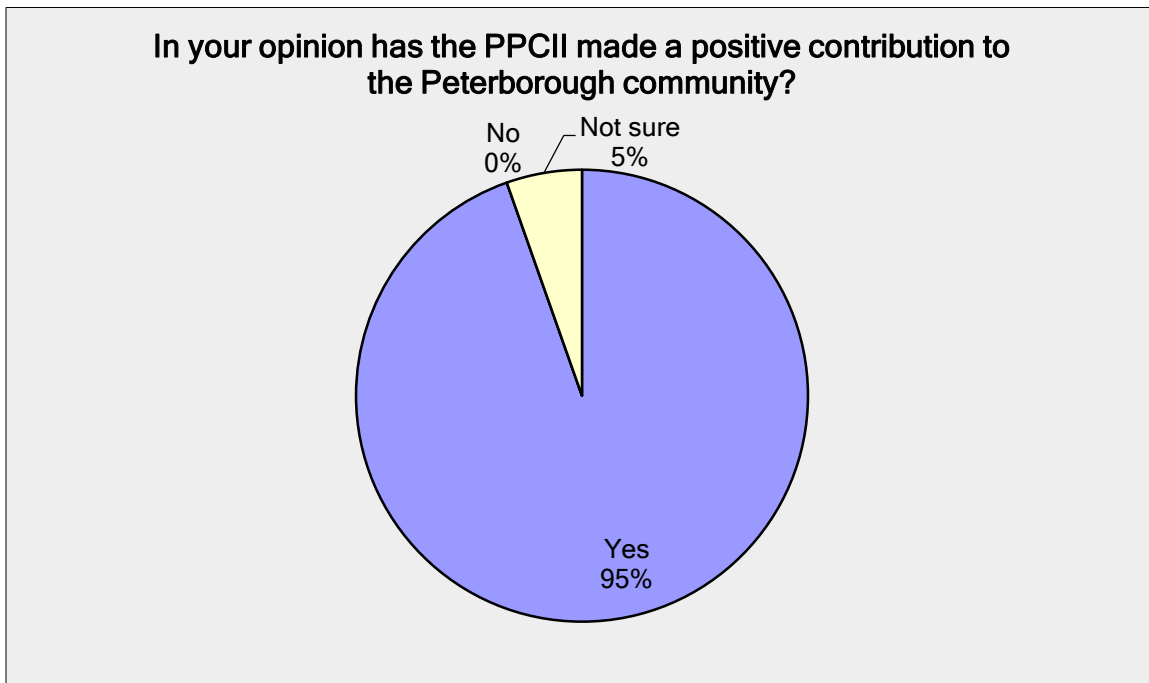


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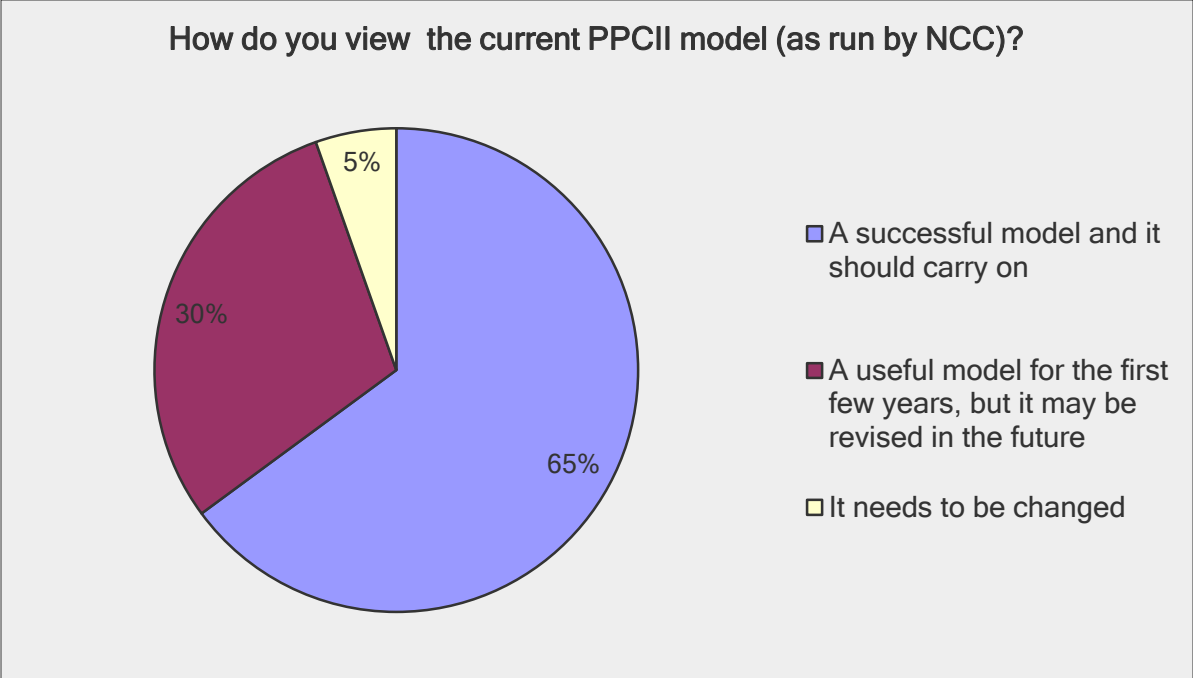


Figure 7: 37 out of 55

In your opinion, what has the PPCII done well?

Most frequently emerging comments/themes:

- Bringing awareness on immigrant integration issues/visibility to the community
- Creating partnerships/bringing a wide range of community stakeholders together

All comments:

- Brought a very wide range of services, organizations, immigrants and interested/committed community members together. Allows varying levels of involvement based on the many demands of the members - may not have as much engagement without this flexibility.
- The PPCII has done well in reaching out to certain stakeholders in the community and some progress in partnering with those organization has been made.
- Forming partnerships.
- Increased awareness of immigration integration issues.
- Making immigrant integration issues visible to the community.
- Connected various different organizations. Taken on and completed concrete projects
- Bringing so many different sectors to the table and really highlighting the value and benefit of diversity for Peterborough area - and getting it on the city agenda!
- Spreading awareness and action related to new Canadian issues in Peterborough.
- Working on ideas for improving the immigrant experience in Ptbo.
- Absolutely. The PPCII has greatly influenced the reputation of the NCC and also has raised awareness about the importance of immigrant integration in Peterborough.
- Improving awareness of immigrant issues broader advocacy involvement of wider community.

- The Council has built strong partnerships, done good research, and established a presence with the City.
- Partnerships, keeping people involved, building awareness in the community.
- Raise the awareness on immigration issues in the community; showcase the diversity of the region; rallied the community to support the work that it does
- Help link various community partners to address the needs of the community with new immigrants.
- The PPCII has been very effective at engaging people/organizations, bringing them together to look at what is working and what needs to be improved, and then assisting/letting them work out solutions and actions. I also find the presentations at Council meetings interesting and the topics are relevant.
- The PPCII and NCC are very active organizations- each newsletter is filled with opportunities for New Canadians to experience life in MANY aspects of their new home community.
- The PPCII has created a network for community stakeholders, wherein they can develop best practices for their business/organization with respect to welcoming newcomers to Peterborough.
- Community involvement, awareness.
- Creating partnerships.

