



City of
Saskatoon
Office of the City Clerk

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December 31, 2013

Ms. Cornelia Laliberte, Chair
Mr. Michael San Miguel, Vice-Chair
Councillor T. Davies
Ms. Sharon Clarke
Ms. Jennifer Hingley
Dr. Azharul Islam
Ms. Nayyar Javed
Mr. Toffic Salah

Mr. Sam Sambasivam
Mr. David Santosi
Ms. Karen Schofield
Mr. Christopher Sicotte
Mr Keith Tsang
Ms. Torri-Lynn Wanotch
Police Chief Clive Weighill
Ms. Kari Wuttunee

Dear Committee Members:

NOTICE OF MEETING
CULTURAL DIVERSITY AND RACE RELATIONS COMMITTEE

Please take note of the following meeting of the above-noted Committee.

DATE: Thursday, January 9, 2014

TIME: 12:00 noon

PLACE: Committee Room "E", Ground Floor, South Wing, City Hall

A copy of the agenda is attached.

Please notify the City Clerk's Office two days before the meeting if you are unable to attend.

Yours truly,

Joyce Fast, Secretary
Cultural Diversity and Race Relations Committee

JF:aam

Attachment

cc: City Manager
 General Manager, Community Services Department
 General Manager, Corporate Performance Department
 Director of Aboriginal Relations
 Director of Community Development
 Director of Planning and Development Branch
 Cultural Diversity and Race Relations Coordinator, Community Development
 Immigration, Diversity and Inclusion Consultant, Community Development
 Inspector Mitch Yuzdepski, Saskatoon Police Service

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AGENDA

(OPEN TO THE PUBLIC)

CULTURAL DIVERSITY AND RACE RELATIONS COMMITTEE

THURSDAY, JANUARY 9, 2014, AT 12:00 NOON
COMMITTEE ROOM "E", GROUND FLOOR, SOUTH WING, CITY HALL

1. 2014 Membership – Cultural Diversity and Race Relations Committee
(File No. CK. 225-40)

City Council, at its meeting held on December 2, 2013, adopted a recommendation of its Executive Committee that the following be appointed and reappointed to the Cultural Diversity and Race Relations Committee for the terms indicated:

For 2014:

Councillor T. Davies
Dr. Azharul Islam
Ms. Nayyar Javed
Mr. Toffic Salah
Mr. Michael San Miguel
Mr. Keith Tsang
Ms. Torri-Lynn Wanotch
Ms. Kari Wuttunee

To the end of 2015:

Mr. David Santosi, Ministry of Social Services
Mr. Christopher Sicotte, Public-Métis Community

In addition, the following members have already been appointed to the Committee to the end of 2014:

Ms. Sharon Clarke, Saskatoon Health Region
Ms. Jennifer Hingley, Board of Education for Saskatoon Public Schools
Ms. Cornelia Laliberte, Board of Education, Greater Saskatoon Catholic Schools
Mr. Sam Sambasivam, Saskatchewan Intercultural Association
Ms. Karen Schofield, First Nations Community
Police Chief Clive Weighill (or designate Inspector Mitch Yuzdepski)

2. Appointment of Chair and Vice-Chair for 2014
Cultural Diversity and Race Relations Committee
(File No. CK. 225-40)

The Committee is requested to appoint a Chair and Vice-Chair for 2014. Ms. Cornelia Laliberte was Chair for 2013 and Mr. Mike San Miguel was Vice-Chair.

**AGENDA
(OPEN TO THE PUBLIC)
CULTURAL DIVERSITY AND RACE RELATIONS COMMITTEE
JANUARY 9, 2014
Page 2**

3. Orientation for Newly-Appointed Members
Cultural Diversity and Race Relations Committee
(File No. CK. 225-40)

Attached is a meeting schedule for the Cultural Diversity and Race Relations Committee which provides an overview of the general focus of each of the meetings of the Committee for the year. Also attached is a copy of the Committee's Terms of Reference.

4. 2012 Employment Equity Report
(File No. CK. 4500-1)

Attached, for Committee members, is a copy of the City of Saskatoon 2012 Employment Equity Report.

Ms. Jodi Fick-Dryka, Diversity Coordinator, Human Resources, will be in attendance to present the report.

5. Minutes - of meeting held on September 12, 2013.

6. 2013 Education and Awareness Initiatives
Cultural Diversity and Race Relations Committee
(File No. CK. 225-40-10)

The Cultural Diversity and Race Relations Committee has a budget of \$11,100 for education and awareness, to include co-sponsorship of related initiatives.

In 2013 the Committee allocated \$8,600 for co-sponsorships. Attached is a copy of expenditures for 2013.

7. Update from Cultural Diversity and Race Relations Coordinator
(File No. CK. 100-10)

Attached are the October 2013 and January 2014 updates from Ms. Becky Sasakamoose Kuffner, Cultural Diversity and Race Relations Coordinator, regarding initiatives she is involved in through the Cultural Diversity and Race Relations Office.

**AGENDA
(OPEN TO THE PUBLIC)
CULTURAL DIVERSITY AND RACE RELATIONS COMMITTEE
JANUARY 9, 2014
Page 3**

8. Update from Immigration, Diversity and Inclusion Consultant
(File No. CK. 100-21)

Attached are the September-October 2013 and November-December 2013 updates from Ms. April Sora; Immigration, Diversity and Inclusion Consultant, regarding the Immigration Initiatives.

9. Capacity for Newcomer Settlement and Integration in
Saskatoon: Taking Stock for Taking Action
(File No. CK. 100-21)

Attached is a copy of Clause 6, Report No. 16-2013 of the Planning and Operations Committee, which was adopted by City Council at its meeting held on October 7, 2013. (Members are reminded to bring their copies from the November 14, 2013, agenda as that meeting did not proceed due to lack of quorum).

10. Cultural Diversity and Race Relations Committee
2014 Meeting Dates
(File No. CK. 225-40)

The following is the schedule of meetings for 2014 (12:00 noon):

- Thursday, January 9 (1 to 1 ½ hour meeting);
- Thursday, February 13 (2 to 2 ½ hour meeting);
- No meeting in March (to provide an opportunity for Committee members to attend the March events for Cultural Diversity and Race Relations Month);
- Thursday, April 10 (1 to 1 ½ hour meeting);
- Thursday, May 22 (2 to 2 ½ hour meeting);
- Thursday, September 11 (2 hour meeting); and
- Thursday, November 13 (2 hour meeting).

11. Cultural Diversity and Race Relations Committee – 25th Anniversary
(File No. CK. 225-40)

Attached is an excerpt from the minutes of meeting held on September 12, 2013, regarding the above.

Also attached, are meeting notes from the Cultural Diversity and Race Relations Committee – 25th Anniversary Planning Committee meeting held on December 18, 2013.

**AGENDA
(OPEN TO THE PUBLIC)
CULTURAL DIVERSITY AND RACE RELATIONS COMMITTEE
JANUARY 9, 2014
Page 4**

12. 2012-2013
Saskatoon Public Schools
Report to the Community
(File No. CK. 225-40)

A copy of the above-noted booklet will be available for viewing at the meeting.

13. Open Discussion by Committee Members
(File No. CK. 225-40-10)

This is a new standing item on the agenda to provide Committee members an opportunity to have an open discussion/sharing time for approximately 10-15 minutes.

14. Next Meeting Date
(File No. CK. 225-40)

The next meeting of the Committee will be held on February 13, 2014, at 12:00 noon in Committee Room "E", Ground Floor, South Wing, City Hall.

Meeting Schedule for Cultural Diversity and Race Relations Committee

- 1) First meeting in January if there are new members - orientation session to include:
 - Welcome to new members and information from members regarding representation/participation on the Committee.
 - Information provided by the Deputy City Clerk on the mandate of the Committee, Committee procedures, and focuses/themes previously established by the Committee. The draft annual report could be available for review by the Committee to highlight what has occurred in the previous year.
 - Highlights from the Cultural Diversity and Race Relations Policy, including a review by the Coordinator of the previous year's annual report.
 - Information from the Immigration Community Resource Coordinator, including highlights from the previous year annual report.
 - Establishment of short-term ad hoc committees to assist with:
 - Cultural Diversity and Race Relations Month events, including adjudication of the Living in Harmony literary and art contest entries. The meeting date and time for the adjudication would be provided by the Administration at that time, so members volunteering to assist with this would know if they were available to do this, and there would be a formal resolution setting out who is part of the ad hoc subcommittee; and
 - Adjudication and reporting with recommendations to the full Committee on Co-Sponsorship Applications (unless the full Committee wished to do this.)
- 2) Every 2nd or 3rd year, the February meeting would be set aside for planning (i.e. we would do planning for two to three years). This may assist in creating more long-term focuses and goals, assist the Committee in moving forward on initiatives, and help with informing groups about what the Committee is looking for in terms of reviewing education and awareness initiatives. On years where planning sessions are not held, we would address any pertinent updates regarding CD&RR Month and any issues that were previously identified for more in depth discussion. This would be a 2 to 2 ½ hour meeting.
- 3) March – A regular meeting would not be scheduled for March. Committee members would be encouraged to attend and participate in the Opening Ceremony and/or the Living in Harmony Adjudication and Ceremony. Dates for the March events would be available at the January meeting.
- 4) April - Consideration of applications for co-sponsorship as per the March 15th deadline (for initiatives held from July to December). The Committee would review applications received or review a report and recommendations from the ad hoc subcommittee appointed for this purpose (established at the January meeting). Updates from the Cultural Diversity and Race Relations and Immigration Community Resource Coordinators.

- 5) May and June – Have one meeting in May or June to review issues identified earlier as needing more in more depth discussion. This would also include a review of any outstanding issues that needed to be dealt with prior to the summer break, as well as updates from the Cultural Diversity and Race Relations Coordinator and Immigration Community Resource Coordinator. This would be a 2 to 2 ½ hour meeting.
- 6) September/October/November – Schedule 2 fall meetings (2 hours in length) to:
- Deal with co-sponsorship applications from the September 15 or 30th deadline (looking at best deadline) or review report from the ad hoc subcommittee regarding recommendations for co-sponsorship.
 - Updates from Cultural Diversity and Race Relations Coordinator and Immigration Community Resource Coordinator; and
 - Issues identified by the Committee as requiring more in depth discussion, as identified during the planning session or at a previous meeting; as emailed to the Deputy City Clerk three weeks prior to the meeting; or as brought forward by the Administration.
 - Review of draft annual report, including accomplishments and initiatives for the year.

CULTURAL DIVERSITY AND RACE RELATIONS COMMITTEE

AUTHORITY City Council Resolution – April 10, 1989, and Council and Committee Procedure Bylaw No. 8198, as amended.

PURPOSE The function of the Committee shall be to monitor and provide advice to City Council on issues relating to the Cultural Diversity and Race Relations Policy.

COMPOSITION

Total membership	18
Appointed/Nominated by City Council	18

The membership shall be appointed in such a way as to ensure that at least 50% is made up of members who are representative of the visible minorities.

Board of Education, Saskatoon Public Schools – 1 (two-year term)

Board of Education, Greater Saskatoon Catholic Schools – 1
(two-year term)

Saskatoon Police Services – Chief of Police or designate – 1
(two-year term)

Saskatchewan Intercultural Association – 1 (two-year term)

Saskatoon Health Region – 1 (two-year term)

Public, First Nations Community (Public) – 1 (two-year term)

Public, Métis Community (Public) – 1 (two-year term)

Ministry of Social Services – 1 (two-year term)

Ministry of Corrections, Public Safety and Policing – 1 (two-year term)

General Public – Up to 8 (one-year term)

City Councillor – Up to 2 (one-year term)

MANDATE

- (a) To provide advice to City Council on policy matters relating to cultural diversity and race relations, as set out in Cultural Diversity and Race Relations Policy C10-023.
- (b) To provide advice and input to City Council on specific issues identified in the community with respect to the Cultural Diversity and Race Relations Policy, which require review by City Council.

CULTURAL DIVERSITY AND RACE RELATIONS COMMITTEE
CONTINUED

- (c) To monitor the success of the Cultural Diversity and Race Relations Policy, based on data provided by the Administration, and to advise City Council on ways for the City of Saskatoon to increase the success in working "with community organizations, business and labour, all orders of government, and other stakeholders to create an inclusive community, where ethno-cultural diversity is welcomed and valued, and where everyone can live with dignity and to their full potential, without facing racism or discrimination" to achieve the following four community outcomes:
- The workforce will be representative of the population of Saskatoon;
 - There will be zero tolerance for racism and discrimination in Saskatoon;
 - Community decision-making bodies will be representative of the whole community of Saskatoon; and
 - There will be awareness and understanding in the community regarding the issues, and acceptance of the various cultures that make up Saskatoon.
- (d) To provide education and awareness programs on cultural diversity and race relations issues, if the Committee so wishes and if a budget is approved by City Council, provided that the Administration is consulted prior to the implementation of each initiative to ensure that there is no duplication of services and that it supports the Cultural Diversity and Race Relations Policy.
- (e) To prepare and update, in consultation with the Administration, a brochure and/or provide information on the City's website, describing the Committee's mandate, membership, qualifications, recent activities, regular meeting schedule and how the public can contact the Committee.

REPORTING

- (a) The Cultural Diversity and Race Relations Committee reports to City Council through the Planning and Operations Committee.
- (b) The Cultural Diversity and Race Relations Committee will submit an annual report on its activities to the Planning and Operations Committee and City Council.

CULTURAL DIVERSITY AND RACE RELATIONS COMMITTEE
CONTINUED

- (c) The Cultural Diversity and Race Relations Committee is to submit a detailed budget request to the Planning and Operations Committee for review and approval prior to the request being placed in the Operating Budget estimates for consideration by the Budget Committee.

QUALIFICATIONS

- (a) A level of community involvement on related issues;
- (b) Demonstrated commitment to improving race relations in the community;
- (c) Knowledge and understanding of the concepts; and
- (d) Ability to commit time to attend meetings and other activities.

QUORUM

A quorum is a majority of the members.

TERM

Members are appointed for one and two-year terms.

MEETINGS

(January, February, April, May, September and November)
Day-----Thursdays
Time-----12:00 noon

File No. CK. 225-40

2014 MEMBERSHIP
CULTURAL DIVERSITY AND RACE RELATIONS COMMITTEE

<u>Year of Appointment</u>	<u>Name</u>	<u>Status of Appointment</u>
2013	Councillor T. Davies (One-year term)	Appointed to the end of 2013

Public (one-year term)

<u>Year of Appointment</u>	<u>Name</u>	<u>Status of Appointment</u>
2013	Mr. Azharul Islam (Public)	Appointed to the end of 2014
2011	Ms. Nayyar Javed (Public)	Appointed to the end of 2014
2014	Mr. Toffic Salah (Public)	Appointed to the end of 2014
2010	Mr. Michael San Miguel (Public)	Appointed to the end of 2014
2013	Mr. Keith Tsang (Public)	Appointed to the end of 2014
2013	Ms. Tori-Lynn Wanotch (Public)	Appointed to the end of 2014
2013	Ms. Kari Wuttunee (Public)	Appointed to the end of 2014

2013 MEMBERSHIP
CULTURAL DIVERSITY AND RACE RELATIONS COMMITTEE cont'd

Group Appointments (Two-year term)

<u>Year of Appointment</u>	<u>Name</u>	<u>Status of Appointment</u>
Sept. 2006	Chief Clive Weighill (or designate Inspector Yuzdepski) (Saskatoon Police Service) (Two-year term)	Appointed to the end of 2014
Sept. 14/09	Ms. Cornelia Laliberte (Board of Education for Greater Saskatoon Catholic Schools) (Two-year term)	Appointed to the end of 2014
Sept. 2010	Ms. Jennifer Hingley (Board of Education for Saskatoon Public Schools) (Two-year term)	Appointed to the end of 2014
Oct. 2012	Ms. Sharon Clarke (Saskatoon Health Region) (Two-year term)	Appointed to the end of 2014
Oct. 2012	Mr. Sam Sambasivam (Saskatchewan Intercultural Association) (Two-year term)	Appointed to the end of 2014
2012	Mr. David Santosi (Ministry of Social Services) (Two-year term)	Appointed to the end of 2014
2009	Ms. Karen Schofield (Public – First Nations Community) (Two-year term)	Appointed to the end of 2014
2014	Mr. Christopher Sicotte (Public – Metis Community) (Two-year term)	Appointed to the end of 2015

City of Saskatoon
Employment Equity Report
2012

Table of Contents

Introduction	2
Background	2
Focus and Purpose of Report.....	3
Scope of Report.....	3
Methodology of Report	3
Definitions.....	4
Benchmarks.....	4
Key findings of Report	5
Summary of Recommendations for Improvement	6
Narrative	7
Recruitment and Retention of Employment Equity Group Members	7
Welcoming and Respectful Work Environment.....	15
Employment Equity Statistics	21
Workforce Analysis of Total Staff by Occupational Group – 2012	21
Workforce Analysis of Management Staff – 2012.....	22
Workforce Analysis Over Five Years.....	23

Introduction

Background

In 1979 the Saskatchewan Human Rights Commission (SHRC) received the Legislative mandate through the Saskatchewan Human Rights Code to promote equality through Affirmative Action, or equity programs:

Under Section 47 of the Human Rights Code, the Commission has approved programs for women, Aboriginal people, people with disabilities and members of visible minorities. To a disproportional degree these groups experience high unemployment or are restricted to low-paying, low-level positions. In the workplace, they face more discrimination than other groups.¹

Statistics Canada predicts that the proportion of Saskatchewan residents who are of Aboriginal ancestry will rise from 9.9% in 1991 to between 16.0% and 18.1% in 2016.² Canada's visible minority population is expected to account for about 20% of all adults by the year 2016, more than double its proportion in 1991.³ The participation rate of women in the Canadian labour force rose from 51.7% to 57.6% between 1982 and 1992, and is expected to continue increasing.⁴

The City of Saskatoon (the City) began addressing the implementation of Affirmative Action in 1980. In November, 1981, an agreement was reached with the Canadian Union of Public Employees (CUPE) Locals 47, 59, and 859 to participate in a joint Union/Management Committee to develop the Affirmative Action Program. In 1986 the Affirmative Action Program was approved by City Council. The Affirmative Action Program was designed as a long and short-term organizational strategy that will ensure equality of opportunity exists at all employment levels. It would take into account the specific and special conditions of the City of Saskatoon. Initially, the Affirmative Action Program included three designated groups:

- persons of Aboriginal ancestry
- persons with a disability
- women in non-traditional roles

In 1995, the visible minority designated group was added after a workforce survey reinforced the lack of representation from this group. In addition, the title of the program was changed to Employment Equity which provides a more accurate reflection of the program's focus.

The City of Saskatoon's Employment Equity Program was approved by the SHRC in 1986 and is monitored on an annual basis.

¹ Renewing the Vision Human Rights in Saskatchewan, Saskatchewan Human Rights Commission, 1996, p.96.

² Statistics Canada Employment Equity Data Program, "Projections of Population with Aboriginal Ancestry," Cat. 91-5390XPE, pg.34. In Renewing the Vision Human Rights in Saskatchewan Report of the Saskatchewan Human Rights Commission 1996.

³ Statistics Canada, *Canadian Social Trends*, Summer 1995, Cat 11-008E, p. 8 in Renewing the Vision Human Rights in Saskatchewan Report of the Saskatchewan Human Rights Commission 1996.

⁴ Statistics Canada Survey of Labour and Income Dynamics, *The Wage Gap Between Men and Women: An Update*, May 1995, Cat. 95-14, p.5. In Renewing the Vision Human Rights in Saskatchewan Report of Saskatchewan Human Rights Commission 1996.

In 1995 the SHRC adopted new goals and defined the term “under-representation”. This established a consistency amongst organizations with programs approved by section 47 of the Saskatchewan Human Rights Code. The SHRC also eliminated the term “non-traditional” when tracking the progress of women as a designated group.

Since the partnership with SHRC began in 1986, the City of Saskatoon has made positive progress in creating a workforce representative of its community. In 2012 the City of Saskatoon received an award that recognized the City of Saskatoon as one of Canada’s Best Diversity Employers.

Focus and Purpose of Report

Under the SHRC, *Employment Equity Act*, the City of Saskatoon submits an annual report detailing the progress made towards achieving a representative workforce. Statistics are provided that detail the representation of women, persons with disabilities, Aboriginal people and members of visible minorities groups within the corporation.