What can the PPCII do better?

Most frequently emerging comments/themes:

- Clearer goals, concrete actions/projects
- Define better the relationship with the NCC/better and faster decision making/better organisation

All comments:

- Doing a great job! Continue to reach out to new and changing organizations.
- The PPCII has to challenge itself to design and implement concrete and visible projects that can alter both the current perception and reality of newcomers and immigration into this community. If it is truly going to do something then it has to step out from mode of operating with extreme caution under the veil of government funding, on this basis it can engage in no meaningful advocacy.
- More involvement at planning tables.
- As a 'newcomer' to Peterborough service system, I'm confused by the New Canadian Centre and PPCII relationship.
- Show just how important PPCII is for community programming (marketing exactly what it is they do).
- Greater visibility impact and buy in from community.
- Distinguish itself from NCC.
- Getting action from the ideas. It seems to take a long time to actually implement ideas and actively carry them out.
- Figure out a better structure to make decision makings faster and use more time at the meetings for education. (For example I felt we have talked too much about the

endowment fund at the meeting. It should be the decision of the Executive, especially the details. The Council only needs to make the overall decision and not go into details.)

- Clearer articulation of our goals better marketing.
- More citizen outreach and education, more communications like newspaper articles, more focus on community engagement than services to newcomers (which is the NCC's mandate), more autonomy from NCC activities.
- Include more immigrants at PPCII meetings. Continue to provide meaningful capacity building sessions at meetings and at other occasions.
- Improving the cultural competency of the region Continue those linkages with specific focus on small and medium size employers.
- Think about how to engage the organizations/people who are not around the table who should be and make it easy for them to become involved in the way that suits them best (not necessarily at the council meetings but in working groups, consultations, etc.) I know this has started but it is an important aspect of the future focus for the PPCII.
- Although members aren't accountable to the PPCII per se, it would be nice for members to report from their own jurisdiction what initiatives have been implemented as part of their engagement with PPCII.
- Needs to look at strategies in engaging employers.