As required under the Act, the current report includes:

1. A narrative description of significant actions taken to implement the organization’s equity plan and;
2. Workforce data (statistical report).

Scope of Report

The statistical data represents employees from the following employee groups: Senior Administration (230), Exempt Staff Association (ESA) 222, Saskatoon Civic and Middle Management Association (SCMMA) 292, Canadian Union of Public Employees (CUPE) 47, CUPE 59, CUPE 859, International Brotherhood of Electrical Workers (IBEW) 319 and Amalgamated Transit Union (ATU) 615.

This data includes all full-time, part-time, permanent, seasonal and temporary positions.

The data is from the City of Saskatoon’s peak employee period which is July 31, 2012. This date best reflects the total employee population and is the same reporting period used for the original report.

Methodology of Report

All employees are asked to complete a voluntary self-identification survey when they commence their employment with the City of Saskatoon. For the purposes of employment equity tracking, we are limited to relying on the employee’s choice to self declare, as the declaration is voluntary. It is important to note that our workforce may have a better representation of the employment equity groups, than the statistics indicate.

The answers to this voluntary survey are kept confidential (in a separate file) and are recorded in SmartStream, the corporate payroll system. The employment equity statistics are extracted from the system for calculation and interpretation for the purposes of this report.

The format of the report is based on recommendations from SHRC, in addition to best practices derived from other SHRC Employment Equity partners.

Definitions

Please refer to the following definitions to better understand what is included and how each statistic is calculated:

Aboriginal - employees who chose to self declare at the start of their employment that they are Aboriginal. SHRC defines this group to include people who are First Nation, Métis or Inuit.

Employees with Disabilities - employees who chose to self declare at the start of their employment that they have a disability. In consultation with SHRC, in 2011 this definition was expanded to also include persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

SHRC defines a person with a disability as one who has a long term or recurring physical, mental, sensory, psychiatric or learning impairment and:

- considers himself/herself to be disadvantaged in employment by reason of that impairment and;
- believes that an employer or potential employer is likely to consider him/her to be disadvantaged in employment by reason of that impairment.

Female - employees who chose to self declare at the start of their employment their gender as female. According to SHRC women are considered underrepresented in occupations within our labour force if they occupy less than 47% of positions within those occupations.

Visible Minority - employees who chose to self declare at the start of their employment that they are a member of a visible minority group. This includes people who are of colour, other than Aboriginal people.

Benchmarks

In 2012, the SHRC set the figures (shown below) as long-term goals for a representative workforce. The SHRC chose the age range of 15 to 74 to reflect the change in the Saskatchewan Human Rights Code, caused by the end of mandatory retirement.

SHRC – 2012 Goals for Representative Workforce

Equity Group	See Note	2012 Goal
Aboriginal People		
Provincial	(1)	13.1%
Prince Albert and Northern Administration District	(2)	30.1%
Members of a Visible Minority Group		
Provincial	(3)	3.8%
Regina or Saskatoon	(4)	6.6%
Persons with Disabilities	(5)	9.7%
Women in Underrepresented Occupations	(6)	47.0%

Notes

- 1) *This is the percentage of the population 15 to 74 years of age who self-identify as Aboriginal based on the 2006 Statistics Canada census (12.8%) updated to 2011 using estimates from Sask Trends Monitor.*
- 2) *If more than 70% of your workforce is employed in Prince Albert or the Northern Administrative District, please use 30.1% as your goal.*
- 3) *This is the percentage of the population 15 to 74 years of age who self-identify as members of a visible minority group based on the 2006 Statistics Canada (3.6%) census and updated to 2010 using estimates from Sask Trends Monitor.*
If more than 30% of your workforce is primarily located outside of Regina or Saskatoon, please use the provincial goal of 3.8%.
- 4) *If more than 70% of your workforce is primarily located in Regina or Saskatoon, please use the urban goal of 6.6%.*
- 5) *This is based on the proportion of the population 15 to 64 years of age who reported a disability or activity limitation in the 2001 PALS.*
- 6) *In 2009, women made up 47% of people employed in Saskatchewan according to Statistics Canada's Labour Force Survey. If you are an employer which uses the National Occupational Codes (NOC) use of the three digit code is sufficient.*
- 7) *Report on the basis of positions rather than on the basis of full-time equivalents. For example, an employer with 10 half-time Aboriginal employees should report having 10 rather than 5 Aboriginal employees.*

Key Findings of Report

- The City of Saskatoon's Aboriginal employee population was 7.6%.
- The visible minority equity group employee population increased to 6.9% in 2012.
- The employee population for persons with a disability was 3.8% in 2012. In 2011 the definition of this category was expanded in consultation with SHRC to include persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.
- Corporately 39.1% of the employee population is female. Female employees are particularly unrepresented in occupational groups of trades, apprentices and operations.

Summary of Recommendations for Improvement

STRATEGIC PLANNING

The 2012-2022 City of Saskatoon Strategic Plan, approved by City Council and available on the City of Saskatoon website, includes seven strategic goals, one of which is to create “A Culture of Continuous Improvement”.

One long-term strategy under this priority is to “offer an inclusive workplace that embraces diverse backgrounds.” One of the success drivers of this priority is a measurement of the City of Saskatoon’s workforce representative of city’s population.

The City of Saskatoon Workforce Futures Document (2013-2016) is the City’s strategic approach to addressing actionable workforce priorities to ensure a skilled, knowledgeable and inclusive workforce capable of responding to changing demographic trends, economic conditions and technological innovations. One of the five strategic priorities is an “Inclusive Workforce.” Work will be undertaken on this priority that focuses on the following action items:

- Diversity and Inclusion Strategy
- Aboriginal Employment Strategy
- Inclusion Awareness and Training
- A Business Case for Inclusion

2013 INITIATIVES

- Diversity Training and Awareness – Research and deliver a suite of diversity and inclusion workshops to raise awareness amongst our workforce.
- Diversity Business Case – Develop the Business Case for Diversity in order to provide a strategic foundation and set priorities.
- Celebrate Diversity and Inclusion – Recognize, celebrate and promote leaders in the organization whose efforts and commitments have resulted in creating an inclusive work environment.
- Review and revise the corporate Respectful Workplace and Workplace Harassment policies and procedures.
- Establish an Aboriginal Affinity Network for employees. One purpose of this network will be to identify proactive strategies to enhance retention of Aboriginal employees.

Narrative

2012-2022 Strategic Plan - A Culture of Continuous Improvement

The City of Saskatoon's 2012-2022 Strategic Plan, with input from the Community Visioning process, outlines seven strategic goals. The strategic goal of "A Culture of Continuous Improvement" specifically outlines strategies and priorities for our current and future employment. The following programs and initiatives have contributed to this particular strategic goal and the priorities within this goal.

Recruitment and Retention of Equity Group Members

Strategic Priority: *Develop and monitor a recruitment and retention strategy that attracts the best available talent and retains new employees over the long term.*

AWARDS AND RECOGNITION

- The City of Saskatoon was one of 55 organizations recognized as Canada's Best Diversity Employers for 2013. This national award recognizes employers that lead the nation in creating diverse and inclusive workplaces through exceptional workplace diversity and inclusiveness programs. Applications are reviewed against the Equity Continuum, an industry-recognized diversity measurement methodology. This logo is now attached to City of Saskatoon recruitment materials to demonstrate commitment to workplace diversity.
- The Saskatchewan Intercultural Association recognized the City of Saskatoon at their annual recognition event for partnering in their mentorship program.
- The SHRC has approved the City of Saskatoon as an Employment Equity partner. As such the Organization is granted permission to utilize the equity partner "seal", which was developed by the SHRC to notify applicants that the organization is an "equity partner."



DIVERSITY ROUNDTABLE

The City of Saskatoon began participating in a National Diversity Roundtable hosted by TWI Inc. The Diversity Roundtable (DRT) is a voluntary professional networking association for diversity and inclusion practitioners from public and private sector organizations across the country. The group seeks to identify and discuss strategies for challenges facing their members and to share best practices in the area of diversity and inclusion. Topics for 2012 included employee resource groups, mentorships, leadership, positive psychology and the Trinity II Project.



ENHANCING RETENTION THROUGH COMMUNICATION

In 2012, the City hosted a workshop for all Aboriginal Seasonal Parks Labourer staff. The purpose of this workshop was to engage and inform them with information about expectations of the workplace, and educate them on opportunities for growth and progression within the Corporation. In addition, a representative from the Saskatoon Tribal Council (STC) presented information on STC programs and services. **32** employees were in attendance.

In 2012, the City of Saskatoon sent 7 strategic employment recruitment ads to over 900 Aboriginal offices in Saskatchewan and Manitoba.

Currently there are 4 summer positions designated for Aboriginal people and 2 full time permanent positions designated for people with cognitive disabilities.

ABORIGINAL LINK

Aboriginal Link is a direct communication service provider and efficient outreach tool that creates an excellent opportunity for organizations to establish their brand and to build community presence in urban, rural, and remote 'centers of influence' where 1.5 million Aboriginal Peoples work, live, learn and play. They do this through direct communications using a comprehensive national database.

This diversity recruitment and retention program uses a combination of strategic and tactical campaigns designed to attract Aboriginal job seekers and build trust to foster a community presence.

In 2012, **seven** strategic ads each went to over **900** Aboriginal offices in Saskatchewan and Manitoba. In addition, all weekly job postings are placed on the website www.aboriginalcareers.ca. This site is a highly specialized employment portal fully-dedicated to assisting Aboriginal job seekers in researching and acquiring opportunities to develop their careers.

DESIGNATED POSITIONS

Designated positions are defined as positions which are limited to applicants from the designated employment equity groups as defined by the SHRC.

- In partnership with Saskatoon Tribal Council and Gabriel Dumont Institute, the Summer Playground Program employed **four** Aboriginal people in 2012 to run playground programs with the Meetawetan Cultural Travelling van throughout the city. This was Aboriginal focused programming.
- Currently there are **two** full-time permanent positions within the City of Saskatoon that are specifically designated for people with cognitive disabilities.

RECOGNITION OF FOREIGN QUALIFICATIONS

- The City of Saskatoon recognizes foreign qualifications through the International Qualification Assessment Service (IQAS). IQAS is mandated to promote the fair recognition of education received outside of Canada. IQAS assessments are designed to increase access and entry to: the job market, educational institutions and professional regulatory organizations.
- The City of Saskatoon recognizes foreign engineering credentials that have been assessed and approved by the Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS) as having the "Members in Training" status.

RECRUITMENT EVENTS

The City of Saskatoon attended **34 recruitment events** in 2012. Several of these events were dedicated to members of the employment equity groups.

Name	City
Saskatchewan Institute of Applied Science and Technologies (SIAS) Woodland Campus	Prince Albert
University of Saskatchewan (U of S) Education Career Fair	Saskatoon
The Future is Yours Career Fair	Saskatoon
SIAS Kelsey Campus	Saskatoon
One Arrow First Nation Community Career Fair	One Arrow Indian Reserve
U of S 2012 Campus Career Expo	Saskatoon
University of Saskatchewan Graduation Pow Wow	Saskatoon
Community Job Fair (Princess Alexander Community School)	Saskatoon
Muskeg Lake Cree Nation Career/Job Fair	Muskeg Lake Reserve
Counseil De La Cooperation De La Saskatchewan Job Fair (2)	Saskatoon
Regional Active Measures Info and Networking Conference - Yorkton Tribal	Saskatoon
Workwest Job Fair	Saskatoon
Disability Expo	Saskatoon
Disability Expo Luncheon	Saskatoon
Saskatchewan Intercultural Association (SIA) Recognition Banquet	Saskatoon
Partners for Workplace Inclusion Program - Business Advisory Awards Luncheon	Saskatoon
Saskatoon Skills and Trades Recruitment Presentation	Saskatoon
Saskatchewan Indian Institute of Technology (SIIT) Information Day	Saskatoon
Saskatoon Skills and Trades Centre Graduation Luncheon	Saskatoon
Edwards School of Business Coop Student Open House	Saskatoon
SIA Recruitment Presentation (2)	Saskatoon
Nutana Partnership Appreciation Luncheon	Saskatoon
Saskatchewan Abilities Council Annual General Meeting Luncheon	Saskatoon
SIAS Adult Basic Education Recruitment Presentation	Saskatoon
SIAS Student Reception/Dinner	Saskatoon
SIIT Recruitment Presentation	Saskatoon
U of S Aboriginal Student Society Presentation	Saskatoon
SIAS Recruitment Presentation (TPSEE)	Saskatoon
North Sask Business Association Luncheon	Saskatoon
Saskatoon Open Door Society Recruitment Information Session	Saskatoon

OUTREACH RECRUITMENT PROGRAMS

The City of Saskatoon has developed an extensive Outreach Recruitment Program. The community based agencies in the chart below provide support to various equity group members in seeking employment with the City of Saskatoon. These partners receive ongoing communication to assist their clients, members and customers with information on City of Saskatoon employment opportunities including:

- Weekly job postings
- Recruitment presentations
- Mock interviews with the City's Human Resources Department
- Personal consultations with agencies including their clients with the Diversity Coordinator
- Referral follow-up on applications of clients

Partnering Agencies and Organizations

<i>Canadian National Institute for the Blind (CNIB)</i>	<i>Saskatchewan Abilities Council, Partners in Employment Program</i>
<i>Canadian Paraplegic Association</i>	<i>Saskatchewan Association for Community Living</i>
<i>Central Urban Métis Federation (CUMFI)</i>	<i>Saskatchewan Association of Recreation Professionals (SARP)</i>
<i>Conseil de la Cooperation de la Saskatchewan</i>	<i>Saskatchewan Deaf and Hard of Hearing Services Inc.</i>
<i>Dumont Technical Institute Inc. (DTI)</i>	<i>Saskatchewan Indian Federated College (SIFC)</i>
<i>Federation of Saskatchewan Indian Nations (FSIN)</i>	<i>Saskatchewan Indian Institute of Technologies (SIIT) - Construction Careers</i>
<i>First Nations University</i>	<i>Saskatchewan Indian Institute of Technology (SIIT)</i>
<i>Food Bank – Literacy Council</i>	<i>Saskatchewan Intercultural Association (SIA)</i>
<i>Gabriel Dumont Institute (GDI)</i>	<i>Saskatchewan Urban Native Teacher Education Program (SUNTEP)</i>
<i>Greater Saskatoon Catholic School Division</i>	<i>Saskatoon Employment Access Resource Centre for Human Services (SEARCH's)</i>
<i>Human Resources Development Canada</i>	<i>Saskatoon Indian and Métis Friendship Centre</i>
<i>Indian and Northern Affairs Canada</i>	<i>Saskatoon Open Door Society (SODS)</i>
<i>Indian Teacher's Education Program (ITEP)</i>	<i>Saskatoon Public School Division</i>
<i>International Women of Saskatchewan (IWS)</i>	<i>Saskatoon Skills and Trades Centre</i>
<i>Lac La Ronge Indian Band</i>	<i>Saskatoon Tribal Council Urban First Nations Services Inc.</i>
<i>Learning Disabilities Association of Saskatchewan</i>	<i>SaskWitt</i>
<i>Ministry of the Economy, Labour Market Services Branch</i>	<i>SIAST - ABE Program</i>
<i>Muskeg Lake Cree Nation</i>	<i>SIAST - Aboriginal Student Association</i>
<i>Native Access Program to Nursing</i>	<i>SIAST - Student Employment & Career Centre</i>
<i>North Saskatchewan Independent Living Centre</i>	<i>Southern Plains Métis Local 160 Inc.</i>
<i>Northern Lights School Division #113</i>	<i>The Global Gathering Place</i>
<i>Partners for Workplace Inclusion Program (PWIP)/Canadian Council on Rehabilitation and Work (CCRW)</i>	<i>University of Saskatchewan - Aboriginal Public Administration Students' Society (APASS)</i>
<i>Prince Albert Grand Council (PAGC)</i>	<i>University of Saskatchewan - Aboriginal Student Centre</i>
<i>Public Service Commission</i>	<i>University of Saskatchewan - Employment Centre</i>
<i>Quint Development Corporation</i>	<i>YWCA</i>

30 community organizations were invited to attend the Partnership Appreciation Luncheon, with 56 people in attendance.

PARTNERSHIP APPRECIATION LUNCHEON

The Human Resources Department hosted a luncheon for community organizations and agencies that have worked in partnership with the City on Diversity initiatives. A total of **30** different community organizations were invited and **56** people in attendance.

The Luncheon had four main objectives including:

- Recognizing and thanking **30** community agencies and organizations that have supported diversity and inclusion initiatives over the past year.
- Introducing the City's employment team in order to encourage open communication amongst all those involved in supporting a diverse and inclusive workforce; client barriers were also discussed.
- Explaining how diversity is incorporated into the City's Strategic Plan and Workforce Futures document.
- Receiving constructive, written feedback from the partner organizations on their perception of the quality of relationship between the City and their organization and areas of improvement.

RECRUITMENT THROUGH COMMUNITY ENGAGEMENT

- City of Saskatoon was asked to present the keynote address at the Saskatchewan Intercultural Association (SIA) "Making Connections" event. This event explored the opportunities and challenges in hiring professional talent in Saskatoon's labour market with both internationally trained immigrants and businesses in attendance. Also at this event SIA launched their new Connector Program which provides internationally trained professionals an opportunity to network with business and industry specialists in their field and gain industry specific advice.
- The Human Resources Department provided **one** tour of City Hall for the International Women of Saskatchewan (IWS) program which included women who are new to Canada. The tour also included information about employment opportunities within the Corporation as well as describing what services are available to Saskatoon residents.

- The Diversity Coordinator is a committee member of the Business Advisory Committee (BAC) for Partners for Workplace Inclusion Program (PWIP) which is a program of the Canadians Council for Rehabilitation and Work (CCRW). Part of the committee's role is to assist in coordinating a Business Recognition Awards Luncheon which convenes members of the business community of Saskatoon to celebrate and recognize the inclusion, partnerships and the diversity initiatives demonstrated in assisting and supporting persons with cross – disabilities.
- The City is represented as a committee member for Interprovincial Association on Native Employment (IANE).

PRE-EMPLOYMENT TRAINING PROGRAMS

4 First Nation and 4 Métis people participated in Heavy Equipment Operating and Class 1A pre employment training.

5 out of the 8 students were immediately hired as seasonal Labourers in the Public Works Branch.

- Heavy Equipment Operators(HEO)/Class 1A Program

In partnership with STC, GDI and SIIT, the HEO/Class 1A Program provided training for **four First Nation and four Métis people** in the safe operation of heavy equipment and routine maintenance of machinery. Individuals were trained and received their HEO Certification and Class 1A license. The City of Saskatoon provided a neighbourhood development project which was used as the training ground for the participants. A total of **five** participants out of the eight were hired into permanent seasonal positions with the City in the fall of 2012.

- Building Custodian/Fireman Certificate Program

The City has collaborated with Saskatoon Skills and Trades for three years to design and deliver a pre-employment Building Custodian/Fireman Certificate Program to assist in recruiting building custodians and similar positions. This program is delivered in partnership with the Public School Division, University of Saskatchewan, Catholic School Division, Cameco and the Saskatoon Health Region. The program included a practical component with the employer partners. On the day of graduation, interviews were conducted with all the employer partners and participants. A total of **16** people started the program, of which **14** completed and **13** were still working after a six month follow-up. The City directly hired **five** from this graduating class.

9 Aboriginal participants are currently working on their Lifeguard certification and are expected to complete in 2013.

To date 162 Aboriginal youth have completed the ATOSKE program.

- **Aboriginal Lifeguard Program**

The City of Saskatoon continues to partner with Saskatoon Tribal Council, Gabriel Dumont Institute, YMCA of Saskatoon and the University of Saskatchewan to provide Lifeguard training and Certification. This program received funding through the Saskatoon Urban Aboriginal Strategy (Office of the Federal Interlocutor for Métis and Non-Status Indians) and the Community Initiatives Fund.

Currently there are **nine** participants in the program which are expected to be completed in June of 2013.