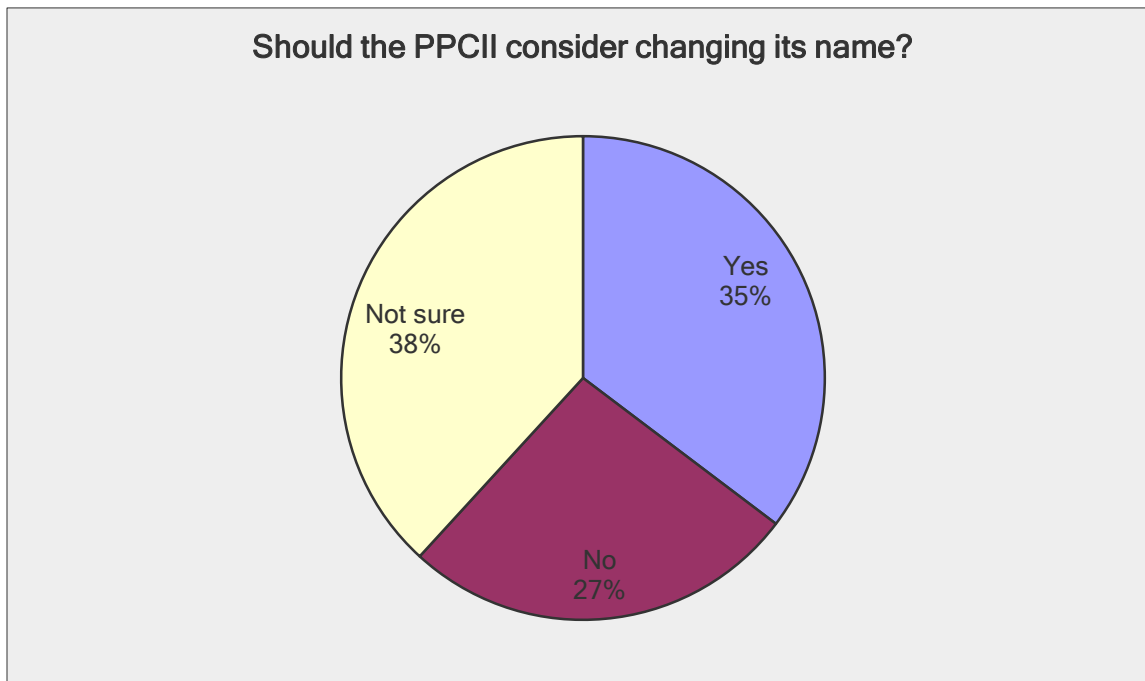


Figure 8: 34 out of 55

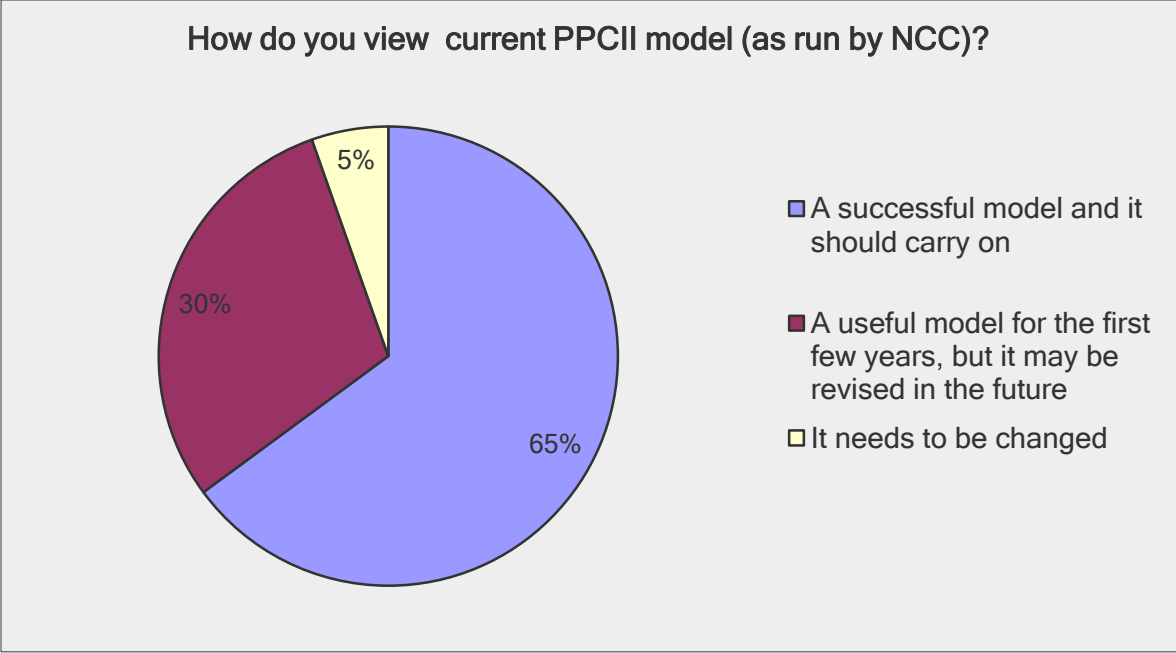


Figure 9: 34 out of 55

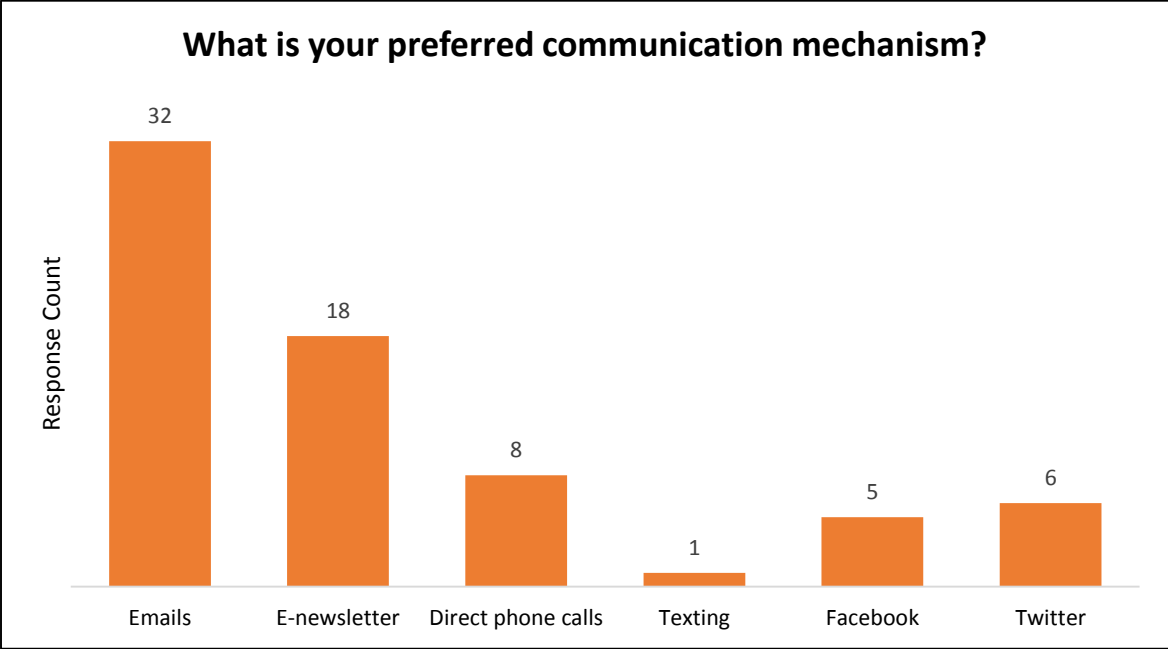


Figure 10: 34 out of 55

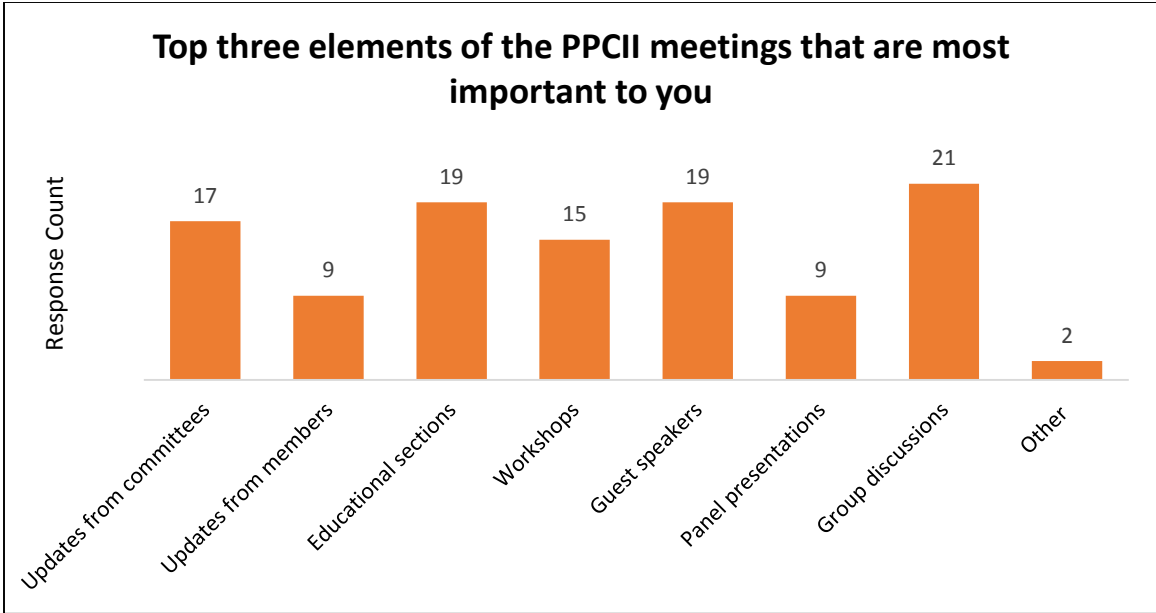


Figure 11: 34 out of 55

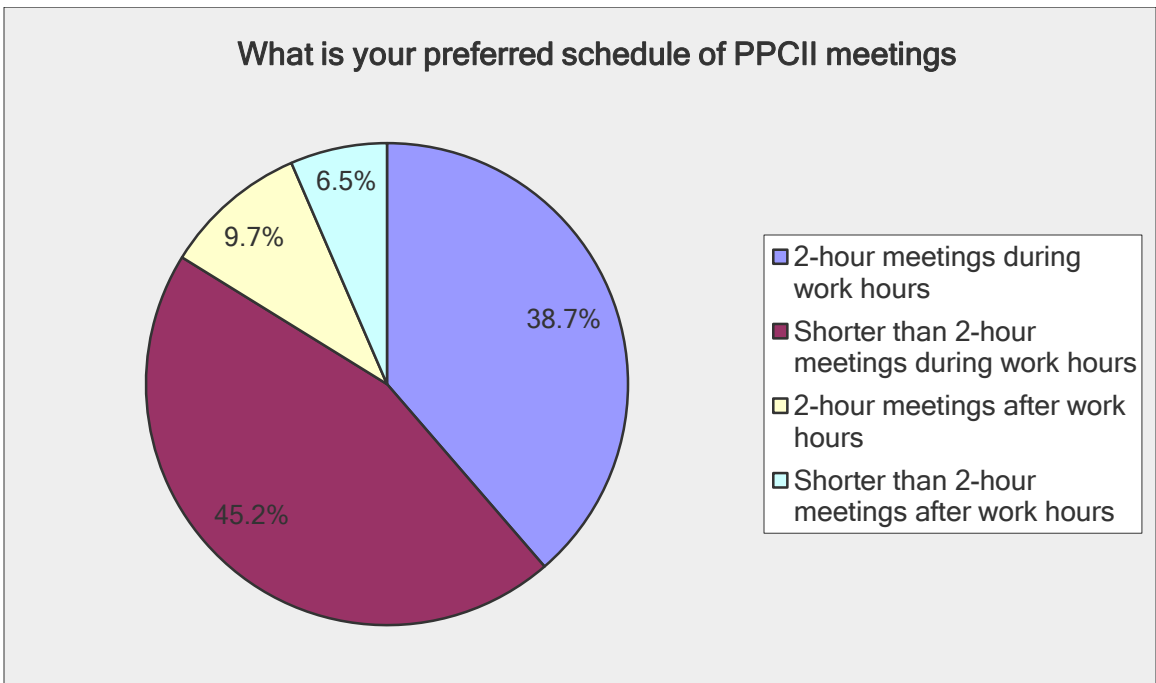


Figure 12: 31 out of 55

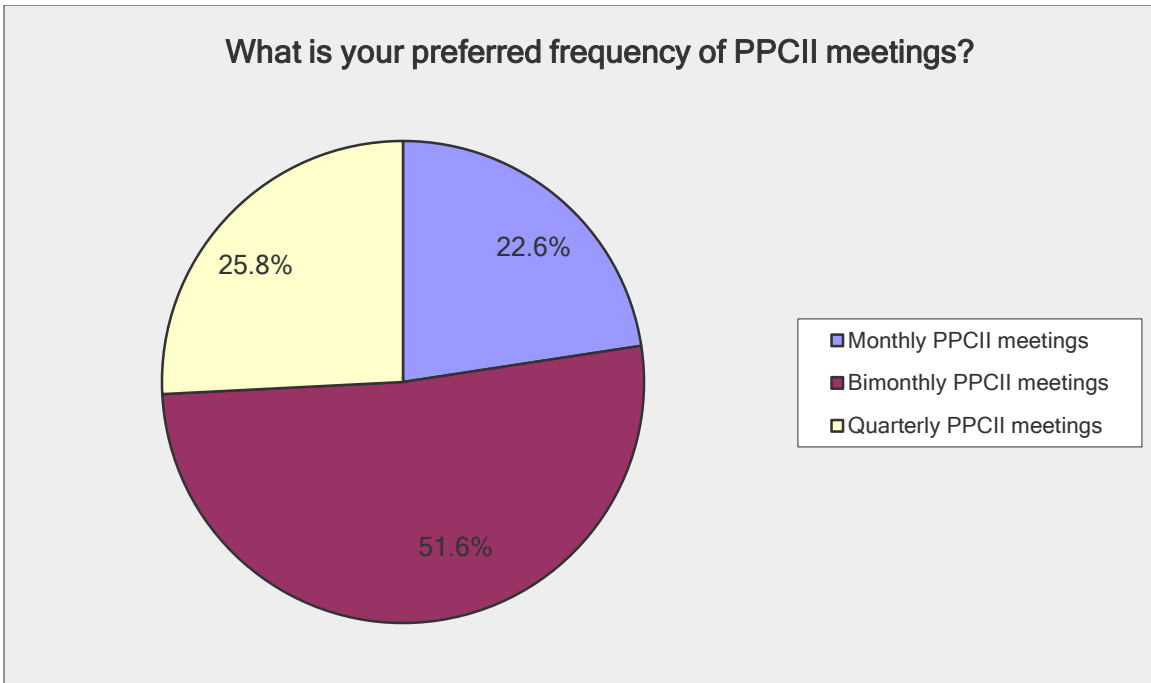


Figure 13: 31 out of 55

Section Three: On the Existing Integration Strategy

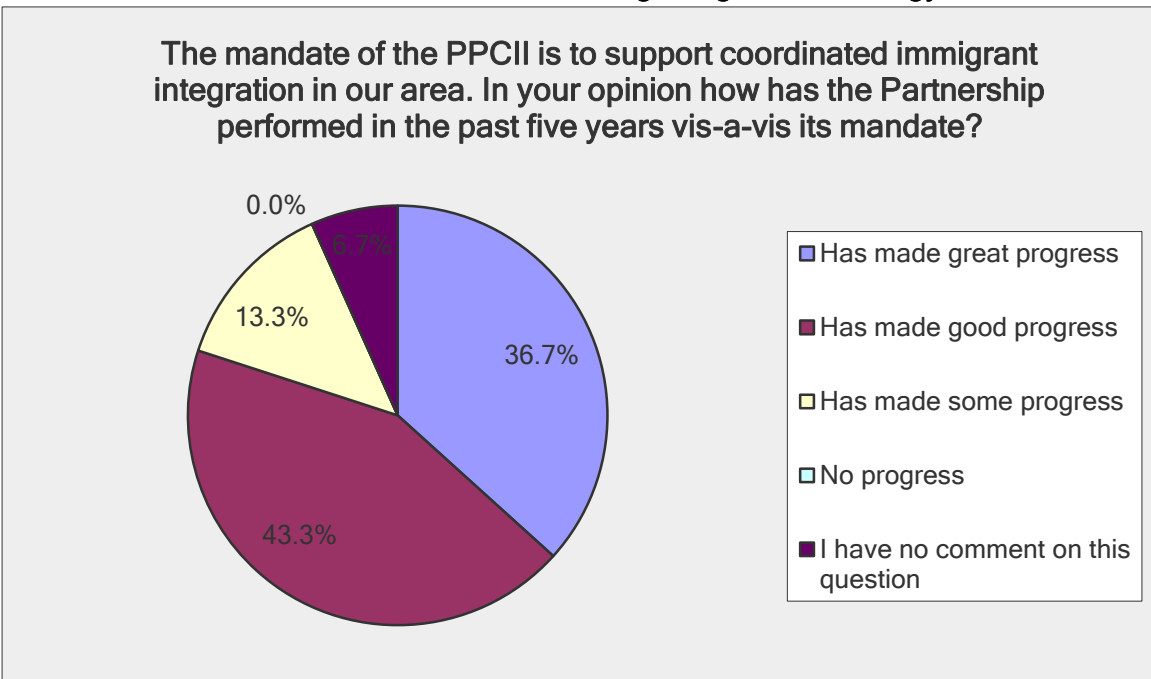


Figure 14: 30 out of 55

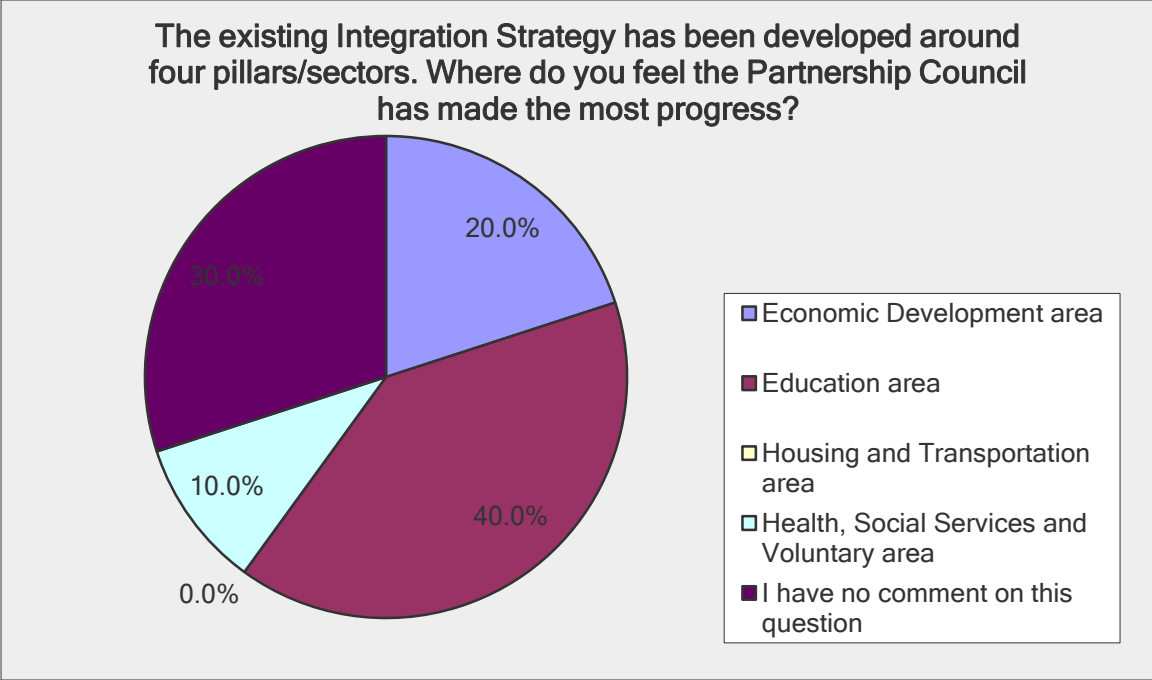


Figure 15: 30 out of 55

In your opinion what are the strengths of the existing Integration Strategy?

Most frequently recurring comments/themes:

- Inclusive, cross-sectoral, big picture and complex

All comments:

- Inclusive across many sectors, good community involvement, the structure and support of the NCC (website, staff, processes)
- I believe the correct pillars for focus have been identified.
- Covers a broad spectrum of community sectors
- Localized approach
- The links with different sectors, including business and partnership through the workforce development board, as well as the multi-pronged approach.
- Broadly focused
- I think it was the result of a very deep research process with great results. I think it is really accessible through the website and it created many community partnerships.
- It is broad and engaged many different sectors and organizations
- Included many recommendations which allowed many partnership opportunities within the community. To me partnerships are one of the best ways to fulfill our mandate.
- Covers a broad cross-section of important areas The organization of the Integration Strategy is brilliant - lays out a very complex agenda in a way that makes it easy to see the big picture and to drill down in areas of interest.

- The 'grid-style' approach ensures all aspects are addressed without overlap. It's organized and easy to navigate. Well organized and well-articulated.
- Clear and specific in what needs to be done and who's going to do it
- They touch on various important aspects to the life of a community that are not just immigration needs or issues.

In your opinion what are the weaknesses of existing Integration Strategy?

Most frequently recurring comments/themes:

- Almost too large/difficult to achieve/does not set practical targets
- It needs constant updating and revisiting

All comments:

- Need to continually review who is there and who isn't there, reaching out to new and different people and groups.
- It doesn't set practical targets for change. It does not include advocacy.
- Difficult to achieve everything.
- Branding what it is that they do.
- I sometimes feel that in the promotion there is an emphasis on the 'benefits' of new Canadians to the community as if they are a commodity - and some are more welcome than others based on a capitalist value system. I'm not sure how much policy work has been done or implemented for systemic change.....
- Needs to be translated into "plain language" so diverse audiences can see themselves as part of the solution. So...a branding and marketing issue.
- It is outdated and needs to be rethought. I think all the sectors and committees should be redesigned based on fresh consultation.
- Almost too large, and we didn't revisit it often as a group
- Promotion, follow up, benchmarking and marketing its results
- Hard to put a real 'push' in so many areas - perhaps for the next round, gather all the important actions/areas of need and then rank them "first, second, third priority" or "immediate, medium-term, long-term" so that we can track our progress and agree on a focus. And of course that can change as time passes.
- None

Section Four: On the New Integration Strategy (2016-2021)

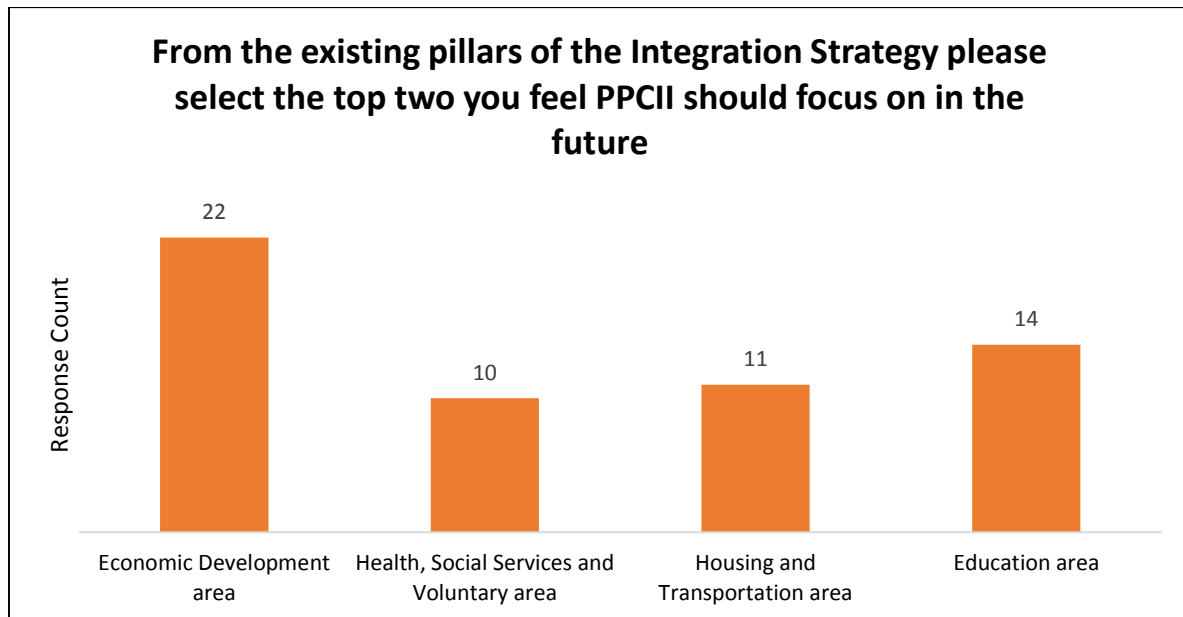


Figure 16: 31 out of 55

What other pillars/sectors should PPCII focus on?

- Advocacy
- City/municipal engagement they need to become the drivers of this. Educating politicians, engaging citizens. Work in the Peterborough County.
- Economic development is important but I think it's more a question of working with the agencies that are already doing it rather than putting a lot of energy into it as a group.
- Could this question be directed to New Canadian clients?