- **ATOSKE Program**

This program hosted three – two week training programs, with the goal of increasing the representation of Aboriginal workers applying for jobs with the City of Saskatoon. The program continues to build the capacity of Aboriginal youth and heightens their employability skills. Certifications that are obtained in this two week training course are:

- First Aid CPR ‘C’
- “Playleadership” Certification
- “High 5” Certification (Principles of Healthy Childhood Development)
- “Young Workers Readiness” Certification
- Introduction to Coaching Certification through the National Coaching Certification Program
- Paddle Canada’s – Canoeing and water safety training

Students of this program are taken on educational trips to Saskatchewan Institute of Applied Science and Technology, Saskatchewan Indian Institute of Technologies and the University of Saskatchewan. They also toured the City of Saskatoon’s Fire Station, Saskatoon Light and Power, Water Treatment Plant and Civic Centres to showcase how their training can lead to potential jobs. This summer training also provided students with a job shadowing placement at a City of Saskatoon playground site. Here they are provided with on the job program planning experience with City of Saskatoon employees. To date **162** youth have completed this program successfully.

7 participants are currently working towards completing their Fitness Leadership Certification program.

- Fitness Leadership Certification Program

The City of Saskatoon's Community Services Department continues to provide opportunities for urban Aboriginal residents to gain their certification as fitness instructors.

Three participants are nearing completion of practical hours and an additional **four** more are completing stage three or four toward their certifications this year. Once fully qualified under the Saskatchewan Parks and Recreation Association and National Fitness Leadership Alliance Certifications, they will be able to take on contracts with City of Saskatoon or community associations.

Welcoming and Respectful Work Environment

Strategic Priority: *Build a workplace culture that offers opportunities for career development, work-life balance and employee recognition.*

QUALITATIVE MEASUREMENT

In 2012, the City sought to evaluate diversity initiatives both qualitatively and quantitatively. In order to do this we recruited the help of TWI Inc., the measurement partner on the Canada's Best Diversity Employers Competition with MediaCorp and BMO Financial Group since its inception in 2007. The purpose of this measurement was to:

- Confidentially gather employee perceptions for key areas related to the City of Saskatoon's ongoing diversity and inclusion initiatives.
- Use baseline metrics of employee perceptions to fill any potential gaps in our programs and policies.
- To create a more inclusive work environment for the employees of the City of Saskatoon.

CAREER PATHING CONSULTATIONS

The Diversity Coordinator met with approximately **90** people to discuss careers with the City of Saskatoon. This one-on-one consultation provides employees with a practical career path that encompasses planning for education, experience and awareness on job postings.

WORKPLACE INCLUSIVENESS

The City provides a variety of initiatives and programs to improve workplace diversity and inclusiveness:

- Sign language interpretation is provided as needed (i.e., orientation, training sessions, etc.) for employees who are deaf or hard of hearing.
- Assisted technology is provided as needed for employees who have visual impairments.
- Support and accommodation is provided for current employees with English as a second language, whose work performance may benefit from language training.
- Awareness materials highlighting Saskatoon's diverse population have been developed by City staff and are prominently displayed in all City facilities.

RESPECTFUL WORKPLACE POLICY

The Respectful Workplace Policy is in place to resolve personal workplace differences and conflicts. Resolutions may involve face-to-face meetings, facilitation, mediation and written reports. This policy can be found on the City's website and brochures are distributed corporately in all facilities. The contents of the policy include:

- Purpose
- Rationale
- Philosophy
- Steps for resolving a conflict
- Consequences
- Prevention guidelines for supervisors, Union representation, Human Resources and employees
- Procedures for resolving incidences with general public
- Incident form

WORKPLACE HARASSMENT POLICY AND PREVENTION POLICY

The Workplace Harassment Policy and Prevention Policy states that "every employee of the City of Saskatoon has the right to a workplace free from harassment." The contents of the Policy include:

- Purpose
- Information resolution steps
- Formal resolution process
- Responsibilities of all parties
- Incident form

HARASSMENT AWARENESS AND PREVENTION TRAINING

During the Harassment Awareness and Prevention Training session participants increase their knowledge and awareness of harassment in the workplace, learn about processes for addressing harassment and get information on the City of Saskatoon's Respectful Workplace and Workplace Harassment and Prevention policies. A total of **12** sessions of this training were held in 2012 with **152** employees participating.

DISABILITY ASSISTANCE PROGRAM

The Disability Assistance Program establishes a process for minimizing the impact of an illness or injury on an individual's capacity to participate constructively in the work environment. This program exists to help employees regain their optimal physical and mental health, and successfully return to work. It also fulfills the City of Saskatoon's duty to accommodate employees who have suffered illness or injury that limits them in performing their assigned work duties.

12 Harassment Awareness and Prevention workshops were held in 2012 with 152 employees participating.

The programs goals and objectives include:

In 2012, 263 employees were accommodated through the Disability Assistance Program.

- To provide consistent and proactive assistance for ill or injured employees. The focus is on ability rather than on injury, illness or disability.
- To provide a safe return to regular, modified or transitional work duties for ill or injured employees, ensuring the work is meaningful and productive.
- To provide assistance as early as possible that will help reduce the feelings of isolation from the work environment and maintain self-respect by remaining productive.
- To provide a supportive work environment for employees returning to work after illness or injury.
- To coordinate the ongoing rehabilitation process and/or vocational services in a timely and effective manner.
- To encourage good communication among all the team players with an understanding of each other's roles and responsibilities.
- To ensure statutory compliance (i.e. duty to accommodate or any other relevant legislation).

In 2012, **263 employees** were accommodated through the Disability Assistance Program.

DUTY TO ACCOMMODATE AND THE HEALTH MANAGEMENT SYSTEM TRAINING (HMS)

32 employees took part in the Duty to Accommodate and Health Management Training in 2012.

In 2012 Duty to Accommodate and the Health Management System Training was provided twice with a total of **32 participants**. Through this training participants gain a better understanding of management of non-occupational and occupational injury/illness. The system was developed to ensure the City is supporting the employee from the first day of injury or illness through to a functional return to their pre-injury job or an accommodation. The HMS is an integration of short and long-term absences and works in conjunction with the Attendance Support Program as well as the Disability Assistance Program.

DISABILITY AWARENESS TRAINING

127 Facilities Branch employees participated in a Disability Awareness Training workshop.

A total of **127** Facilities Branch employees participated in one of **three** workshops developed and facilitated by the Saskatchewan Abilities Council. These workshops presented awareness and dispelled myths on the abilities of people with disabilities. Participants also gained valuable problem solving skills as they worked in groups to come up with solutions to several work related case studies.

ABORIGINAL RELATIONS ADVISOR POSITION

The City of Saskatoon, City Manager's Office has an Aboriginal Relations Advisor that helps enable successful partnerships and relationships with the Aboriginal government and community by promoting the engagement of Aboriginal people in municipal affairs including voting, business development, housing, etc.

FORMAL STATEMENTS OF COMMITMENT

- Two of the 11 core strategies from the 2012 Corporate Business Plan are specifically geared towards diversity and business outcomes. These strategies have specific action items directing City administration. At the end of the year, performance measurement tools will be used to obtain feedback on the impact of certain initiatives and provide guidelines for the development of the next planning cycle. The following are the two strategies:
 - Aboriginal Partnerships - Build on the strengths of our existing relationships with Aboriginal communities.
 - Multicultural Cooperation - Recognize the cultural diversity of our community and support growth through immigration.
- The Employment Equity Report was received by Executive Council on August 13, 2012 with the following motion:
 - *RESOLVED: that the information be received and that the Administration forward the report to City Council for its information.*
- Employment Equity Annual Report received by Cultural Diversity and Race Relations Committee - On November 8, 2012 the Cultural Diversity and Race Relations Committee met, and the 2011 Employment Equity report was presented and was resolved fulfilling "*that the information be received.*"
- Diversity initiatives have been specified as a priority in the City's Corporate Workforce Futures document. The document identifies "Inclusive Workforce" as one of the five strategic priorities with the following action priorities that will be worked on over the next four years:
 - Diversity and Inclusion Strategy
 - In partnership with the Human Rights Commission, the City develops a Diversity and Inclusion strategy inclusive of definitions, practices, processes and goals of employment equity. The plan highlights the Organization's intent to attain a representative workforce, incorporates cultural competencies into hiring practices, conveys the message of equal opportunity for all and outlines initiatives to address any barriers to employment.



- Aboriginal Employment Strategy
 - Develop an Aboriginal Employment Strategy that enables Aboriginal employees to enter and progress within the workforce, allowing the organization to meet the growing demands for all types of employment opportunities. The strategy addresses key areas such as: barriers to employment, the need for an employment role a model program and establishing Aboriginal employee networks.
- Inclusion Awareness and Training
 - Develop intercultural and inclusion awareness by providing successful models for learning and adaptation, and building capacity for cultural competence to enable and promote and inclusive culture at the City.
- Business Case for Inclusion
 - Develop a business case for inclusion that highlights the economic value of acquiring a representative workforce.
- The following Collective Bargaining Agreements have incorporated inclusive practices:

- CUPE 59:

Article 6.No Discrimination-Fair Employment Practice

6.1 The Employer and the Union agree that there shall be no discrimination, restriction or coercion exercised or practiced with respect to hiring or terms and conditions of employment because of race; religion; religious creed; colour; sex; sexual orientation; age from legal age for employment; physical disability (except where the disability would prevent the carrying out of the normal duties of the position occupied); national or ethnic origin; political or religious affiliation, or by reason of membership or activity in the Union.

6.2 The parties recognize the principle of equal pay for work of equal value.

6.3 The Employer and the Union agree to abide by the terms and conditions of Article 6.1 of the Collective Agreement and the provisions of Section 16 (1) of The Human Rights Code (1995).

Where discrimination issues arise, other than those referenced in Article 6.1 of the Collective Agreement and the provisions of Section 16 (1) of The Human Rights Code (1995), the Employer and the Union agree to jointly investigate those issues.

Article 17. Vacancies and Promotions

Collective Agreement for CUPE 59, Article 17.8 states “All postings for CUPE Local No 59 positions will state: “The City of Saskatoon is an Employment Equity employer.”

- CUPE 859

Article 35.No Discrimination

The City and the Union will not discriminate against an employee with respect to any term or condition of employment because of the employee's race, creed, religion, colour, sex, sexual orientation, marital status, age, nationality, ancestry, place of origin, receipt of public assistance (or as provided in the Human Rights Code) or membership or activity in the Union. Age is that as defined by The Saskatchewan Human Rights Code.

CUPE 47

Article 4.No Discrimination

The City and the Union agree that there shall be no discrimination, restriction or coercion exercised or practiced with respect to hiring or terms and conditions of employment because of race, religion, religious creed, colour, sex, national or ethnic origin, political or religious affiliation or by reason of membership or activity in the Union.

Employment Equity Statistics

Workforce Analysis of Total Staff by Occupational Group - 2012

Requirements from the Human Rights Commission:

1. Count each job incumbent as an employee, whether that person is full-time or part-time, permanent or non permanent.
2. Highlight in **bold type** those occupational groups where women represent less than 47% of employees in that group.

Percentage of our workforce outside of Saskatoon is **0%**.

DISTRIBUTION OF EQUITY GROUP MEMBERS

Occupation Group	Total	Female Employees		Aboriginal Employees		Employees with Disabilities		Visible Minority Employees	
		#	%	#	%	#	%	#	%
Apprentice	29	4	13.8%	0	0.0%	0	0.0%	1	3.4%
Clerical	409	375	91.7%	14	3.4%	22	5.4%	17	4.2%
Labour	637	145	22.8%	94	14.8%	37	5.8%	74	11.6%
Managerial	179	55	30.7%	2	1.1%	2	1.1%	4	2.2%
Operating	688	107	15.6%	69	10.0%	21	3.1%	50	7.3%
Professional	224	87	38.8%	4	1.8%	6	2.7%	21	9.4%
Service	550	391	71.1%	44	8.0%	16	2.9%	21	3.8%
Technical	355	106	29.9%	11	3.1%	11	3.1%	34	9.6%
Trade	177	1	0.6%	8	4.5%	9	5.1%	3	1.7%
Total	3248	1271	39.1%	246	7.6%	124	3.8%	225	6.9%

Notes to Statistics

- Female employees in the occupational groups Apprentice, Labour and Managerial all increased from 2011, increasing the total female workforce slightly to 39.1%.
- With new hires for 2011 and 2012 remaining at approximately 11%, the slight decrease in the Aboriginal employee population to 7.6% is a result of turnover of existing employees who had self-declared as Aboriginal.
- A combination of new hires and permanent accommodations through the Disability Assistance Program resulted in a slight increase to 3.8% of employees who self-declared as a person with a disability.
- An increase to 6.9% from 2011 for visible minority employees links to the available talent of skilled immigrants in Saskatoon.

Workforce Analysis of Management Staff – 2012

Requirements from the Human Rights Commission:

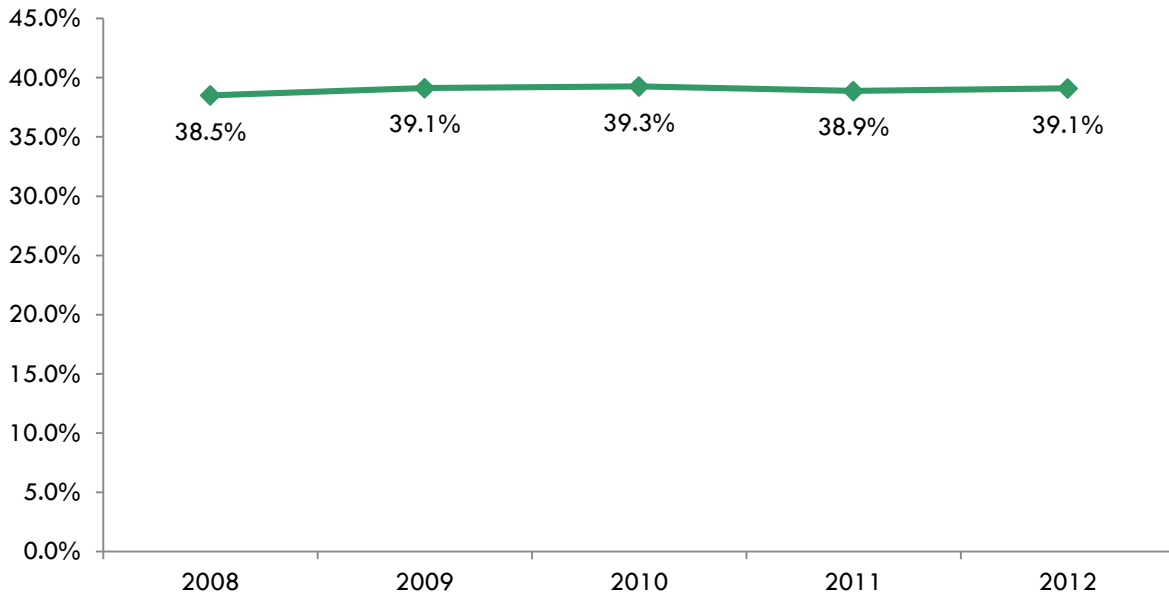
1. Count each job incumbent as an employee, whether that person is full-time or part-time, permanent or non-permanent.
2. Highlight in **bold type** occupational groups where women represent less than 47% of employees in that group.
3. Senior managers consist of Chief Executive Officers, Presidents and Vice-Presidents.
4. Middle managers are managers (other than senior managers) who have managerial or supervisory responsibilities.

DISTRIBUTION OF EQUITY GROUP MEMBERS

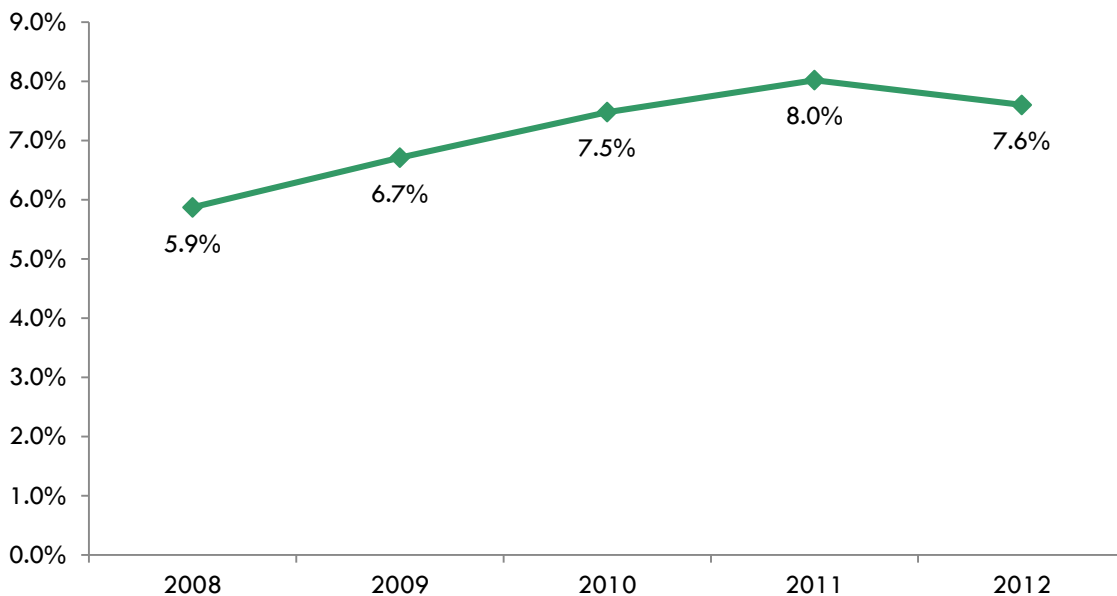
Occupation Group	Total	Female Employees		Aboriginal Employees		Employees with Disabilities		Visible Minority Employees	
		#	%	#	%	#	%	#	%
Senior Managers	10	5	50.0%	0	0.0%	0	0.0%	0	0.0%
Middle Managers	165	48	29.1%	2	1.2%	2	1.2%	4	2.4%
Total	175	53	30.3%	2	1.1%	2	1.1%	4	2.3%

Workforce Analysis Over Five Years

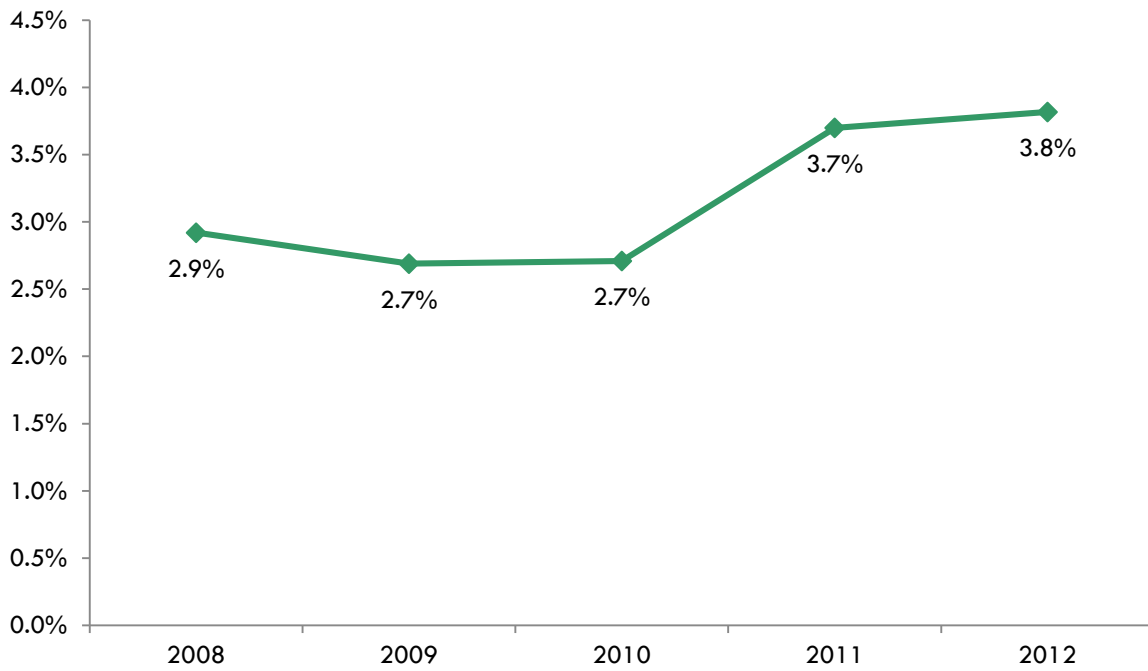
Female Employees



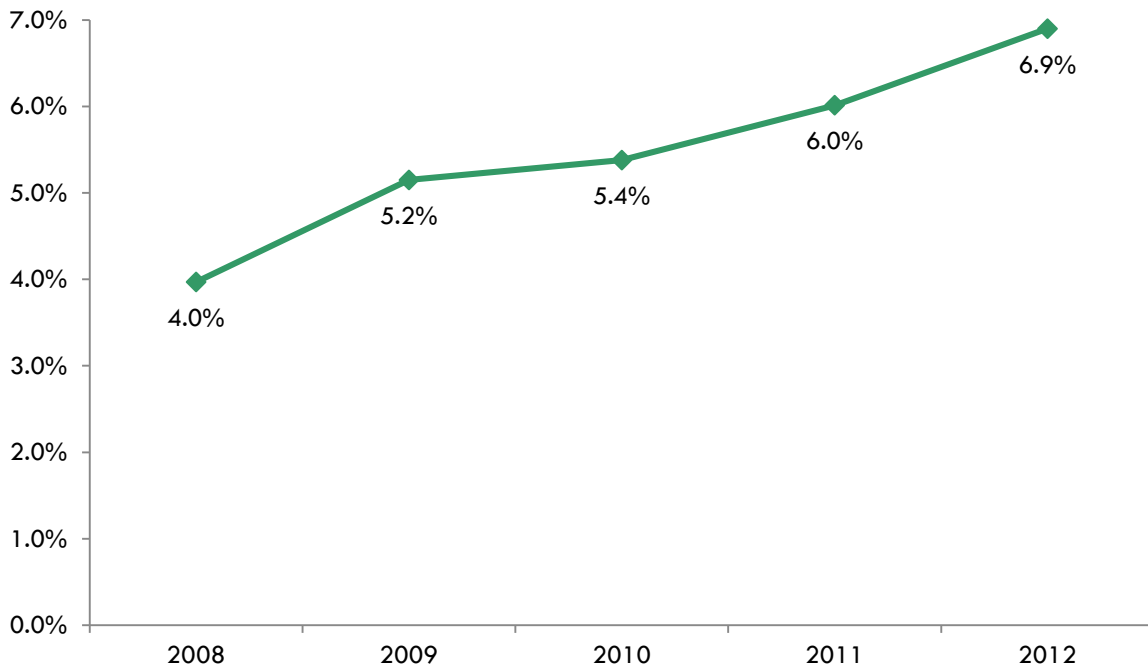
Aboriginal Employees



Employees with a Disability



Visible Minority Employees





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**Update for
The Cultural Diversity and Race Relations
Committee**

**Cultural Diversity and Race Relations Coordinator
October 2013**

Prepared by:
Becky Sasakamoose Kuffner
Cultural Diversity and Race Relations Coordinator
Community Development Branch, City of Saskatoon
(306) 975-7826

Updates since last meeting in September

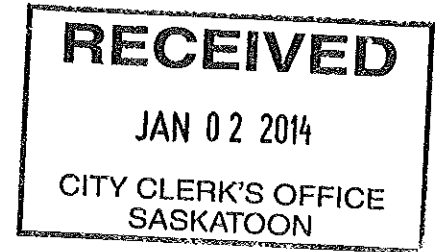
In follow up to adult and youth focus groups discussions on the topic of race relations a series of Conversation Circles were conducted to gather recommendations on how the City of Saskatoon and other community partners could address race relations, racism and guide future activities of the CKRR office and committee. This report will be presented to the Planning and Operations Committee on December 10th and posted to the CD&RR webpage.

Planning is currently underway with Unified Minds to host the 6nd annual Youth Leadership summit once again in partnership with the Open Door Society. The Summit is tentatively scheduled to take place in March 2014.

The development of an anti-racism toolkit to be distributed to schools to promote and support the Living in Harmony Award submissions in recognition of the International Day for the Elimination of Racial Discrimination is complete and will be distributed to all schools once the host school for the 2014 LIH awards schools has been identified.

The first meeting with ad-hoc committee members on planning of the 25th Anniversary of the CD&RR committee has been called. Regular updates to follow as planning progresses.

A first issue of the DiverseCity Newsletter from the CD&RR office including insight, information, and updates on initiatives and programs from the Diversity and Inclusion Team is in the draft stage and (hopefully) will be ready for distribution mid November.



**Update for
The Cultural Diversity and Race Relations
Committee**

**Cultural Diversity and Race Relations Coordinator
January 2014**

Prepared by:
Becky Sasakamoose Kuffner
Cultural Diversity and Race Relations Coordinator
Community Development Branch, City of Saskatoon
(306) 975-7826

January 2014 updates

In follow up to adult and youth focus groups discussions on the topic of race relations a series of Conversation Circles were conducted to gather recommendations on how the City of Saskatoon and other community partners could address race relations, racism and guide future activities of the CDRR office and committee. Reporting to the Planning and Operations Committee was originally scheduled for December 10th but have been rescheduled to February 2014 and will be posted to the CD&RR webpage.

Planning is currently underway with Unified Minds to host the 6nd annual Youth Leadership summit once again in partnership with the Open Door Society. The Summit is tentatively scheduled to take place March 12, 2014 This initiative is .

The development of an anti-racism toolkit to be distributed to schools to promote and support the Living in Harmony Award submissions in recognition of the International Day for the Elimination of Racial Discrimination is complete and will be distributed to all schools. The host school for the 2014 LIH awards is Centennial Collegiate.

The first meeting with ad-hoc committee members on planning for the 25th Anniversary of the CD&RR committee has taken place and regular updates to follow as planning progresses. Notes from first meeting are also attached to agenda.

A first issue of the DiverseCity Newsletter from the CD&RR office including insight, information, and updates on initiatives and programs from the Diversity and Inclusion Team is in the draft stage and (hopefully) will be ready for distribution mid January.

The Cultural Diversity & Race Relations (CDRR) office hosted 3 anti-racism education sessions for community groups, Holy Family Cathedral, Eco-Quest and Canada World Youth.

Planning is underway for the opening ceremonies of Race Relations Month on March 3, as well as for the Living In Harmony Awards on March 21st 2014. Colleen Gnyp has once again been contracted to assist with the planning of these events.



**Update for
The Cultural Diversity and Race Relations
Committee**

**Immigration, Diversity and Inclusion Consultant
September-October 2013**

Prepared by:
April Sora, Immigration, Diversity and Inclusion Consultant
Community Development Branch, City of Saskatoon
(306) 975-8459

Immigration Overview:

The City of Saskatoon's Community Development Branch has been working in the area of immigration and integration for approximately 6 years. Most of this work has been done under the Saskatoon Immigration Project (SIP) thanks to the generous support of both the Federal (CIC) and Provincial (Economy) governments.

Reports related to major initiatives can be found on the City of Saskatoon website: www.saskatoon.ca/go/immigration, look under 'Resources'.

Updates for September-October 2013

Employment and Economic Development:

- 1) Saskatoon Industry Education Council: Contact Conference:
Continuing to work on the Programming Committee for this conference. Attended a conference call meeting with Gisele McCarthy (Immigration Branch) and Lionel Laroche to determine topics/themes for his presentations for the Contact Conference.

Lionel Laroche: over the past fifteen years has provided cross-cultural training, coaching and consulting services to over 20,000 people through a wide range of business, government, academic, professional and non-profit organizations in fourteen countries (Canada, the U.S., Bermuda, Mexico, Peru, Belgium, Switzerland, France, the UK, Turkey, UAE, Hong Kong, China and Korea).\

- 2) Facilitated a 2.5 hour workshop on "Workplace Communication for Newcomers" for participants of the Employment Training Program at the International Women of Saskatoon.

Settlement/Integration:

- 1) Saskatoon Refugee Coalition: Attend meetings regularly to keep informed of the situation of refugee residents in our city as well as those who may be coming in the near future.
- 2) Attending meetings for Prairie Prism Event 2014. This is an event that first took place many years ago and was revived in 2012 to be part of Culture Days celebrations. There are already 8-10 organizations committed to being on the planning and coordinating committee. The plan so far is to follow the model of the 2012 event with ethno-cultural performances, artisan tables and workshops, community information tables, storytelling and sharing of food. Next steps are to work on funding proposals and budget.

- 3) Attended meetings of the Saskatoon Coordinating Committee. In the past year the committee has surveyed the membership to identify what the needs are of members and whether the terms of reference need to be re-visited. Put together a short analysis and roll-up of the outcomes of the survey to help identify those needs. Next steps are for the Committee to review the analysis and decide what the next 'phase' of the committee will look like and whether they need to return to the Terms of Reference to make changes.
- 4) Coordinated the City of Saskatoon bus tour which took place on Oct 5. Forty-two International students took part in a tour of downtown Saskatoon with visits and stops to River Landing and the Mendel Art Gallery. There was a tour of the Saskatoon Fieldhouse, an intro to Boxercise and a tour of the Forestry Farm Park and Zoo. The comments and ratings on the feedback forms was overwhelmingly positive with most comments requesting a longer tour and more tours throughout the year.
- 5) A short article was submitted to the Community Consultant for the Community Associations "Community News". The article highlighted the welcome presentation to the International Grad Students at the University of Saskatchewan as well as the workshop with the Girls Leadership program at the International Women of Saskatoon. (Please see newsletter attached).

Education:

- 1) Attended Settlement Support Workers in Schools (SSWIS) meeting Oct 1 where time was given to introduce the Taking Stock for Taking Action report as well as to give a short overview of it. In order to get feedback on the report, it will be put on the agenda for the next meeting.
- 2) Was invited to take part in a small consultation on the comparison of the two existing Leadership programs (Leadership Saskatoon and Leadership development Program). The intent of the consultation was to gather information in order to articulate the similarities/difference between the two programs and make changes to enhance both. The intent was also to bring a component of intercultural awareness and diversity into the conversation.
- 3) Facilitated a 2 hour workshop on Diversity and Immigration for a Young Women's Leadership group at the International Women of Saskatoon. Attended the graduation for the group as well as included this activity in the submission to the Community News newsletter put together for the Community Associations.(please see attached)

- 4) Worked with the UofS Language Centre and the International Student and Study Abroad Centre for the following events:
 - a) ISSU International Student Orientation and Grad Student Orientation (Aug. 28) to welcome students on behalf of the City of Saskatoon, and share information about programs, services and facilities.
 - b) International Grad Student welcome ceremony first day of orientation class (Aug 14) .- Gave a presentation to 45 International graduate students to welcome them to Saskatoon and introduce many of the events and services they have access to
- 5) Culture Days – Worked with the Culture and Arts Consultant to facilitate the inclusion of ethno-cultural artisans for Culture Days. Coordinated 2 origami art intervention workshops in City Park and Riversdale to complement the unveiling events of two works of art.

Health:

- 1) Was invited by the Community Clinic to take part in a Strategic Planning session on the healthcare needs of newcomers. With the changing demographics in the city the Community Clinic is looking for input as to what the needs of some immigrants are and what the Community Clinic can do to address them from a healthcare perspective. Organizations in attendance included Global Gathering Place, Saskatoon Open Door Society and the Saskatoon Health Region.
- 2) Immigrant Youth and Food Environment research – UofS School of Public Health (under the direction of Dr. Hassan Vatanparast) – met with grad student Hamza Jafri to for discussion on:

“The Voices in Vision project is being conducted through a collaboration between the College of Pharmacy and Nutrition, University of Saskatchewan and the W.P Bates School. An important part of the process is key informant interviews. In general, we would like to hear from you on some of the challenges newcomer youth face regarding their food environment, what supports and resources are available in the community to help them and the photovoice technique. Your input and participation in this project will be of great value.

Housing:

- 1) Housing Handbook Workshop – Developed an English as an Additional Language (EAL) workshop around the use of the Housing Handbook produced by the City of Saskatoon. Co-facilitated with a colleague from the Planning Development Branch. The 2 hour workshops took place with participants at Global Gathering Place and the Level 4 LINC Classes at the International Women of Saskatoon. Presently coordinating workshops for classes at SIAST, the Saskatoon Open Door Society and Saskatchewan Intercultural Association.

Objective of workshop : To ensure City of Saskatoon materials are accessible to all, this workshop will focus on the 'top 10 topics' in the Housing Handbook based on the calls received in Neighbourhood Planning as well as what the settlement agencies are requesting.

Objective of Immigration, Diversity and Inclusion Consultant: to develop the workshop and materials and co-facilitate with the Neighbourhood Planning unit until they are comfortable enough to take it over. Due to the nature of the position in Planning there may be ongoing need to 'train the trainer' when there is a rotation of positions and a new person is asked to do it.

Aboriginal/Newcomer Relations

- 1) Continuing to work with the Aboriginal Diversity and Inclusion Consultant to connect the City's ATOSKE (Aboriginal student employment training) program to summer employment opportunities with Agriculture and Agri-Food Canada (AAFC). The two organizations met in mid-August to discuss possibilities of in-kind contributions from AAFC such as, facility use, OHS training, tours and presentations from researchers. Negotiations are ongoing.
- 2) Worked with the coordinator of the Graduate Student Orientation program to connect them with the Office of the Treaty Commissioner to invite Lyndon Linklater as a guest speaker.

Federal/Provincial/Municipal Partnership

"Capacity for Newcomer Settlement and Integration in Saskatoon: Taking Stock for Taking Action". The report was presented to the Planning and Operations Committee on Oct 1 and to City Council on Monday October 6

Planned Next Steps:

Work with Marketing Staff to see what possibilities there are for

- a) Print materials
- b) event to roll out report and re-engage the broader community in the conversations of settlement and integration.

Closing Remarks:

It has been an excellent learning experience to work on the Taking Stock Report and take it through the process in the City where we are now in the planning stages of bringing the community back together to share this with them. The much-anticipated report will be a great resource for both those who took part in the focus groups as well as those new to working with newcomers in Saskatoon.

As immigration to Saskatoon remains high we can only be thankful individuals continue to choose Saskatoon as their home and will continue to do whatever we can to welcome them and assist in the two-way integration process.



**Update for
The Cultural Diversity and Race Relations Committee
Immigration, Diversity and Inclusion Consultant
November - December 2013**

Prepared by:
April Sora, Immigration, Diversity and Inclusion Consultant
Community Development Branch, City of Saskatoon
(306) 975-8459

Immigration Overview:

The City of Saskatoon's Community Development Branch has been working in the area of immigration and integration for approximately 6 years. Most of this work has been done under the Saskatoon Immigration Project (SIP) thanks to the generous support of both the Federal (CIC) and Provincial (Economy) governments.

Reports related to major initiatives can be found on the City of Saskatoon website: www.saskatoon.ca/go/immigration, look under 'Resources'.

Updates for Nov – Dec. 2013

Employment and Economic Development:

- 1) **Contact Conference:** As part of the organizing committee for "Contact" the 10th annual career development conference (April, 2014) have been working on the Programming committee keynotes and breakouts for the conference as well as coordinating registration.

We have confirmed Michael Furdyk ,Patricia Katz and Gabrielle Scrimshaw as keynotes and Lionel Laroche as one of the breakout presenters.

- 2) Attended the graduation of the **Employment Training Program** participants at the International Women of Saskatoon. This is a group I had facilitated a workshop for on Immigration and Communication .
- 3) Attended presentation on the **Temporary Foreign Worker Program** hosted by the Labour/United Way Partnership. The presenter was Karl Flecker, Director, Anti-Racism and Human Rights, Canadian Labour Congress.

Settlement/Integration:

- 1) Attending meetings for **Prairie Prism** Event 2014. This is an event that first took place many years ago and was revived in 2012 to be part of Culture Days celebrations. There are already 8-10 organizations committed to being on the planning and coordinating committee. The plan so far is to follow the model of the 2012 event with ethno-cultural performances, artisan tables and workshops, community information tables, storytelling and sharing of food. Next steps are to work on funding proposals and budget. Have completed one proposal and working on a second.

- 2) A short article was submitted to the Community Consultant for the Community Associations "**Community News**" end of the year edition. The article highlighted the Housing Hand book workshops I co-developed and facilitated with the Neighbourhood Planning Division.
- 3) Attended the **Citizenship Immigration Canada Settlement Conference**, "Vision 2020: Shaping the Future of the Settlement Program in Canada".

The objectives of the conference were to:

- Review recent changes to the settlement program
- Discuss future pathways the Settlement Program could take in light of changes
- Increase the management knowledge base of those working in the settlement sector
- Share promising and innovative practices
- Build and strengthen a network of contacts between delegates and organizations

4) **Plain Language**

In order to ensure that information from the City of Saskatoon is accessible to all:

- working with Communications and Customer Service to develop guidelines for the City of Saskatoon to promote the use of Plain Language in all communications.
- Working on coordinating a pilot workshop on Plain Language for Communications and Marketing to possibly test run

5) **Growing Forward: Newcomer Engagement**

- Working with the Growing Forward project coordinators to ensure the Newcomer community is given an opportunity to contribute in all phases of the community outreach plan. Growing Forward! Shaping Saskatoon is the City's aim to create more transportation choices and building places that bring people together as we move towards becoming a city of a half a million people. In order to realize this the City is embarking on a public engagement project to share information and hear what residents have to say.

6) *Attended: Faith in the Public Sphere: Discerning a constructive place for religion in a healthy pluralistic society*

This was a panel presentation that included the voices of 8 religious perspectives with an opportunity for audience Q&A.

Education:

1) Background to **Settlement Support Workers in Schools (SSWIS):**

Settlement Support Workers in Schools (SSWIS) is a partnership that includes Saskatoon Open Door Society, the Boards of Education and Citizenship and Immigration Canada. It is a school based outreach program to help newcomer students and their families settle into their school and community.

The SSWIS program focuses on newcomer families who have been in Canada a short time and on newcomers that have unresolved "first year settlement needs. Families with long term settlement issues or who need intensive support are referred to settlement counsellors and other community services. SSWIS provide services to all categories of newcomers such as Government Sponsored Refugees (priority), Independent Sponsored, Private Sponsored, Employment Related Immigrants, International Students, Secondary Immigrants, and Canadian Citizens who are the children of immigrants.

As a member of the SSWIS Advisory Committee I gave a short presentation on the Taking Stock for Taking Action report at the Settlement Support Workers in Schools (SSWIS) meeting Dec. 10.

Health:

- 1) Attended a **Community Consultation** hosted by The Representative Workforce team with the Saskatoon Health Region. The consultation was to gather information and feedback in the development of their renewed strategic action plan for 2014-2017. This strategy is a commitment to employ a representative and culturally competent workforce in the Health Region.

Participants included representatives from Saskatchewan Indian Institute of Technology, Gabriel Dumont Institute, Saskatoon Open Door, White Buffalo Youth Lodge and the City of Saskatoon.

Housing:

- 1) **Safe at Home** – Developing an English as an Additional Language (EAL) workshop around the Safe at Home booklet produced by the City of Saskatoon
- Objective of workshop : To ensure City of Saskatoon materials are accessible to all.

Objective of Immigration, Diversity and Inclusion Consultant: to develop the workshop and materials and if necessary, to co-facilitate with the Neighbourhood Planning Consultant until he/she feels comfortable

presenting on their own. Due to the nature of the position in Planning there may be ongoing need to 'train the trainer' when there is a rotation of positions and a new person is asked to do it.

- 2) Attended **National Housing Day Luncheon**. The keynote speakers : Wolf Willow CoHousing: "Growing a Housing Project & Building a Community" by *Lawrie Stewart and Louise Clarke*

Aboriginal/Newcomer Relations

- 1) Partnership with **Agriculture an Agri-food Canada (AAFC)** has been established to be a part of the February ATOSKE program. AAFC will be dedicating 5 summer student job placements to participants of the ATOSKE program. They will also be giving presentations and working with the participants to register on-line for the Federal Student Work Experience Program (FSWEP).
- 2) Worked with the coordinator of the **Graduate Student Orientation Program** to connect them with the **Office of the Treaty Commissioner** to invite Lyndon Linklater as a guest speaker. The results were overwhelmingly positive as this email message from the coordinator attests to:

" On behalf of the GSR981 course, organized by the College of Graduate Studies and Research, U of S, I wish to thank you for your invaluable time and fantastic presentation about the Treaty and First Nation people. From the feedback I have received, the presentation was a great success. Many students have asked for the copy of Lyndon's presentation and his contact for further discussions on the topic. All agree that the same presentation should be for the next year course with more time for question and discussion as well as examples of Aboriginal Culture. I am sure that this topic will be included in the next year course program. I believe that those international students will be well integrated into the "Mother Land" - Saskatoon during their study period at the U of S with their diverse cultural knowledge

Federal/Provincial/Municipal Partnership

"Capacity for Newcomer Settlement and Integration in Saskatoon: Taking Stock for Taking Action". The report was presented to the Planning and Operations Committee on Oct 1 and to City Council on Monday October 6

Planned Next Steps:

Working with Marketing and a consultant to plan an event to rollout the report. Tentative date is set for Feb 27. Location TBA.