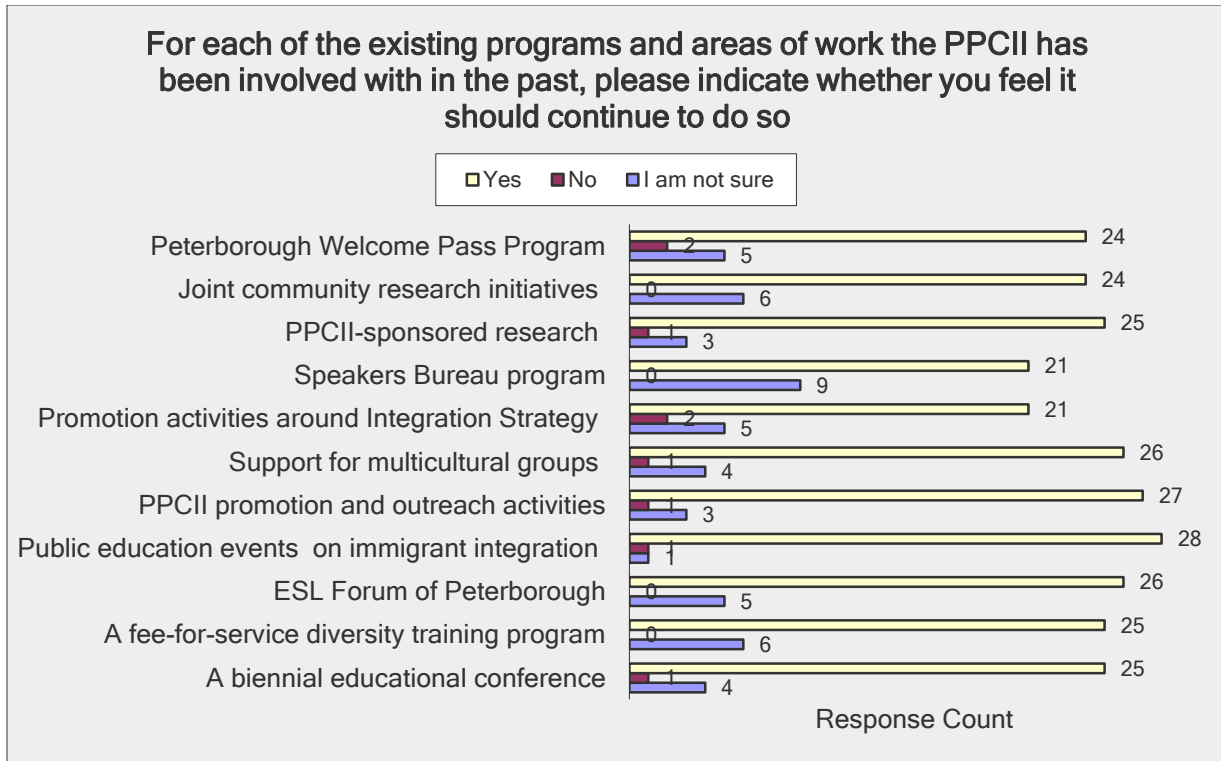


Figure 17: 31 out of 55

What new programs and areas of work should PPCII focus on?

- Regarding #4, the items I am "not sure" about, mean that I wonder if they should come from the NCC more so than the PPCII. Areas of focus: finding new ways to bring the services to immigrants and bringing immigrants to services
- Advocacy
- Innovation and best practices - what ideas can PPCII clients bring to our area based on their experiences in other parts of the world. What can we learn from them.
- Help me understand how immigrant integration and NCC differs
- Workplace language training
- Stronger marketing with pinpointed actions
- All of the above activities are important for PPCII to be involved with. However, it's important to figure out what PPCII should lead, and when it should follow/be a sub-partner. For example, support for multicultural groups might be better led by a different agency but supported by PPCII in perhaps a more nominal way. It's hard to deliver front line service and focus at the policy/systems and marketing/communications levels as well.
- Employment (recruitment, retention, job creation); citizen education
- Cultural competency work with the county
- The Welcome pass is a good program and was a great way to reach out to those organizations as well as give newcomers the chance to visit them but perhaps time to see if the city/community partners can take over this - unless it's easy to run and is good for connections.

On Building an Inclusive Community
(For non-PPCII members)