Closing Remarks:

The past two months have seen an increase activity internally, working on the Plain Language initiative, the Safe at Home workshops with Neighbourhood planning and Growing Forward with the public planners who are helping to guide us towards a city of half a million people. As we move forward we are working with City of Saskatoon employees who understand the importance of ensuring all our residents are included when it comes to municipal affairs. With more people from all over the world choosing Saskatoon as home, we understand we have to change how we do business in order to meet the needs of all.

The following is a copy of **Clause 6, Report No. 16-2013** of the **Planning and Operations Committee**, which was **ADOPTED** by City Council at its meeting held on **October 7, 2013**:

**6. Capacity for Newcomer Settlement and Integration in
Saskatoon: Taking Stock for Taking Action
(Files CK. 100-21, LS 220-48 and RR 115-2)**

- RECOMMENDATION:**
- 1) that the information be received; and
 - 2) that the September 16, 2013 report of the General Manager, Community Services Department be forwarded to the Cultural Diversity and Race Relations Committee for information.

Your Committee has considered and supports the attached report of the General Manager, Community Services Department dated September 16, 2013, providing an overview of the report "Capacity for Newcomer Settlement and Integration in Saskatoon: Taking Stock for Taking Action".

The above report is available on the City's website at www.saskatoon.ca under "R" and "Reports to Council".

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Community Services Department
DATE: September 16, 2013
SUBJECT: Capacity for Newcomer Settlement and Integration in Saskatoon:
Taking Stock for Taking Action
FILE NO.: CK. 100-21, LS. 220-48 and RR. 115-2

RECOMMENDATION: that a copy of this report be submitted to City Council and the Cultural Diversity and Race Relations Advisory Committee for information.

TOPIC AND PURPOSE

The purpose of this report is to provide an overview of the report "Capacity for Newcomer Settlement and Integration in Saskatoon: Taking Stock for Taking Action" (Immigration Report) (see Attachment 1). The Immigration Report was commissioned by the City of Saskatoon (City) to be a report card on what has been done in the past six years in the area of immigration and integration, what is being done now, and what needs to be considered both for the City, as well as the community at large. The overarching objective of the Immigration Report is twofold: First, to provide an overview and assessment of the organizational capacity both within the City and within Saskatoon's community to meet the settlement, economic, social, and civic integration needs of newcomers (i.e. immigrants and refugees); and second, to identify potential strategic directions and initiatives to continue to increase that capacity.

REPORT HIGHLIGHTS

1. The Immigration Report provides non-governmental and governmental stakeholders within the settlement and integration sector, as well as members of the general public, with information, perspectives, and potentially valuable strategic directions and initiatives for building organizational capacity to meet the needs of newcomers.
2. Three major findings emerged:
 - i) organizational capacity to meet the needs of newcomers has increased substantially during the past six years both within the City and within Saskatoon's community;
 - ii) despite the increase in organizational capacity, more capacity is still needed to meet various needs of newcomers; and
 - iii) there is a high degree of support within and beyond the immigration sector for continuing to build on the existing capacity to meet the needs of newcomers.
3. Governmental and non-governmental organizations, as well as all residents of Saskatoon, have a role to play in enhancing Saskatoon's capacity in meeting the needs of newcomers, and in enhancing Saskatoon's reputation as a "Welcoming Community."

4. Specific to the City, Section 8 of the Immigration Report identifies several initiatives for building on the existing capacity at the municipal level. The City has undertaken some of the initiatives and will continue to build on these strategic actions going forward in the implementation of the overall Immigration Action Plan.
5. A prevailing view among many who provided input for the Immigration Report is that any policies and programs targeted for newcomers must be developed, implemented, and funded in ways that are in harmony with the existing and future policies and programs designed to benefit the Aboriginal and non-Aboriginal population living in Saskatoon, the province, and the rest of the country. This is imperative from the standpoint of social equity and prudent community and economic development.

STRATEGIC GOAL

The Immigration Report supports the Strategic Goal of Quality of Life, and the four-year priority of implementing the Immigration Action Plan. The Administration has been and will continue to carry out initiatives to ensure Saskatoon is a city that welcomes newcomers, encourages participation in all aspects of civic life, removes barriers to services, provides information and employment, responds to the special needs of communities, and is a leader in advocating for equitable and effective programs and policies to support everyone who lives here and/or is considering making Saskatoon home.

BACKGROUND

In 2004, the Cultural Diversity and Race Relations (CDRR) Committee recommended that the City develop an Immigration Strategy and Action Plan. The result of that recommendation was the 2006 report entitled "Building Saskatoon to Become a Global City: A Framework for an Immigration Action Plan" (Pontikes and Garcea, 2006).

The Saskatoon Immigration Project emerged from a recommendation within the 2006 report and was the beginning of a tripartite partnership with the provincial government, Ministry of the Economy; and the federal government, Citizenship and Immigration Canada. In 2007, with financial support from the provincial and federal governments, the City hired the Immigration Community Resource Coordinator (ICRC) to begin work on formalizing the Immigration Action Plan. The primary focus in the initial stages of the immigration project was to engage the community and raise awareness of emerging trends in immigration, and to be the catalyst in helping build capacity in the community to address the needs of newcomers. Since 2007, the City with the support of both the federal and provincial governments has undertaken a multitude of initiatives and hosted a number of community forums all focused on building capacity to meet the needs of newcomers.

In 2011, the Steering Committee comprised of representatives from the three levels of government, determined that given the rate at which the city was growing it was time to

“take stock” of the work that had been done, assess the capacity that had been built and the objectives that had been met in addressing the needs of newcomers. Further, the Steering Committee wanted to examine what challenges remain and what strategic actions should be considered going forward. To this end, the City commissioned the project “Taking Stock for Taking Action.” The resulting Immigration Report is a culmination of 18 months of research and extensive consultations in the community, led predominantly by Ms. Smita Garg (ICRC) and Mr. Joe Garcea (the consultant).

REPORT

Assessment and Overview of the Current Capacity Building Initiatives

The Immigration Report provides an overview of initiatives undertaken both within the City and its departments, as well as within the community at large. Consultations revealed that both have been increasingly proactive in improving the capacity in meeting the settlement, economic, social integration, and civic integration needs of newcomers. A key concept presented within the Immigration Report is that integration does not mean assimilation. Integration is the process by which newcomers become involved or engaged in various activities in the local economic, social, and civic systems, without having to give up one’s sense of identity. Furthermore, the Immigration Report notes that more often the primary needs of newcomers has shifted to include finding and accessing opportunities that permit them to fully utilize their knowledge, skills, and personal qualities to achieve various goals, rather than the need to receive financial and other forms of support to meet the basic or higher needs.

1. The City of Saskatoon
 Since 2007 the City, in its role as community developer, has been proactively fostering a welcoming environment through an integrated approach to community settlement and integration planning. Section 6 of the Immigration Report (see Attachment 1, pages 25 to 39) highlights the many initiatives undertaken and demonstrates that City departments have made substantial progress in a variety of areas. Most notably, increases in the following general areas:
 - a. the number of programs and services for newcomers;
 - b. the interface between the Administration and newcomers;
 - c. the number and scope of joint initiatives across departments to address the needs of newcomers;
 - d. mentorship and employment opportunities for newcomers;
 - e. the number and scope of joint initiatives with other governmental and non-governmental agencies; and
 - f. the cultural competencies of staff within the City in ensuring the programs and services are responsive to and reflective of the citizens.

2. The Community of Saskatoon
 With regards to the work and increase in capacity of the community, Section 7 of the Immigration Report highlights that the progress is equally as substantial on a broader scale in areas such as:

- a. initiatives for meeting settlement needs of refugees;
- b. basic settlement needs of newcomers (housing, health, food, nutrition);
- c. economic integration:
 - i) educational initiatives (language, literacy, foreign credential recognition); and
 - ii) employment and business initiatives (recruitment, hiring, entrepreneurship);
- d. social integration:
 - i) social acceptance (advocacy, agency activities);
 - ii) social understanding (understanding the history of Aboriginal peoples);
 - iii) social engagement (inclusion in regular programming, tailored programming);
 - iv) social support (increase programming); and
- e. civic integration (voting, participating on boards).

The increased capacity to address the needs of newcomers during the past six years is the result of several interrelated factors, such as:

- a) the dramatic increase in the number of newcomers;
- b) increased number of mainstream agencies, programs, and services established;
- c) increased number of non-governmental and governmental agencies involved in providing programs and services to meet the needs of newcomers; and
- d) increased understanding and appreciation of the value of newcomers and the importance of meeting their needs.

Strategic Initiatives for Consideration in Moving Forward

The immigration trends and demographics in Appendix 3 of the Immigration Report provide a picture of an ever changing Saskatoon that is different even from six years ago when the City first embarked on the Saskatoon Immigration Project. In this time the City has been working on both sides of integration: assisting newcomers to adapt and acculturate to the city, as well as changing how the City does business in order to provide the same high level of service to such a changing community. Fundamental to the success of such a two-way integration is a constant mindfulness and consideration of the receiving community and, more importantly in Saskatoon, the Aboriginal community. The Immigration Report also outlines considerations for moving forward in all sectors of the community and levels of government:

1. Considerations at the Municipal Level:
 - a. retain the ICRC position (now called Immigration, Diversity and Inclusion Consultant);
 - b. continue operating the electronic mailing list to serve as a conduit of information related to immigration initiatives;

- c. convene meetings of cross-departmental officials to handle immigration and integration initiatives;
 - d. review, revise, and profile the Immigration Action Plan;
 - e. review and update CDRR Policy No. C10-023. Specifically, consideration should be given to anti-racism goals and strategies, as well as fostering intercultural understanding between Aboriginal people, newcomers and other residents; and
 - f. formalize linkages between the Immigration Action Plan and the Culture Plan.
2. Considerations at the Inter-Governmental Level:
 - a. retain the Steering Committee;
 - b. retain the Saskatoon Immigration Project; and
 - c. consult Aboriginal governments.
 3. Considerations at the Agency Level:
 - a. engage in strategic planning;
 - b. explore all possible avenues to acquire and leverage assets and resources; and
 - c. seek ways for more deliberate interagency collaboration.
 4. Considerations at the Sectoral Level:
 - a. create and strengthen sectoral networks; and
 - b. conduct sectoral forums/symposia.
 5. Considerations at the Inter-Sectoral Level:
 - a. improve inter-sectoral networks; and
 - b. continue reliance on the ICRC to coordinate and facilitate inter-sectoral collaboration.

It is reflected throughout the Immigration Report that the City has developed and nurtured many relationships and partnerships in the community, and as a result is a highly respected partner in the Immigration sector as well as all other sectors. It is apparent there is a need for the City to play a role in the integration of newcomers in Saskatoon. As the Immigration Report conveys, it is critical to ensure all newcomers have access to the same services as those currently living in Saskatoon, and in some cases, this may change the way in which the City's programs, services, and amenities are provided in the community. If changes are made with the whole community in mind, such changes will be positive for all. A true "two-way integration" means having the Administration see all its roles through an intercultural lens. Going forward the strategic actions and initiatives noted in the Immigration Report will serve as a guide and resource in the implementation of the Immigration Action Plan.

COMMUNICATION PLAN

1. All stakeholders will be sent an electronic copy of the Immigration Report.

2. A brochure/pamphlet which encapsulates the critical points in the Immigration Report will be produced for distribution in the community.
3. The Administration will host a public information event to share the Immigration Report with the community and key stakeholders, and to begin conversations about moving forward.
4. The Administration will post the Immigration Report on the City's website.

STAKEHOLDER INVOLVEMENT

The information, analysis, and recommendations shared within this report have been the culmination of 18 months of research and extensive consultations in the community. The consultations included input from approximately 250 different participants through various engagement opportunities, including:

- a) A community-wide forum that included participants from a wide range of governmental and non-governmental organizations from various sectors; and
- b) Twelve different focus group discussions including:
 - two focus groups for recent newcomers (one consisting of newcomers who had used services of settlement service agencies, and one consisting of newcomers who had not used those services);
 - one focus group for Aboriginal community leaders and elders; and
 - the remaining nine focus groups were a series of sector-based discussions consisting of members of various non-governmental and governmental agencies in several sectors.


PUBLIC NOTICE

Public Notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

ATTACHMENT

1. Report: "Capacity for Newcomer Settlement and Integration in Saskatoon: Taking Stock for Taking Action"

Written by: April Sora, Immigration Diversity and Inclusion Consultant

Reviewed by: 
Lynne Lacroix, Manager
Community Development Branch

Approved by:



Randy Grauer, General Manager
Community Services Department

Dated: September 18, 2013

cc: Murray Totland, City Manager

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Capacity for Newcomer Settlement and Integration in Saskatoon: Taking Stock for Taking Action

Community Development Branch
City of Saskatoon

Prepared by Joe Garcea

2013



Acknowledgements

The City of Saskatoon would like to thank Ms. Smita Garg and Mr. Joe Garcea for their commitment to this project. In addition to these two key individuals, the City of Saskatoon would also like to thank all those stakeholders who participated in the forums and focus groups, and provided input, comments and suggestions for taking action. The information, analysis and recommendations shared within this report have been the culmination of 18 months of research and consultations in the community. It is clear that the efforts of non-governmental and governmental stakeholders to date have laid strong foundations for additional capacity building in meeting the needs of newcomers in Saskatoon both now and into the future.

**Capacity for Newcomer Settlement and Integration in Saskatoon:
Taking Stock for Taking Action**

Table of Contents

Table of Contents	4
Executive Summary	6
1.0 Introduction	9
2.0 Immigration Flows to Saskatoon and Diversity Profile of Saskatoon	14
3.0 Needs of Saskatoon for Newcomers.....	14
4.0 Needs of Newcomers in Saskatoon	17
5.0 Needs of Agencies in Saskatoon	21
6.0 City of Saskatoon Based Capacity Building Initiatives	25
7.0 Community Based Capacity Building Initiatives	41
8.0 Strategic Directions and Initiatives for Building Capacity.....	59
9.0 Summary and Concluding Observations.....	69
Appendix 1: Strategic Initiatives to Consider for Building Capacity	72
Appendix 2: Needs of Newcomers and Agencies Identified by Stakeholders	82
Appendix 3: Statistical Profiles of Immigration Flows and Population	88
References.....	98

Executive Summary

Objectives of the Report

The overarching objective of this report is twofold: First, to provide an overview and assessment of the organizational capacity both within the City of Saskatoon and within Saskatoon's community to meet the settlement, economic, social and civic integration needs of newcomers (i.e., immigrants and refugees) in the recent past and for the foreseeable future; and second, to identify some potential strategic directions and initiatives to increase that capacity.

The report contains three major findings related to the first objective. The first major finding is that organizational capacity to meet the needs of newcomers has increased during the past six years both within the City of Saskatoon and within Saskatoon's community. The increase in capacity has contributed to laying relatively extensive and in some cases relatively robust foundations for additional capacity building in the future required to meet the existing and emerging needs of newcomers. The second major finding is that despite the increase in organizational capacity both within the City of Saskatoon and within Saskatoon's community in the recent past, more organizational capacity is still needed to meet various needs of many newcomers for the foreseeable future.

The third major finding of this report is that there is a high degree of support within the immigration sector, as well as substantial support beyond it, for continuing to build on the existing capacity to meet the needs of newcomers. The prevailing view is that capacity building to meet the needs of newcomers is an important undertaking rooted in principled and pragmatic considerations regarding benefits that accrue not only to newcomers, but also to Saskatoon's community and economy. Also important to note, some participants in the consultations added that in addition to efforts to meeting the needs of newcomers, efforts should also be devoted to meeting the needs of Aboriginal and non-Aboriginal residents in Saskatoon because benefits will also accrue from such efforts to individuals, the community and economy.

Needs of Newcomers

The report profiles the needs of newcomers articulated by participants in the stakeholder consultations undertaken specifically for the production of this report. The specific needs that were noted by participants are grouped into four major categories, namely: settlement needs (i.e., reception, housing and health), economic integration needs (i.e., employment, internship, mentorship, entrepreneurship, and education); social integration needs (i.e., social acceptance and social engagement); and civic integration needs (i.e., knowledge of and participation in civic affairs). The report notes that in most cases the needs of newcomers are to find and access opportunities that permit them to fully utilize their knowledge, skills, and personal qualities to achieve various goals, rather than to receive financial and other forms of support to meet their basic or higher needs.

Needs of Agencies Involved in Meeting the Needs of Newcomers

The report also profiles the needs of a vast array of agencies that directly and indirectly are and should be involved in providing programs and services that meet those four categories of needs of newcomers. Settlement service agencies and mainstream agencies alike have various types and varying degrees of needs (e.g., information needs, human resource needs, and financial resource needs) that impede the ability of some agencies to be involved as extensively and effectively as they would like to be in meeting the needs of newcomers, and make it very difficult for some other agencies to become involved at all in that important endeavor.

Key Factors In Building Capacity to Meet Needs of Newcomers and Agencies

This report suggests that in undertaking capacity building to meet the needs of newcomers, as well as those of the agencies that are and should be involved in meeting those needs, it is important to focus on four key interrelated factors, namely: adopting a systems approach; engaging in strategic use of assets and resources; facilitating strategic networking and connectivity; and fostering proactive and constructive behavior by agencies and their agents.

Those particular factors are highlighted because a major theme that emerged in the stakeholder consultations, and is echoed in this report, is that although building additional capacity will likely require increasing the number of agencies and the volume of resources devoted to meeting the needs of newcomers, substantial additional capacity can also be built by doing some valuable things with the agencies and resources that are already devoted to that purpose. This includes:

- adopting a complete or integrated systems approach in thinking about issues and options, even when focusing on any particular component of the system (e.g., a specific cluster of agencies or even a single agency, a specific cluster of programs and services or even a single program or service);
- engaging in strategic use of current and future assets and resources to maximize their utility through various means (e.g., targeting, and leveraging assets and resources; minimizing unnecessary duplication, redundancies and overlaps in programming and service delivery) to meet the various needs of newcomers;
- increasing and improving the level of networking and connectivity (i.e. coordination, consultation, and collaboration) among existing agencies involved providing programs and services within the system; and
- fostering (encouraging and rewarding) proactive and constructive behaviour by agencies and their agents both in their own right and in relation to each other in developing and delivering programs and services that meet the needs of newcomers.

Strategic Directions and Initiatives in Building Capacity to Meet Needs

The report also suggests that in undertaking capacity building to meet those needs, consideration should be given to an array of strategic directions and initiatives which are identified in various sections and appendices of this report, as well as other reports produced during the past decade in Saskatoon and elsewhere. For the purpose of this report, the strategic directions and initiatives proposed by participants in the stakeholder consultations have been grouped into essentially the same categories as the needs of newcomers. After all, strategic directions and initiatives should be related directly or indirectly to real and pressing needs. For this reason, the strategic directions articulated by participants in the stakeholder consultations are grouped into the following categories: i) recruitment, reception, settlement, integration and retention initiatives; ii) economic integration initiatives; iii) social integration initiatives; iv) civic integration initiatives; and v) consultation, coordination, and collaboration initiatives.

Purpose of Report

The purpose of this report is to provide all non-governmental and governmental stakeholders within the settlement and integration sector, as well as members of the general public, with some information, perspectives and potentially valuable strategic directions and initiatives for building organizational capacity to meet the needs of newcomers. It is designed to foster and facilitate creative thinking about an array of issues and options of central importance for understanding and dealing with organizational programming and servicing capacity in the settlement and integration sector. The report contains many references and web-links to other reports and academic publications which should prove useful for that purpose. The hope is that it will be used by all stakeholders who are interested in reviewing and, if necessary, reforming any components of the settlement and integration system to increase capacity for meeting the settlement and integration needs of newcomers and, by extension, ultimately also for meeting the community and economic development needs of Saskatoon and the surrounding city-region.

Capacity for Newcomer Settlement and Integration In Saskatoon: Taking Stock for Taking Action

1.0 Introduction

1.1 Objectives and Purpose of the Report

The overarching objective of this report is to provide an overview and assessment of the organizational capacity both within the City of Saskatoon (the City) and within the community of Saskatoon to meet the settlement, economic, social and civic integration needs of newcomers (i.e., immigrants and refugees) in the recent past and for the foreseeable future. More precisely, the focus is on the change in capacity that occurred from 2007 to 2012, and the change in capacity that may be required from 2013 to 2018 in light of the existing and future immigration flows and the resulting settlement and integration needs of newcomers. In keeping with that overarching objective, the three central objectives of this report are:

- to provide an overview and assessment of the extent to which the capacity of **the City** has increased in meeting the needs of newcomers in the recent past, and whether some additional capacity is required to meet those needs for the foreseeable future.
- to provide an overview and assessment of the extent to which the capacity of **Saskatoon's community**, or more precisely of various not-for-profit community based organizations and local or regional service agencies, has increased in meeting the settlement needs and the economic, social, and civic integration needs of newcomers in the recent past, and whether some additional capacity is required to meet those needs for the foreseeable future.
- to identify some strategic directions and initiatives that should be considered by City officials and members of various types of organizations within the community who are interested in building capacity to meet the needs of newcomers for the foreseeable future.

The purpose of this report is to provide all non-governmental and governmental stakeholders within the settlement and integration sector, as well as members of the general public, with some information, perspectives and potentially valuable strategic directions and initiatives for building organizational capacity to meet the needs of newcomers. It is designed to foster and facilitate creative thinking about an array of issues and options of central importance for understanding and dealing with organizational programming and servicing capacity in the settlement and integration sector. In short, as its subtitle suggests,, the purpose of this report is 'taking stock for taking action'.

Three key concepts embodied in the explanation of the objectives and purpose of this report merit a brief explanation: newcomers, settlement and integration, and capacity.

'Newcomers' refers primarily to people from other countries who have been living in Saskatoon, or anywhere else in Canada, for approximately five years or less. This includes various categories and sub-categories of immigrants and refugees from other countries who have arrived to Saskatoon either directly from abroad, or who have landed and lived in other parts of Canada prior to arriving in Saskatoon.

'Settlement and integration' are two closely related and even interrelated processes experienced by newcomers (Biles et al., 2008). Settlement is the process largely experienced during the first few months after they arrive in Saskatoon as they attempt to acquire what is required to meet their essential basic needs such as: an adequate and affordable food supply; adequate and affordable housing; household furniture; house wares; and means of transportation. Integration refers to the process by which newcomers to Saskatoon become involved or engaged in various activities in the local economic, social and civic systems. These three types of integration are commonly referred to as economic integration, social integration and civic integration. It is important to note, however, that for purposes of this report **integration does not mean assimilation**. Instead, it simply refers to participation in Saskatoon's economic, social, and civic systems, without having to give up one's sense of identity.

'Capacity' refers to the ability of governmental and non-governmental agencies, as well as groups and individuals in the community, to contribute directly and indirectly in providing the range of programs, services and opportunities required to meet the settlement and integration needs of newcomers. It also refers to the ability of those actively involved in meeting the needs of newcomers to access the requisite financial and non-financial resources required for that purpose.

1.2 Organization of the Report

This report consists of nine sections and three appendices.

- Section 1 outlines the objectives, purpose and organization of the report.
- Section 2 provides a brief overview of the volume and composition of immigration flows to Saskatoon as well as the demographic profile of the city.
- Section 3 provides an overview of the following needs of Saskatoon for newcomers: economic needs, community and cultural services development needs, demographic needs, and global humanitarianism/justice needs.
- Section 4 provides an overview of the following needs of newcomers living in Saskatoon: settlement needs, economic integration needs, social integration needs, and civic integration needs.
- Section 5 provides an overview of the needs of the following types of agencies in Saskatoon operating in the immigration and integration sector to meet the needs of newcomers: settlement service agencies, mainstream agencies, ethno-cultural agencies, and governmental agencies.
- Section 6 provides an overview and assessment of the capacity building initiatives undertaken within the City. The first half of this section focuses on capacity building initiatives undertaken by City departments within the scope of the Saskatoon Immigration Project. The second half is devoted to capacity building initiatives undertaken by City departments that fall somewhat outside the direct scope of the Saskatoon Immigration Project.

- Section 7 provides an overview and assessment of the capacity building initiatives undertaken within Saskatoon's community to meet the needs of newcomers. This includes their settlement needs, economic integration needs, social integration needs, and civic integration needs.
- Section 8 identifies some key factors related to capacity building in meeting the needs of newcomers, identifies some potentially valuable strategic directions and initiatives to consider on ways to build additional capacity at various levels within the system to meet the settlement and integration needs of newcomers. Further, it provides an overview of strategic directions and initiatives that participants in the stakeholder consultation process indicated should be considered in building capacity for that purpose.
- Section 9 provides a summary of the major findings and some concluding observations regarding the requirements for making progress in building capacity for within the City and the community to meet the settlement and integration needs of newcomers.
- The report includes three appendices devoted, in turn, to the following:
 - (1) the strategic directions for increasing capacity in meeting the needs of newcomers articulated by stakeholders during the stakeholder consultations;
 - (2) the needs of newcomers and newcomer service provider agencies articulated by stakeholders during the stakeholder consultations; and
 - (3) the statistical data on immigration flows to, and population diversity in, Saskatoon.

1.3 Bases of the Report

This report is based primarily on issues and options highlighted by approximately 250 different participants in a stakeholder consultation process conducted in 2012. The consultation process consisted of: i) one large forum which included participants from a wide range of governmental and non-governmental organizations from various sectors that have been, or should consider being, involved in dealing with the settlement and integration of newcomers; ii) two focus groups of newcomers (one consisting of newcomers who had used services of settlement service agencies, and one consisting of newcomers who had not used such services; and iii) a series of sector-based focus groups consisting of members of various non-governmental and governmental agencies in several sectors. The focus groups were organized as outlined below:

- Newcomers Using Services of Settlement Service Agencies
- Newcomers Not Using Services of Settlement Agencies
- Settlement Service Agencies
- Mainstream Agencies Involved in Serving Newcomers
- Policing and Justice Sector Agencies
- Education Sector Agencies
- Health Sector Agencies
- Housing Sector Agencies
- Business Sector Agencies
- Aboriginal Sector Agencies
- Saskatoon Regional Intersectoral Committee

- City of Saskatoon Departments
- City of Saskatoon Cultural Diversity and Race Relations Committee

To some extent, this report is also informed by key issues and options profiled in a series of reports on immigration, settlement and integration produced during the past six years as part of the Saskatoon Immigration Project (SIP) (Saskatoon 2008b; Saskatoon 2012a), as well as those profiled in some other reports devoted to immigration, settlement and integration of newcomers in Canada. This includes some reports listed in the references section of this particular report (e.g., CIC, 2007; Parliament of Canada, 2010; Derwing and Krahn, 2006; Dowding and Razi, 2008; Peel, 2008; Burstein 2010).

1.4 Historical, Contemporary and Future Contexts of Report

A full understanding of this report requires an understanding of the historical, contemporary and future contexts in which it has been produced and will be used.

1.4.1 Historical Context of Report

Between 2001 and 2006 the City of Saskatoon's Cultural Diversity and Race Relations Committee (CDRRC) made a concerted effort in considering the needs of Saskatoon for immigrants and the needs of immigrants in Saskatoon. Its efforts included submitting a report to City Council on November 5, 2004 recommending (Saskatoon 2004a):

- 1) That the City of Saskatoon develops a strategy and action plan to:
 - ... [attract] more immigrants to Saskatoon;
 - effectively address the difficulties facing newcomers to improve retention of immigrants;
 - effectively address the challenges facing the community;
 - take full advantage of the many opportunities and benefits that increased immigration can offer; and
- 2) That a qualified person be engaged to consult with the various stakeholders and resource persons to produce a more detailed set of objectives, a proposed strategy, and a community-based action plan for consideration by City Council.

These two recommendations were approved by City Council on November 29, 2004 (Saskatoon 2004c). Within one year, two consultants were commissioned to undertake the consultations and produce the proposed report. The result of that initiative was the 2006 report titled "Building Saskatoon to Become a Global City: A Framework for an Immigration Action Plan" (Pontikes and Garcea, 2006). That report was intended to serve the following two key purposes:

- First, it provided the City of Saskatoon with a framework within which to consider what it could do, directly and indirectly, to attract, integrate, and retain newcomers.
- Second, it provided various other governmental and non-governmental stakeholders with a framework for developing and implementing strategies and action plans for Saskatoon at various levels (i.e., the agency and inter-agency, sectoral and inter-sectoral, and governmental and intergovernmental levels) to facilitate their continuing efforts in attracting, integrating and retaining newcomers.

Many of the issues and options identified in the 2006 report are still relevant today and are therefore echoed in this report.

Between 2007 and 2012 two major sets of interrelated initiatives, including some suggested in the 2006 report, were undertaken that have contributed to the decision to produce this report. The first set consisted of initiatives undertaken within the scope of the Saskatoon Immigration Project (SIP), which is a tripartite partnership between the municipal, provincial and federal governments managed by the tripartite Steering Committee consisting of one representative from each of those three orders of government (Garcea and Garg, 2009; Saskatchewan, 2008). The second set consisted of initiatives undertaken somewhat outside the scope of the Saskatoon Immigration Project within and beyond the City council and administration. These two sets of initiatives are discussed in subsequent sections of this report.

In 2011, the tripartite Steering Committee decided it was warranted to produce a report that provided an overview and assessment of the nature and extent of capacity building related to the settlement and integration of newcomers that had occurred in the past five years, the current capacity, and the capacity that may be required in the next five to six years. Its decision was endorsed by many who participated in the stakeholder consultations undertaken in producing this particular report.

1.4.2 Contemporary and Future Contexts of the Report

This report is being produced at a time when Saskatoon, like many of the larger communities in the province, continues to experience the dramatic economic boom that commenced six years ago as a result of growing demand for the province's natural resources and the corresponding extensive investment and development in the province's natural resources sector. The boom has led governments, for-profit sector companies, and not-for-profit agencies to increase the attention they devote to the needs of Saskatoon for newcomers and the needs of newcomers in Saskatoon. The attention being devoted to those needs has engendered some important discussions and debates regarding not only immigration policies of the federal and provincial governments, but also the settlement and integration policies, programs and services of the array of governmental and non-governmental agencies involved in developing, implementing, and funding them. The discussions and debates are rooted in a shared understanding that the current economic boom, as well as the interface between the boom and the immigration, settlement and integration of newcomers, will likely persist for the foreseeable future.

Many of the discussions and debates are related to at least three important sets of issues and options. One set consists of issues and options related to the substance and alignment of federal and provincial immigration, settlement and integration policies, programs, and services. A second set consists of issues and options related to the alignment of roles and responsibilities between and among governmental and non-governmental agencies involved in developing, implementing and funding settlement and integration policies, programs and services. A third set consists of issues and options on relations between and among the various governmental and non-governmental stakeholders involved in developing, implementing and funding settlement and integration programs and services. More specifically, they consist of issues and options on the type and degree of consultation, coordination and collaboration required

between them to ensure the requisite organizational capacity exists to meet the settlement and integration needs of newcomers.

This report profiles some of the issues and options that have been addressed and others that must be addressed in acquiring the requisite capacity within and beyond the City to meet the current and future settlement and integration needs of newcomers in Saskatoon.

2.0 Immigration Flows to Saskatoon and Diversity Profile of Saskatoon

During the past decade, and particularly during the past six years, the level of immigration to Saskatoon has increased dramatically (See Appendix 3; CIC 2000; CIC 2005; Statistics Canada 2013). This is largely the result of the city-region's strong economy and its growing international profile as the regional base for the mining industry. Given that the province's economic boom will likely continue for the foreseeable future, the current levels of immigration to the city-region are likely to continue with minor adjustments based on an array of economic and policy factors.

The increased immigration flows have had several effects on the population of Saskatoon and the surrounding city-region. First, in combination with a rapidly growing Aboriginal population, the flows have accounted for a significant percentage of Saskatoon's overall population growth at a time when Saskatoon has been the fastest-growing metropolitan area in Canada (Hutton, 2011; Crosby, Hannah and Associates, 2010; Statistics Canada, 2006a, 2011, and 2013). Second, the size and composition of immigration flows have also had a significant effect on increasing the racial, ethno cultural, religious, and linguistic diversity of the population (Statistics Canada, 2006a, 2006b, 2010c, and 2013). In short, immigration flows during the past six years have contributed to making Saskatoon a larger and more diverse city with the economic and demographic foundations to continue on the path to becoming, by Canadian standards, a medium-size 'global city'.

3.0 Needs of Saskatoon for Newcomers

3.1 Introduction

The historic, contemporary, and future value of newcomers, for Saskatoon's development as a city, is widely recognized. This was evident not only in the stakeholder consultations undertaken for this report, but also in the public consultations undertaken for the production of the City's strategic planning document titled *Community Vision: Saskatoon Speaks-- Shaping our Future* (Saskatoon, 2011a). Nevertheless, whether Saskatoon needs newcomers from other countries, and particularly the precise number and types needed, continues to be a subject of extensive debate (Saskatchewan, 2003; Paykon 2004; Ziegler 2006; Li, 2006; Lorje 2006); Percy 2006; Keating, et al., 2012). While some believe newcomers from other countries are needed, others believe they are not. Even among those who agree some newcomers are needed, debates persist on the optimal number and type needed in light of Saskatoon's economic and demographic circumstances over time. The debate on whether Saskatoon needs newcomers is more pronounced in the general population than among those who participated in most of the forums and focus groups in the production of this report. Generally, however, the bulk of those who question the need for newcomers tend to focus more on the precise number required and the mix of education, skills and needs they have, rather than on outright opposition to the influx of newcomers.

Moreover, those who raise concerns regarding reliance on immigration to address labour and capital market shortages, ostensibly tend to do so more because they are concerned about the adverse effect that it has on the fair and effective use of human capital that already exists in Saskatoon and the rest of the province, than opposition to immigration in principle.

Invariably, the debates regarding whether newcomers are needed focus on one or more of the following four categories of needs:

- Economic Needs
- Demographic Needs
- Community and Cultural Services Development Needs
- Global Humanitarianism/Social Justice Needs

3.2 Economic Needs

First, many believe that in light of the economic boom Saskatoon has been experiencing, immigration is very important for ensuring the city and the industries on which the city is so heavily dependent have the human and financial capital resources required to sustain the boom. Some of those who hold that belief maintain immigration provides the most efficient and effective means to acquire the requisite labour market skills and the financial investments needed for various economic development purposes in Saskatoon and neighbouring communities in the city-region.

3.3 Demographic Needs

Second and closely related to the first, various consultations undertaken with stakeholders and the general public by the City in recent years reveal that residents believe immigration is required to meet the demographic needs of Saskatoon. This includes demographic needs related not only to the overall size of the population, but also to the age profile of the population. In the case of the overall numerical size of the population the belief is that fast and continuous increases in the growth of the population is desirable at least for the foreseeable future because it will likely contribute to enhancing and sustaining the existing economic boom. In some circles, this belief is strengthened by the related consideration that there are some critical population thresholds (e.g., 250,000 and 500,000) needed for enhancing and sustaining Saskatoon's economic development over the longer term. This alone makes immigration important for Saskatoon and many other communities because, recent projections by Statistics Canada indicated that by 2030 immigration will be the sole source for population growth in Canada, as the births and deaths of the established population will be relatively balanced (Saskatoon 2009c; Crosby, Hannah and Associates, 2010). Statistics Canada also projected that the flow of immigration, as well as internal migration, will continue to be towards urban centres and sub-urban communities (Statistics Canada, 2011).

In the case of the age profile of Saskatoon's population, there is a growing understanding that the arrival of young immigrants and their young families is very important for both of the following matters: (a) the social dynamics of the city that benefit from having a substantial proportion of youth in the population and; (b) the contribution to producing a positive 'dependency ratio' between the working age population and the retired members of the population.

There is also a growing understanding that immigration provides Saskatoon with an opportunity to develop and maintain a profile of a more culturally diverse and cosmopolitan city that would not be possible without immigration. There is recognition among residents that cultural diversity and cosmopolitanism helps to promote Saskatoon's profile provincially, nationally and internationally as an interesting and desirable city in which to live, to work, to invest, or to visit.

3.4 Community and Cultural Services Development Needs

Third, many recognize the value of immigration for meeting some of Saskatoon's special community and cultural services development needs. These are needs that may have economic dimensions, but are also important beyond the economic dimensions. This includes the development needs of the general community and the cultural communities in the city. Notable examples of such development needs that can be met through immigration include each of the following:

- a) The culture and arts sector (e.g., highly specialized mainstream cultural and ethnocultural performers and trainers).
- b) The religious sector (e.g., priests, ministers, rabbis, and imams).
- c) The health and healing sector (e.g., ethnoculturally grounded naturopaths and specialists).
- d) The dining and food sector (ethnic restaurants and food stores).
- e) The recreation and sports sector (e.g., junior hockey players from other countries).

The ability to attract and retain specialists who can provide such services is deemed essential in meeting Saskatoon's community and cultural services development needs.

3.5 Global Humanitarianism/Justice Needs

Fourth, some participants noted Saskatoon has what may be termed 'global humanitarianism/justice needs'. In other words, they believe that collectively and individually residents of Saskatoon have a need or desire to contribute to advancing humanitarianism and justice in the world. Those who have such a need or desire believe adopting a progressive and compassionate approach to accepting immigrants and refugees facing financial and personal security problems in other countries and making them feel welcome is an important contribution people living in Saskatoon can make in improving the lives of such people. Indeed, they believe this is a much higher and more noble cause for attracting, settling, integrating and retaining immigrants and refugees with core survival needs than any of Saskatoon's other needs noted above. Some participants indicated it was important to underscore this particular point as a reminder that immigration flows to Saskatoon should not be driven entirely by economic considerations.

3.6 Concerns Regarding Actual and Potential Adverse Effects of Immigration

Although many recognize the value of immigration in serving the needs of Saskatoon as noted above, there are also some concerns regarding the actual and potential adverse effects if immigration flows are not well managed. Of particular concern for many is placing too much emphasis on immigration and not enough on local, regional, and provincial sources of human capital in meeting the city's labour market needs. Many believe that in meeting those needs very careful attention and adequate resources should be devoted to

training and employing persons already living in the city, the city-region, and the rest of the province who are unemployed or underemployed.

Although this issue emerges most commonly in relation to the existing and potential human capital (i.e., knowledge and skills) within the Aboriginal population, it also emerges in relation to human capital among newcomer immigrants and refugees, as well as other residents who are not members of any of the aforementioned groups. A prevailing view among many who attended the forums and focus groups, as well as the general population, is that any policies and programs targeted for attracting, integrating and retaining immigrants must be developed, implemented and funded in ways that are consonant with the existing and future policies and programs designed to benefit the Aboriginal and non-Aboriginal population (i.e., citizens and non-citizens) already living in the city, the province, and the rest of the country. This view was also articulated in the public consultation process that led to the production of a key strategic planning document titled *Community Vision: Saskatoon Speaks—Shaping our Future* (Saskatoon, 2011a).

3.7 Concluding Observations

In summary, there is widespread recognition both among those who participated in the stakeholder consultations, as well as the general population, of the value of well-managed immigration flows as well as settlement and integration programs for meeting the needs of Saskatoon's local and regional economy and community. However, many Saskatoon residents are concerned about the potentially adverse effects of immigration flows if they are not carefully managed not only in meeting those particular needs, but also in meeting the various needs of Aboriginal and non-Aboriginal people (including newcomers from previous immigration flows) already living in Saskatoon.

4.0 Needs of Newcomers Living in Saskatoon

4.1 Introduction

Immigrant and refugee newcomers to Saskatoon have several sets of needs, the most important of which can be grouped into the following four major categories (Ratna and Richmond 2003):

- Settlement needs
- Economic integration needs
- Social integration needs
- Civic integration needs

Each of these sets of needs is explained in turn below. Before discussing each of them, however, two very important caveats are in order. First, and most importantly, many participants in the stakeholder consultations underscored the importance of focusing not only on the needs of newcomers and what is required to meet those needs, but also on their actual and potential abilities, and what they contribute or can contribute to Saskatoon if afforded the opportunities. Participants noted in most cases the needs of newcomers are to find and access opportunities that permit them to fully utilize their knowledge, skills, and personal qualities to achieve various goals, rather than to receive financial and other forms of support to meet their basic or higher needs.

Second, the difference among newcomers is not so much whether they have needs, but in the types of needs they have and the extent to which they are able to meet them either

entirely on their own, or with varying types and degrees of support from various individuals and organizations, including the following:

- Family members
- Friends
- Community groups
- Specialized settlement service agencies
- Mainstream service agencies
- Private sector companies
- Governmental agencies

4.2 Settlement Needs

Settlement needs refers to what newcomers require to establish themselves during the initial period after arriving in Saskatoon and for laying the foundations to facilitate their ability to live in the city or elsewhere on a long-term basis. The precise length of the settlement period can vary depending on an array of personal and contextual factors.