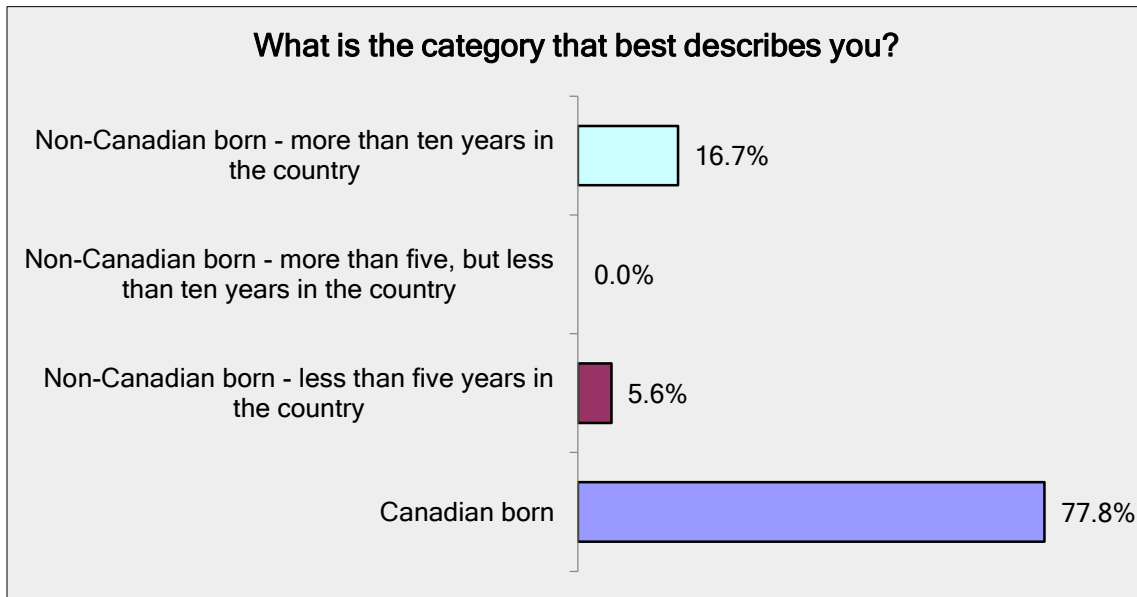


Figure 18: 18 out of 55

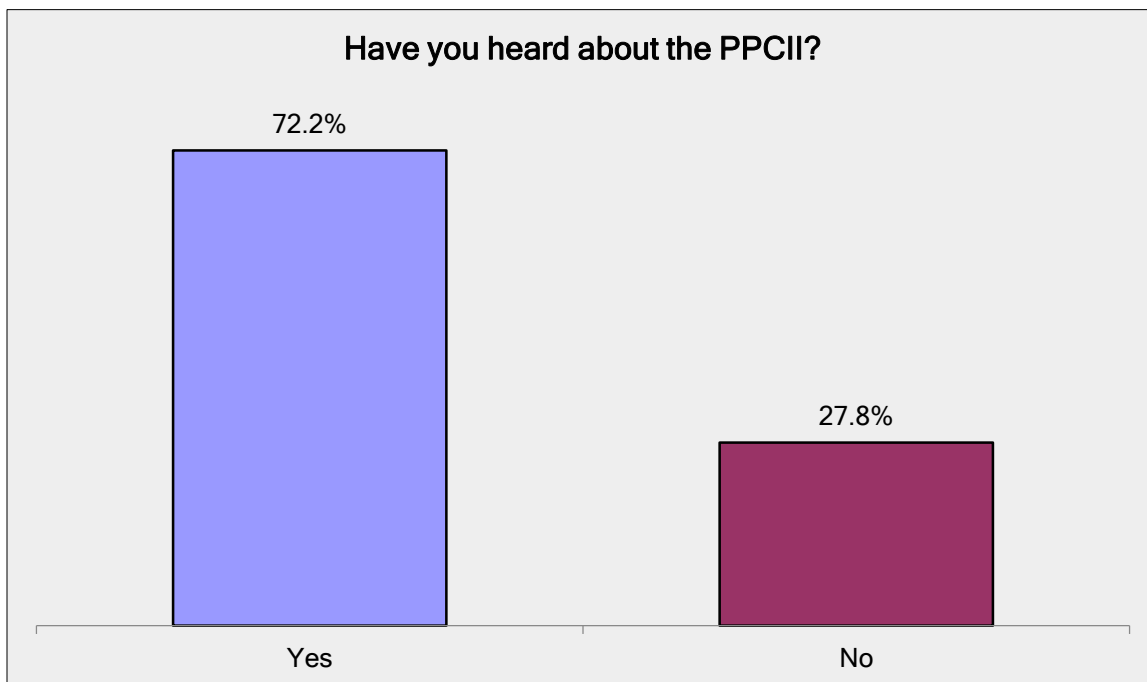


Figure 19: 18 out of 55

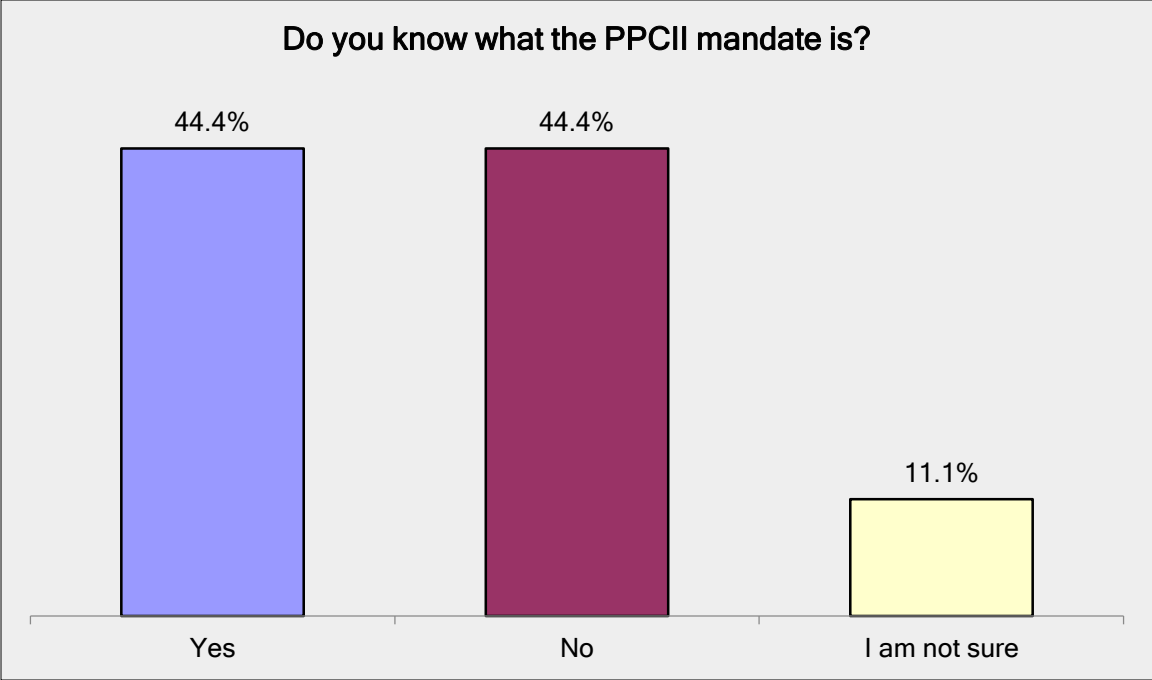


Figure 20: 18 out of 55

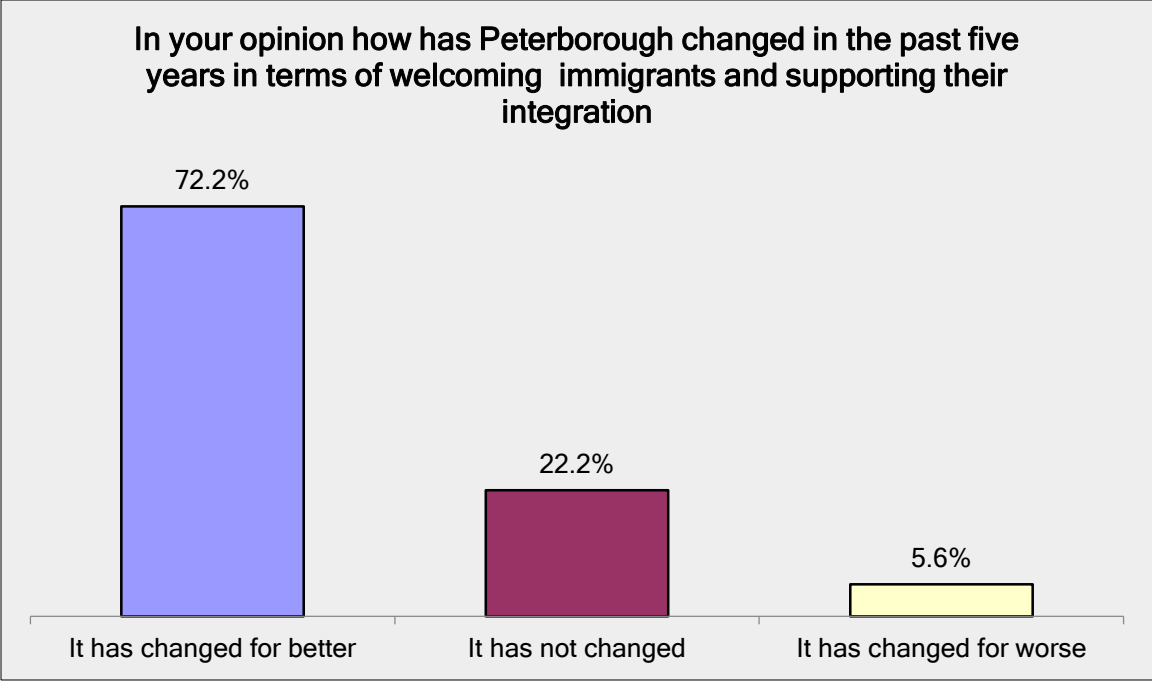


Figure 21: 18 out of 55

In your opinion what is the main factor that has contributed to such change?