Participants in the stakeholder consultations pointed to four sets of settlement needs, namely:

- Initial reception and orientation
- Acquiring temporary and longer-term housing
- Acquiring adequate and affordable food
- Acquiring key documents

In discussing the initial reception and orientation needs, they pointed out that some, though by no means all newcomers, require the following assistance from someone:

- Meeting and greeting them upon arrival
- Orienting and guiding them in accessing what they need during the first few hours, days, and weeks following their arrival. This includes, for example, adequate and affordable food, adequate and affordable temporary and long-term housing, and acquiring key documents needed for important purposes such as employment, health care, children's education, and banking services.

Whereas some newcomers will receive such assistance from family or friends already living in the Saskatoon city-region, others without family or friends and especially those who do not speak English or do not speak it fluently will require such assistance from staff and volunteers of various types of agencies.

4.3 Economic Integration Needs

Economic integration needs refers to the basic needs of newcomers to access employment, entrepreneur and investment opportunities that makes it possible for them to achieve their economic objectives, or at least to earn enough with which they can live comfortably. Forum and focus group participants noted that while many newcomers are able to earn enough to meet their basic needs, many others are not, due to an array of challenges they face.

4.3.1 Challenges Faced by Prospective and Actual Workers

Many participants in the stakeholder consultations, and particularly newcomers, pointed to a wide range of challenges faced by newcomers attempting to enter the labour market and by

those already within the labour market. Participants noted that such challenges are faced by newcomers living either on their own or with their families. They indicated that in the family context such challenges were experienced not only by principal income earners, but also by other family members seeking either to contribute to the family finances or to be self-sustaining. Participants also noted that, given the challenges they face, many newcomers find themselves in the following employment situations:

- Unemployment
- Part-time employment
- Low-wage employment
- Underemployment

Participants indicated newcomers can be faced with challenges not only in finding employment, but also after finding employment. They noted some newcomers are constrained to settle for part-time, low-wage employment, and underemployment. They added that whereas in some cases this is the only type of employment newcomers can find, in other cases it is additional employment they are constrained to undertake to supplement the low income they receive from other low-paying part-time or full-time jobs to help them finance their basic household needs.

Participants also noted that another significant challenge encountered by newcomers was finding jobs. Some newcomers indicated they encountered challenges in finding employment opportunities that matched their knowledge and skills for at least two reasons. First, some found that employment opportunities matching their skills were not as plentiful as they anticipated, or that they were not easy to find because they were not well publicized. Second, some indicated prospective employers were either not willing to consider newcomers for employment at all, or that after considering them they were reticent to hire them either due to 'fear of the unknown' or 'outright discrimination' on various grounds.

Some participants also noted some newcomers experience underemployment due to the interrelated challenges posed by one or more of the following:

- Inflexibility in recognizing their non-Canadian credentials.
- Problems in accessing testing and training programs to meet Canadian credential standards.
- Problems in accessing mentoring opportunities that contribute to Canadian experience in working toward credential recognition.

4.3.2 Challenges Faced by Entrepreneurs and Investors

Participants also identified challenges facing newcomer entrepreneurs and investors in the following areas:

- Receiving adequate guidance and support in identifying potential business and investment opportunities.
- Accessing, completing and submitting the appropriate documentation for establishing a business or being an investor.

4.4 Social Integration Needs

Social integration needs refers to the needs of newcomers to become socially engaged and networked within the community (Ratna and Richmond, 2003). Participants in the stakeholder consultations noted that while many immigrants are able to achieve their

respective social integration objectives, many others encounter an array of challenges in doing so. In identifying the social integration needs of newcomers, participants pointed to the common and distinct needs of males, females, adults and youths in various areas including the following:

- Social acceptance needs (i.e., need of newcomers to feel accepted, welcomed, valued, and respected).
- Social understanding needs (i.e., need of newcomers to understand conventional social norms, values, customs and behavior in Saskatoon)
- Social engagement needs (i.e., need of newcomers to participate in various social, cultural, recreational and leisure activities of interest to them).
- Social support needs (i.e., need of newcomers for support to deal with challenges they face in their daily lives).

4.5 Civic Integration Needs

Civic integration refers to the processes and activities that comprise the civic engagement system and active citizenship behavior in a community. Participants in the stakeholder consultations identified several important categories and sub-categories of newcomer civic integration needs within the following three systems:

- The governance systems
- The justice and policing systems
- The community engagement systems

First, within the context of the ‘governance systems’ participants pointed to the need for newcomers to know some basic facts regarding structures, functions, and processes of governance at the local, provincial, and national levels. Such knowledge is deemed important for enhancing their ability to understand within which governance system or sub-system various things of importance to them are addressed, and to which system or sub-system they should focus their attention when a particular matter of importance to them must be addressed. For this purpose participants indicated newcomers should be provided with information related to policies, programs and services that is synopsized, clear and ideally also translated.

Second, within the context of the ‘justice and policing systems’ participants noted the need of newcomers to understand, quite early after arrival, the major elements of the justice and policing systems. In particular, they noted the importance of newcomers understanding how they can access those systems when they feel it necessary to do so in seeking justice or protection, or when either they or any members of their family are or could be charged for not complying with any laws. Participants noted that for these purposes newcomers need access to information related to laws, regulation and judicial and policing procedures that is synopsized, clear and ideally also translated.

Third, within the context of the ‘community engagement systems’ participants pointed to the needs of newcomers, including youth, to understand each of the following:

- Their civic rights, duties and responsibilities both prior to and after becoming citizens.
- How they and others can participate in the electoral processes as voters, candidates and campaign workers.

- How they can become involved in various community initiatives, including public information and engagement sessions on neighbourhood and community planning, as well as economic and social development issues.
- How they can volunteer within and beyond the settlement integration system as a means of feeling connected to the community, acquiring valuable experience, and building social capital.
- The various elements of civic integration.

Participants also noted the importance of newcomers receiving appropriate orientation, guidance, and encouragement to be civically engaged. The consensus was that positive and proactive civic engagement would be beneficial not only for newcomers, but also for various community agencies and the community as a whole.

4.6 Concluding Observations

In summary, newcomers have a wide array of needs from the time they arrive until they are extensively integrated in the economic, social, and civic spheres. It must be underscored, however, that not all newcomers have the same types or levels of needs nor do they require the same level of guidance and support from governmental and non-governmental agencies in meeting their needs. The reason for this is some newcomers have greater capacity to deal with their economic, social and civic integration needs than others. This can be as a result of an array of factors, including their own skills and resources, and the guidance and support they receive from their family members or friends in Saskatoon. Given the growing number of newcomers with needs and that their types of needs may change over time, it is prudent to undertake analyses periodically of their needs and how to meet those needs.

5.0 Needs of Agencies Related to Immigration Trends in Saskatoon

5.1 Introduction

This section provides a brief overview of the needs of four categories of newcomer-serving agencies in Saskatoon: settlement agencies, ethno-cultural agencies, mainstream agencies and governmental agencies. It is not within the scope of this project to identify and analyze the needs of each individual agency that comprise these four categories.

5.2 Types of Agencies

5.2.1 Settlement Agencies

Settlement agencies either provide or facilitate access to basic services for newcomers during the first few months or years, depending on criteria for various services, following their arrival. Such services include but are not limited to – reception upon arrival for some categories of immigrants (e.g., government sponsored refugees), orientation to Saskatoon and living in the city, housing, transportation, employment, education, language training, health, and banking.

5.2.2 Mainstream Service Agencies

Mainstream service agencies provide a variety of social services including – health, education, children and family services, income support, and recreational programs.

Historically in Canada, mainstream service agencies have been designed to provide equitable access to all citizens and permanent residents.

5.2.3 Ethno-cultural Agencies

Ethno-cultural agencies address the interests and needs of a particular ethnic or cultural group. In addition to programming and services related to preservation and celebration of the cultural traditions, and advocating for the advancement of the interests and needs of their members, some ethno-cultural agencies also provide a variety of reception, settlement, and integration services for newcomers from their respective ethnic or cultural group.

5.2.4 Governmental Agencies

For the purpose of this report, governmental agencies are those involved, either directly or indirectly, in the development, funding and/or provision of policies, programs and services targeted at newcomers. At the federal, provincial and municipal levels there are ministries or departments, divisions, branches and sections specifically devoted to addressing the needs of newcomers.

5.3 Needs of Agencies Related to Immigration Trends in Saskatoon

Despite the differences among these agencies in terms of their precise functions within the context of the newcomer settlement and integration system, there is considerable similarity in their basic needs in dealing with newcomer settlement and integration. Their major common needs are outlined below.

5.3.1 Need Some Agencies to Become More Involved

Several officials from governmental and non-governmental agencies, as well as other stakeholders, noted the need for some agencies to become proactive participants in dealing with the needs as well as the actual and potential abilities of newcomers. Members of some agencies indicated they could perform some program and service functions much better if some other agencies became involved more extensively and proactively in meeting the needs of newcomers. The prevailing view was that such involvement is imperative not only for the benefit of newcomers, but also for the benefit of the organizations themselves in being valued as proactive providers of programs and services for new newcomers. Such comments were based on the belief that dealing with newcomers is a shared responsibility among all agencies regardless of whether they deal with newcomers directly or indirectly.

5.3.2 Need Information on Newcomers and their Needs for Services

Some stakeholders, especially those from non-governmental agencies, indicated they need additional information on the number and types of newcomers who will require their services and the types of services they are likely to need. They indicated such information would assist them in several ways, including: improving planning and provision of their program and service delivery; using their resources more effectively in meeting the needs of newcomers; and collaborating with each other in meeting the needs of newcomers.

5.3.3 Need Detailed Programs and Services Mapping

Some governmental and non-governmental stakeholders also indicated they need more detailed mapping of programs and services offered in Saskatoon by various governmental and non-governmental agencies. They indicated such mapping is important for them to understand what is being done and which agencies are doing it.

5.3.4 Need Better Communication and Consultation Between Agencies

Agency representatives who participated in the stakeholder consultations also highlighted the need for more direct, efficient, effective and regular communication and consultation between various types of governmental and non-governmental agencies in dealing with the needs of newcomers. Although this was a shared view among governmental and non-governmental agency representatives, the latter emphasized the need for better communication and consultation with their governmental counterparts. Representatives from non-governmental agencies (e.g., settlement, ethno-cultural and mainstream) noted more direct, efficient, effective and regular communication and consultations with their counterparts in governmental agencies would produce at least two benefits:

- (a) Enhancing the ability of non-governmental agencies to address issues of importance to newcomers.
- (b) Expediting referrals of newcomers from governmental agencies to non-governmental agencies and vice-versa with useful explanations of what each of them needs from those agencies.

Examples of the types of newcomer needs that could be better served through improved communication and consultation are: housing needs, employment needs, municipal services needs, social services needs, and application processing needs for temporary immigration and/or citizenship.

Some representatives of non-governmental agencies providing employment training and mentoring services for newcomers, indicated better communication and consultation is also required between them and employers for the purpose of linking newcomers seeking either a mentorship placement or employment with prospective employers.

5.3.5 Need Better Coordination and Collaboration Between Agencies

Participants in the stakeholder consultations also identified the need for better coordination and collaboration between various types of agencies in planning and providing programs and services needed by newcomers. The prevailing view was that such coordination and collaboration would make it possible for them to do the following:

- Share information, experiences and best practices among agencies, especially between those who have been involved in dealing with newcomers for a long time in a systematic and substantial manner, and those who have been dealing with them only for a short time or are just starting to deal with them.
- Better understand the types of programs and services each of them provides.
- Identify gaps and overlaps in such programs and services.
- Develop and deliver some of their existing programs and services, and any that might emerge in the future.

5.3.6 Need to Establish Partnerships Between Agencies

Participants in the stakeholder consultations also noted the need for governmental and non-governmental agencies to establish partnerships between them. This included either informal and non-institutionalized partnerships or formal and institutionalized ones. One type for stakeholders to consider is what have been referred to as “constellation partnerships” (Surman, 2008). The prevailing view was that partnerships are becoming increasingly important for many agencies to consider as a means of leveraging their resources and assets to provide more and better programs and services to newcomers. Despite the recognized value of partnerships, some participants noted their creation or effective operation is sometimes inhibited *by reluctance among agencies to enter into some types of partnerships, especially those that would require partners to devote some of their limited resources and assets to accomplish the partnership goals and objectives in dealing with the needs and abilities of newcomers.*

5.3.7 Need Additional Financial and Human Resources

Many participants in the consultations for this report indicated most, if not all, agencies need more financial and human resources to meet their needs in providing programs and services designed to meeting the settlement and integration needs of newcomers. They indicated this situation persists despite the fact that there are more financial resources for some agencies today than were available six years ago. Some participants noted that even agencies successful in accessing additional resources continue to be challenged by two interrelated “booms”. The first is the immigration boom, which has brought many more immigrants to Saskatoon in the past six years than any six-year period for many decades, and which has increased the newcomer client load for many agencies. The second is the economic boom that, despite its various benefits, has created financial pressures due to inflation not only in the operating costs for agencies, but also in the cost of living for newcomers, especially in the cost of housing for them.

5.4 Concluding Observations

The four categories of newcomer-serving agencies in Saskatoon (i.e., settlement agencies, ethno-cultural agencies, mainstream agencies and governmental agencies) all have needs. The needs identified above are by no means the only ones that various agencies have. Identifying some of them serves as an important reminder the agencies have needs which must be met to ensure they are able to deal with the needs, as well as the actual and potential abilities, of newcomers.

6.0 City of Saskatoon Based Capacity Building Initiatives

6.1 Introduction

The objective in this section is to provide an overview and assessment of the capacity building initiatives for meeting the needs of newcomers that have been undertaken by the City of Saskatoon over the past six years. This includes:

- The initiatives undertaken directly within the scope of the ‘Saskatoon Immigration Project’ (SIP) for which the lead group has been the City of Saskatoon’s Community Development Branch.
- The initiatives undertaken somewhat beyond the scope of that particular project by various other City departments and branches.

Each of these two categories of initiatives is discussed in turn below. Before focusing on those initiatives however, it is useful to note that during the past six to eight years, immigration and the settlement and integration of newcomers has become a more substantial focus of the City of Saskatoon. Evidence of this can be found in various documents produced during this period, including the following: its strategic planning documents (e.g., Saskatoon 2004d; 2009c; 2012d; 2013a); business planning documents (e.g., Saskatoon 2004e; 2006a; 2008c; 2013b), and annual reports (e.g., Saskatoon, 2010a; 2011b).

6.2 City Initiatives within the Scope of Saskatoon Immigration Project

The ‘Saskatoon Immigration Project’ is a tripartite partnership between the municipal, provincial and federal governments designed to facilitate collaboration and cost-sharing for the purpose of capacity building related to settlement and integration in Saskatoon. The partnership actually started in 2006 when those three governments agreed to share the costs of producing the report “Building Saskatoon to Become a Global City: A Framework for an Immigration Action Plan” (Pontikes and Garcea, 2006). The fledgling partnership was institutionalized in response to the recommendations in that report for the City to develop and implement an immigration and integration action plan. The tripartite partnership, which has continued uninterrupted between 2007 and 2013, resulted in several important and constructive interrelated initiatives during the past six years, including the following three interrelated initiatives:

- a) The hiring of Saskatoon’s Immigration Community Resource Coordinator.
- b) The organization of a series of stakeholder engagement and consultation initiatives as well as, the production of several reports and an action plan based on ideas generated through those initiatives that were spearheaded by the Immigration Community Resource Coordinator with the support of the Manager and staff of the Community Development Branch

Each of these initiatives is described briefly in turn below. Those descriptions are followed by an assessment of their value in building capacity in Saskatoon’s settlement and integration system.

6.2.1 Hiring Immigration Community Resource Coordinator (2007)

The creation of the position of Immigration Community Resource Coordinator (ICRC) within the City of Saskatoon's Community Services Department, Community Development Branch, in the summer of 2007 has been very important for several purposes (Garcea and Garg, 2009). During the past six years the ICRC has performed an important core function and several important roles. The general core function, alluded to in the official title of the position, has been to coordinate community resources for immigration, which is broadly conceptualized to include the settlement and integration of immigrants and refugees. This has included the coordination of many resources not only within the City of Saskatoon, but also within the local community of Saskatoon as part of capacity building initiatives discussed in this section and in subsequent sections of this report.

One area in which the core function and roles performed by the ICRC have been particularly valuable is in the coordination of a series of stakeholder forums (e.g., symposia, forums, and focus groups) that served at least two major interrelated purposes:

- First, bringing hundreds of key stakeholders together to discuss issues and options related to immigration, settlement and integration.
- Second, producing several reports that outlined numerous issues and options of importance for the immigration, settlement, and integration system, as well as an action plan that outlined some strategic directions for the City and community of Saskatoon.

6.2.2 Visioning Conference & Immigration Action Plan Gap Analysis Report (2008)

The first stakeholder forum was a one-day 'Visioning Conference' held in 2008 that focused on various issues and options related to immigration, settlement and integration. The central purposes of the 'Visioning Conference', which was attended by approximately 120 stakeholders from a wide arrange of governmental and non-governmental agencies, as well as newcomers, were:

- (a) First, to bring people together to review and discuss some information on a wide array of issues and options (including some specific models of local action plans used in other communities).
- (b) Second, to workshop some issues, options and models that would be incorporated into a report designed to provide a detailed 'gap analysis' for the immigration, settlement and integration sector.

Both the 'Visioning Conference' and the resulting document, titled 'The Immigration Action Plan Gap Analysis Report' (Saskatoon, 2008a), were informed by an in-depth review of the contents of the report titled 'Building Saskatoon to Become a Global City: A Framework for an Immigration Action Plan' (Pontikes and Garcea, 2006); a review of some models of immigration and integration plans in other communities, and in-depth interviews with leaders from settlement agencies, ethno-cultural organizations, and funders of such agencies and organizations.

The overarching purpose of the 2008 report was to provide a gap analysis related to issues and options, some strategic directions, and a checklist to be considered by the City of Saskatoon officials and other governmental and non-governmental stakeholders in producing an action plan for attracting, integrating and retaining newcomers (Saskatoon, 2008a).

6.2.3 Sector-Based Forums & Welcome Home - Saskatoon Immigration Action Plan (2008-09)

In the fall of 2008 the ICRC facilitated six sector-based forums that focused on: policing/justice, education, health, economic development/employment, housing, and settlement. The purpose of those six sector-based forums was twofold:

- To produce an action plan that contained strategic directions for various sectors designed to facilitate the attraction, settlement, integration and retention of newcomers.
- To continue to advance interactions and discussions between governmental and non-governmental officials and other stakeholders within each major sector that impinged directly and indirectly on the attraction, settlement, integration, and retention of newcomers.

The consensus on strategic directions that emerged from those six sector-based forums, as well as some other forums and reports produced in previous years was embodied in the document titled 'Welcome Home - Saskatoon Immigration Action Plan' released in 2009 (Saskatoon, 2009b). The core of the action plan consists of six sections devoted, in turn, to each of the six sectors. Each section consists of subsections devoted to initiatives that were already underway, existing opportunities that could be enhanced, and action items for moving forward some important initiatives.

Although the Action Plan was produced by City Administration, it did not focus only on strategic directions related to the goals, objectives and activities of City Council and its Administration. Instead, it took a system perspective and also provided some strategic directions related to the goals, objectives, and activities of key agencies and groups in Saskatoon as well as those of the provincial and federal governments.

6.2.4 Symposium on Emerging Trends in Immigration (2009)

In 2009 the ICRC organized the 'Symposium on Emerging Trends in Immigration', which engaged approximately 175 individuals, including officials from governmental and non-governmental organizations as well as many newcomers and non-newcomers living in Saskatoon. The Symposium was organized to foster thinking about issues and options on a cross-sector or multi-sector basis, rather than on a single sector basis. More specifically, it was organized to foster thinking among members of various sectors on the value of undertaking collaboration and coordination across sectors (Saskatoon, 2009a).