- There are a lot of locals who engage in straight racist behaviour.
- New Canadians Centre
- Recognition that Peterborough is becoming more multicultural
- The more services available
- Greater access to support services, stronger municipal support for services, greater community awareness of immigrant communities in the City.
- There is more inclusiveness in the city. We are becoming a melting pot of cultures.
- Hear wonderful things about the New Canadians Center
- There are more immigrants in the community which has forced the community to become more welcoming. Social media and the education system which promotes appreciation of other cultures
- General improvement in tolerance and openness in the community.
- Attempts to welcome and integrate newcomers into the community through programming and organisations such as the NCC

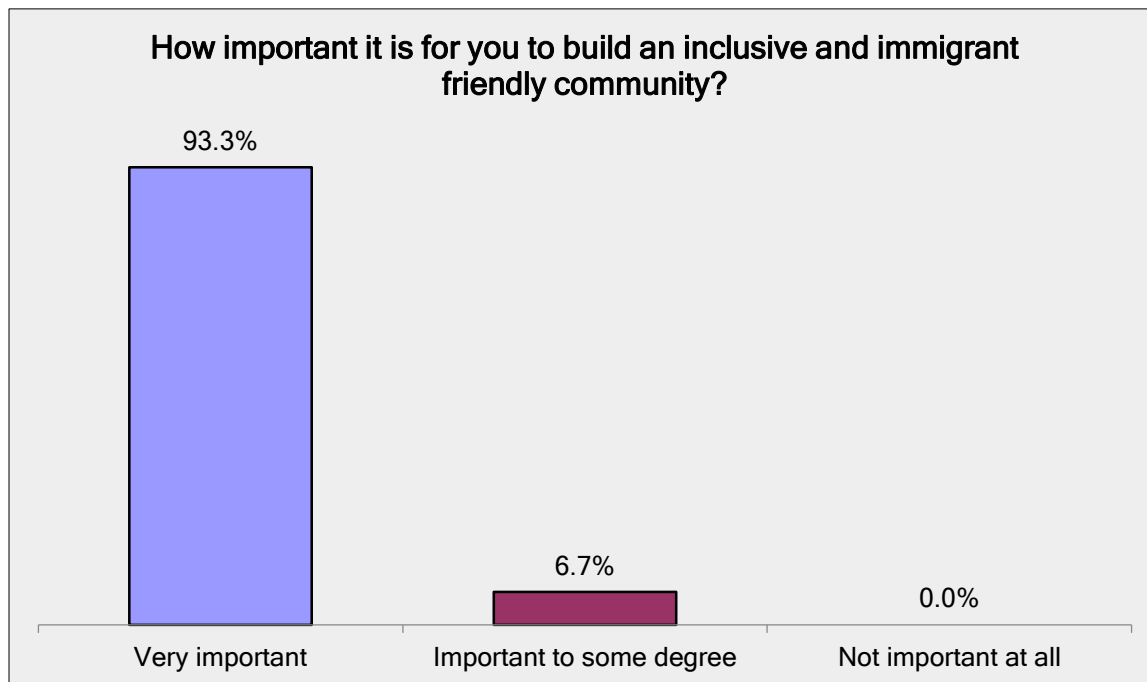


Figure 22: 15 out 55

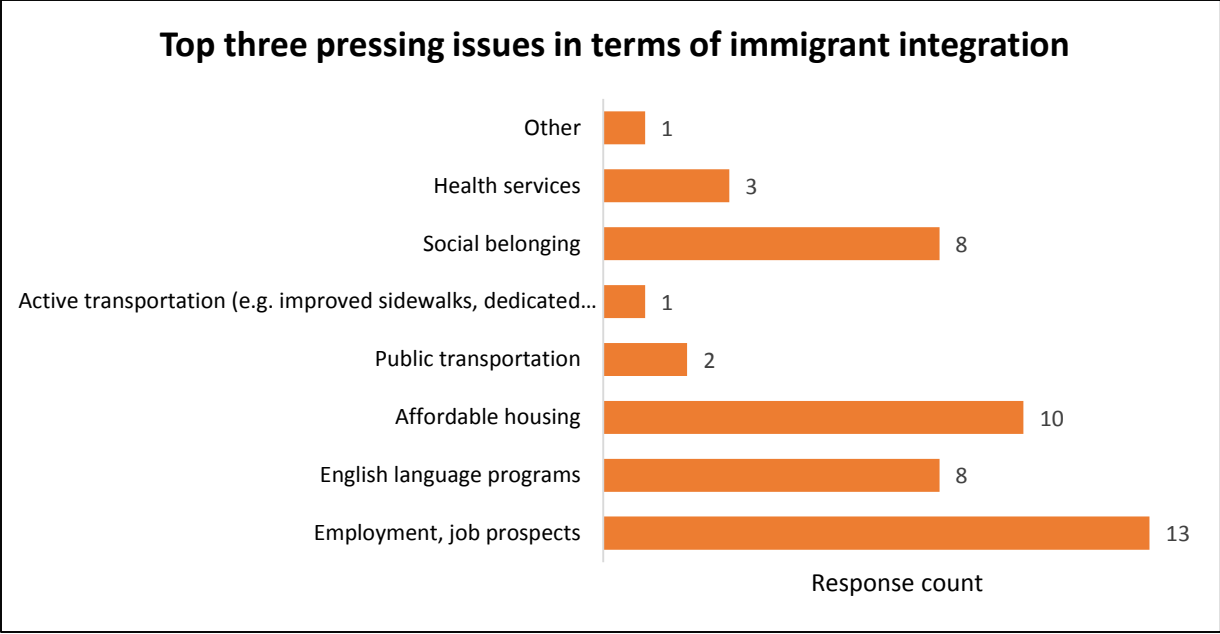


Figure 23: 15 out of 55

In your opinion what should be done to make Peterborough an immigrant friendly and inclusive community?

- There are a lot of locals who engage in straight racist behaviour.
- Recognition that Peterborough is becoming more multicultural.
- The more services available.
- Greater access to support services, stronger municipal support for services, greater community awareness of immigrant communities in the City.
- There is more inclusiveness in the city. We are becoming a melting pot of cultures.
- Hear wonderful things about the New Canadians Center.
- There are more immigrants in the community which has forced the community to become more welcoming.
- Social media and the education system which promotes appreciation of other cultures
- General improvement in tolerance and openness in the community.
- Attempts to welcome and integrate newcomers into the community through programming and organisations such as the NCC.

Other comments

- It's great that food stores are beginning to have "immigrant" food on offer.
- Let's hope other services learn from this whether its sport, films or music, etc.
- Set up civic awards for contributions of new Canadians.