Toward that end, the Symposium focused on some successes, some challenges in dealing with key problems, and some solutions for dealing with those challenges and problems. The resulting report, titled 'Welcome Home: Symposium on Emerging Trends in Immigration' (Saskatoon 2009a), contained a very valuable suggestion on a strategic direction to deal with some of the persistent problems in the system. The strategic direction was the structuring of the following three networks:

- Communication Network
- Education and Employment Network
- Family and Community Network

The report recommended functions to facilitate collaboration among agencies within and across the three “networking frameworks.” It also noted that part of the process would be to identify the appropriate mechanisms and resources required to perform the following functions:

- Support the work of the three networking frameworks and identify sources of funding to enable the production and implementation of strategies, activities, tools and resources.
- Plan for, develop and implement a ‘Trends and Opportunities Process’ (TOPs) for ongoing monitoring likely on at least a twice per 18 months basis. This is generally a facilitated conversation where groups come together and explore trends, issues, challenges, what is working, opportunities, share insights, research and look at new impacts and outcomes from their work.
- Plan for bringing the larger group together on at least an every 18 months basis for a development and sharing opportunity.

The Symposium was also valuable in emphasizing the importance of various groups in the system working together, and in profiling several models of the means by which they could do so. Equally, if not more important than those models, was the identification and explanation of the following “Elements of Effective Collaboration” (City of Saskatoon, 2009a):

1. Shared Moral Purpose (mission mesh)
2. Optimal Relationships (match needs and capabilities)
3. Consider Modest Beginnings-then Scale Up (progressive engagement)
4. Create Value and Set Clear Mutual Expectations (quantify benefit)
5. Clear Definition of Tasks and Roles
6. Focused Leadership and Attention on Results with Mutual Gains
7. Commitment to Continuous Learning & Excellence in Communications.

6.2.5 Taking Stock for Taking Action Consultations and Report (2013)

As noted in a previous section, this report and the stakeholder consultations on which much of it is based have been undertaken within the scope of the Saskatoon Immigration Project. The central purpose of this particular initiative has been to assess the extent to which the organizational capacity to meet the needs of newcomers has been increased by initiatives undertaken within and beyond the City in the recent past, and how much capacity building is still required to meet the needs of newcomers in the near future.

6.2.6 Assessment of Saskatoon Immigration Project Initiatives

The prevailing view is that the initiatives undertaken within the scope of the Saskatoon Immigration Project have been valuable directly and indirectly in building capacity to meet the needs of newcomers. This view is widely shared among participants from the governmental and non-governmental sectors, many of whom participated in one or more of the various initiatives within the scope of Saskatoon Immigration Project. Those who commented on the value of those initiatives pointed to their value for each of the purposes discussed below.

6.2.6.1 Positive Effects on City-Provincial-Federal Relations

First, governmental stakeholders pointed to the value of SIP in increasing more systematic tri-partite municipal-provincial-federal intergovernmental consultations and collaboration on issues that typically would not have involved the City of Saskatoon. The consensus among governmental officials is that SIP has fostered closer working relationship between the municipal, provincial and federal governments on some important matters of mutual interest, and for which each of them has varying degrees of shared responsibility.

6.2.6.2 Positive Effects on Building Capacity Within the City of Saskatoon

Second, those who point to these positive effects tend to start by noting the very significant benefit of the creation of the position of the Immigration Resource Community Coordinator (ICRC). Having someone within the City whose principal responsibility was to deal with a range of matters related to newcomer settlement and integration needs proved more valuable than many had imagined. The ICRC was able to facilitate numerous initiatives that have been instrumental in building capacity within and beyond the City in meeting the needs of newcomers.

Third, those who point to positive effects of the SIP and the ICRC also point to the increased level of engagement by the City in the immigration and integration sector during the past six years. Notable examples of such engagement include: participation by City officials in the various forums organized by ICRC during the past six years; the production of various reports that have dealt with various issues and options for meeting the settlement and integration needs of newcomers (Saskatoon, 2012a); the production of the Immigration Action Plan; and the undertaking of several special initiatives launched by various City Departments discussed in the next section of this report.

Fourth, some also point either directly or indirectly to the positive effects of SIP and ICRC in fostering a higher profile in the newcomer communities and the broader community of what the City does and the matters in which City departments and officials can help newcomers.

Fifth, there is widespread belief among governmental and non-governmental stakeholders that the creation of the ICRC position, and the resulting initiatives undertaken through the leadership and/or support provided by the person in that position, has been very instrumental in building capacity within and beyond the City in meeting the needs of newcomers in several ways, including:

- Animating a very wide range of stakeholders in the immigration, settlement and integration sector to undertake some capacity building initiatives on their own for the purpose of capacity building in meeting the needs of newcomers.
- Fostering and facilitating thinking regarding the value of collaboration, coordination, networking, partnerships, and connectivity among various stakeholders in the immigration and integration sector for the purpose of capacity building in meeting the needs of newcomers.

There is a general understanding that few, if any, of the initiatives noted above would have been undertaken with the same degree of regularity, level of engagement, and purposeful strategic direction were it not for the important decisions made to establish the SIP and the ICRC position.

6.3 City of Saskatoon Departmental and Branch Initiatives

6.3.1 Overview of the City of Saskatoon Initiatives

The objective in this subsection is to provide an overview and assessment of initiatives related, either directly or indirectly, to newcomer settlement and integration undertaken by the following organizational units of the City of Saskatoon:

- Human Resources
- Community Services
- Police Services
- Fire and Protective Services
- Utility Services
- Corporate Services
- Library Services
- City Clerk's Office
- City Council's Cultural Diversity and Race Relations Advisory Committee

It must be noted at the outset that although many of the functions, programs and services discussed below are not all exclusively or specifically for newcomers, in the last few years, due to increased immigration, various City Departments have become increasingly proactive in thinking about how their functions programs and services meet the needs of newcomers.

6.3.2 Human Resources Department Initiatives

The City of Saskatoon's Human Resources Department is responsible for creating an inclusive workplace consisting of workers from diverse backgrounds. This is in keeping with a major goal of the City as an equity employer which is, to develop and maintain a workforce that is representative of the public it serves. In pursuing that goal, the Department has undertaken several notable initiatives, including the following:

- Continuing to proactively implement the City's diversity program designed to provide more equitable access to employment by improving recruiting, hiring, training and promotion policies and practices.
- Hiring a fulltime Diversity Coordinator to manage the development and implementation of a range of diversity and inclusion policies and programs.
- Newcomers are able to have one-on-one consultation with the Diversity Coordinator to facilitate integration of applicants by giving them tools to present themselves in sellable ways while highlighting their skills. This may include:
 - Information on employment opportunities with the City
 - Information on qualifications and foreign credential recognition requirements
 - Review of resume with recommendations and Interview assistance
- Outreach and communication to settlement service agencies regarding the City's employment opportunities, application process and credential recognition through the following methods:
 - Formal presentations to agencies' clients and students
 - Tours of City Hall
 - Career Fair participation
 - Weekly job postings sent directly to organizations

- Participation as interviewer in ‘mock Interviews’ organized by settlement agencies
 - Work Mentorships - Participation in an 8-16 week mentorship program for newcomers, which provides them with job experience and an understanding of the City’s workplace culture before they formally apply for work.
 - Information sessions to community partners on the City’s diversity and inclusion programs and initiatives:
 - Employment Equity Report (Saskatoon, 2011d)
 - Workforce Futures Priorities & Goals
 - Assistance from and consultations with community organizations’ staff
 - Partnership Appreciation Luncheon
 - Qualitative Survey to measure partnership relationships
- Diversity and inclusion training for staff members of various departments. A notable example of such an initiative was the Intercultural Competency Training provided between the fall of 2010 and the spring of 2011. In collaboration with the City’s Immigrant Community Resource Coordinator and through the expertise of NorQuest College, the Department undertook the production of an Intercultural Development Inventory (IDI) of the City, and subsequently offered debriefing sessions, individual feedback to 60 leaders in managerial and supervisory roles, as well as Intercultural Competency Training to approximately 200 staff members.

6.3.3 Community Services Department Initiatives

The Community Services Department offers services, programs and resources designed to create a community that meets the needs and preferences of people of all ages and cultural backgrounds. The Department comprises six branches:

- Community Development Branch
- Leisure Services Branch
- Building Standards Branch
- Land Branch
- Planning and Development Branch
- Business Administration Branch

Some of the key initiatives of these branches related to the settlement and integration of newcomers are identified and explained below. This includes several initiatives undertaken as a result of the Immigrant Community Resource Coordinator, working within the scope of the Saskatoon Immigration Project, facilitating the participation of City officials in discussions about the importance of ensuring the City’s programs and services are responsive to and reflective of the needs and preferences of newcomers choosing Saskatoon as their home.

6.3.3.1 Community Development Branch Initiatives

During the past six years the Community Development Branch has performed several key functions designed to create a warm, welcoming and inclusive community for newcomers, and facilitate the settlement as well as the economic, social and civic integration of newcomers. The initiatives identified here are in addition to those that, as explained in the previous section, were undertaken within the scope of the Saskatoon Immigration Project.

Initiatives undertaken include the following:

- Collaborating with the Marketing Section on projects such as:
 - (a) New Immigration Webpage (www.saskatoon.ca/go/immigration)
 - (b) Producing posters and support materials for the 2012 Human Library Event
 - (c) Creating an Immigration Initiatives Banner and flyer
 - (d) 'Diverse.city – We're all part of it' campaign of billboards, bus boards, transit shelter ads, online and print ads, and posters
 - (e) Providing information to the University of Saskatchewan's International Student Office for the production of a handbook for international students and to the Saskatoon Open Door Society for the Newcomer Information Centre.
 - (f) Producing the utility bill insert titled "Building Bridges with the Immigrant and Refugee Community" (Saskatoon, 2012c).
- Coordinating public information messaging, consisting of the publication of articles in newsletters, and television, radio and newspaper interviews, and the hosting of Immigration 101 sessions to increase understanding and awareness about issues pertaining to immigration and settlement.
- Collaborating with the Communications Branch in translating into 14 languages a brochure on City services titled "Whose Job is it?"
- Collaborating with various branches for the production the *Newcomers Guide/Map (Saskatoon, 2010c)*
- Making presentations to newcomers who are clients of settlement services agencies on the following:
 - (a) The purpose and content of the Leisure Guide.
 - (b) The availability of the Low-Income Leisure Access Program, which allows low-income residents to take advantage of the services offered by the City's leisure facilities.
 - (c) The availability of the Discounted Bus Pass Program, which allows low-income residents to purchase discounted monthly bus passes.
- Partnering with Leisure Services, Newcomer Information Centre and the University of Saskatchewan to provide the "Newcomer Bus Tour" of leisure facilities in the city as a means of enabling newcomers to utilize Saskatoon's various sport and recreational facilities.
- Partnering with Citizenship and Immigration Canada to offer the Leisure Access Card to Government Assisted Refugees.
- Collaborating with the City's Mapping Section to create a Newcomers Map and Guide.

Initiatives undertaken in the Community Initiatives Section of the Community Development Branch:

- Adapting the Summer Playground program by incorporating activities, games, and crafts from around the world, as part of an effort to ensure a warm, welcoming and inclusive environment for newcomers.
- Partnering with the Community Initiatives Section staff to have the ICRC speak to front-line staff of the summer playground programs regarding importance and means in valuing and infusing multicultural and intercultural perspectives in the programs and activities.
- Offering programming grants to Community Associations and other non-profit community groups to offer low-cost accessible programming for all that benefit newcomers as well as other residents in their respective neighborhoods.
- The Arts and Culture unit of this section developed the City's Municipal Culture Plan (Saskatoon 2011c) that identifies the following:

- Diversity as a priority direction.
 - Opportunities for cultural interaction and representations.
 - Twelve action items aimed at building bridges between cultures and strengthening interculturalism.
- The Arts and Culture unit also works at facilitating opportunities for cultural and intercultural expression in the community. This is accomplished through direct programming, promoting and funding intercultural events, encouraging the incorporation of cultural elements into urban design, and by maintaining a cultural facility inventory.

In recent years the Community Development Branch has pursued the following two objectives related to the interface between the 46 Community Associations and newcomers:

- Creating awareness about Community Associations among newcomers and encouraging them to become engaged with Community Associations.
- Encouraging Community Associations to invite newcomers to participate in their programs and activities and to volunteer to serve on their governance and programming committees.

In keeping with those objectives the **Neighbourhood Services Section** of the Community Development Branch has undertaken the following initiatives:

- Encouraging Community Associations to invite newcomers to participate in their programs and activities and to volunteer to serve on their governance and programming committees
- Facilitating information sessions involving newcomers who have little or no knowledge about Community Associations
- Working with Community Associations through the Community Consultants and the Immigrant Community Resource Coordinator to create awareness among the leadership of those associations, by presenting at events such as the Indoor Coordinators workshop about the following:
 - The settlement and integration needs of newcomers and what the Community Associations could do in helping to meet some of those social integration needs.
 - The value of newcomers as volunteers not only for several dozens of Community Associations, but also for other community organizations.
- Supporting the efforts of the Saskatoon Open Door Society (SODS) to place newcomers onto Community Association committees, and participating at a volunteer fair organized by the SODS to share information about Community Associations.
- Helping to produce and distribute the “Community Activities From Around the World Multi-Cultural Activity Took Kit” (Saskatoon, 2010d) to encourage volunteers of Community Associations and other community-based organizations to incorporate into their programming various sports, cultural and recreational activities from other cultures.

6.3.3.2 Leisure Services Branch Initiatives

The Leisure Services Branch, with encouragement and assistance from the Immigrant Community Resource Coordinator, has undertaken some valuable initiatives targeted at newcomers in the sport and recreation field. Examples of these include the following:

- Creating a plain language and pictorial frequently asked Questions (FAQ) brochure with information about the use of civic leisure facilities as well as water safety tips. This has been translated into 18 languages and is available on the City's website and to staff at every Leisure Centre.
- Assisting the Immigrant Community Resource Coordinator with the Newcomer Bus Tours to provide information on Leisure Facilities, Registration, Change room etiquette, and organize sample activities such as Zumba® and Bench Aerobics as part of the tour.
- With Marketing's assistance, ensure that each season the Leisure Guides are sent to the Newcomer Information Centre.

6.3.3.3 Building Standards Branch Initiatives

The Building Standards Branch performs some very important functions that impinge on all residents, including newcomers. It is responsible for issuing building and plumbing permits as well as inspection programs related to constructing, renovating, or demolishing buildings. In performing those functions, the Branch has assisted, and continues to assist newcomers to understand the building permit application process so they are able to obtain permits for their current and future projects.

6.3.3.4 Land Branch Initiatives

The Land Branch performs several functions that directly or indirectly impinge on the settlement and integration of newcomers. Three of the notable functions that impinge on newcomers are the following:

- It plans, services and sells residential, commercial and industrial lots owned by the City of Saskatoon. Current land sale policies provide opportunities for newcomers to purchase serviced lots and settle in new development areas.
- It conducts public consultations on land use, zoning, and development issues and options each year. Its comprehensive neighborhood planning process allows citizens to participate in determining the future of their neighborhood.
- It facilitates the development of affordable housing projects. In recent years, under the City's Housing Business Plan, the Land Branch has partnered with various housing providers to increase affordable housing supply by pre-designating land parcels for affordable, rental, and entry-level projects.

6.3.3.5 Planning and Development Branch Initiatives

The Planning and Development Branch is responsible for the overall development and implementation of land use planning activities in Saskatoon for the purpose of building a sustainable community. A closely related function is facilitating the construction of housing subdivisions that are available to lower income residents of Saskatoon, including newcomers.

(a) Housing Initiatives

In the past six years the Planning and Development Branch has undertaken a number of initiatives, both on its own and in partnership with other organizations, to ensure there are a

variety of affordable and accessible types of housing throughout Saskatoon to meet the range of housing needs of most, if not all, residents in Saskatoon. The Branch has been facilitating the development of subdivisions with a mix of housing types that accommodate a range of household income levels that will contribute to meeting the housing needs of residents, including newcomers, across a wide range of income levels. This type, as well as other types, of housing initiatives, became even more important in recent years as a result of the change in 2012 of the mortgage regulations both in terms of the amount of down payment required and the duration of the mortgage. Some of the major housing initiatives by the City include the following:

- The Housing Business Plan
- The Affordable Housing Reserve
- The Mortgage Flexibilities Program
- Pleasant Hill Village - a Neighborhood Revitalization Project
- The Equity Building Program

Although the above-mentioned initiatives were not developed exclusively for newcomers, anecdotally, many newcomers have availed themselves of these programs. Details for these programs are available on the City of Saskatoon website.

(b) Business and Entrepreneurship Services Initiatives

The Planning and Development Branch also provides several business services of importance to newcomers, including the Business License Program, the Business Start-Up Guide (City of Saskatoon, 2012e), and the Saskatoon Business Directory.

The Business License Program also provides special meetings for groups of newcomers who have a specific interest in starting their own businesses in Saskatoon. Translation and Interpretation services are also available.

6.3.4 Saskatoon Police Service Initiatives

As a result of the increasing immigration flows and the resulting increase in ethno-cultural diversity in Saskatoon, the Saskatoon Police Service (SPS) has become much more attuned to and proactive in undertaking initiatives that facilitate the interface between its members and newcomers. Some of the notable initiatives undertaken by SPS include the following:

The SPS has established two important organizational entities to deal with matters related to cultural diversity that impinge on newcomers:

- the Cultural Resource Unit (CRU), and
- the Saskatoon Police Advisory Committee on Diversity (SPACOD), to help meet the needs of an increasingly diverse population, provide cultural diversity training to members of the police force, and to help police officers deal with victims of hate crimes.

The SPS has undertaken initiatives related to cultural diversity and the needs of newcomers. Notable examples include the following:

- Making presentations to newcomers about laws in Canada.

- Attending as many community functions for the purpose of sharing knowledge and building relationships and networks with organizations and individuals, including any who deal with newcomers directly or indirectly.
- Hosting the Race Against Racism event, this draws a large number of participants from various cultural groups.

The SPS has also undertaken some collaborative initiatives with Citizenship and Immigration Canada (CIC) to produce some educational material and language interpreter capacity. This includes the following initiatives:

- Production of a video titled “An Overview of Canadian Law Enforcement”. The video was produced and translated into 16 languages with support of the Global Gathering Place and the Saskatoon Open Door Society (City of Saskatoon, 2012b).
- Established the Interpreter Training for Police Program, designed to help those who are fluent in languages other than English by providing them with education and training on legal terminology and processes to work as interpreters for SPS.

6.3.5 Utility Services Department Initiatives

The Utility Services Department is responsible for several utility services of importance for newcomers that are provided by some of its branches, especially transportation, water, and light and power. These are core needs of newcomers and they deal with many of them in accessing services, ongoing servicing, and in some cases even voluntary or involuntary termination of services. In its efforts to improve its interface with newcomer clients the Utility Services Department has undertaken initiatives such as, on request, providing information sessions on how to use the bus, bus routes, etc. to newcomers participating in life skills programs at settlement agencies.

6.3.6 Corporate Services Department Initiatives

The Revenue Branch of the Corporate Services Department is responsible for a wide range of matters that impinge on the lives and finances of newcomers and other residents in Saskatoon. Its responsibilities include services such as the connections of utilities, meter reading, licensing for taxicabs and parking ticket administration.

In addition to special efforts made on a daily basis to serve residents according to the City's service protocols and standards, in interfacing with newcomers the Revenue Branch has undertaken some important initiatives to improve its interaction with newcomers who have limited knowledge of English. Some notable examples are:

- Providing real time over the phone language interpretation service in dealing with account set up and billing. The goal is to expand the scope of interpreter services within the Revenue Branch of Corporate Services, as well as other City departments and branches.
- Creating a pictorial and explanatory sheet describing the purpose of the Meter Readers visits to residential, commercial and industrial properties. This document, which was produced with the help of the ICRC, was translated into 18 different languages and provided to all City Meter Readers.
- Offering sessions to their department staff on matters related to cultural sensitivity, cultural awareness, Immigration 101 and other such topics to enhance their cultural competencies.

6.3.7 Fire and Protective Services Department Initiatives

In addition to providing essential firefighting services the Fire and Protective Services Department performs several other important functions that impinge directly or indirectly on newcomers. The most notable of these are performed by the following two divisions of the department:

- Inspections and Investigations Division
- Community Relations Division

The Inspections and Investigations Division enforces the building code and property maintenance regulations for residential, commercial and industrial buildings. The Division's principal focus is on minimizing safety risks by ensuring various safety building regulations or codes are respected. Its inspectors also assist public health inspectors in the Saskatoon Health Region to identify deficiencies in health standards in residential, commercial and industrial properties that should be reviewed. In recent years, the Inspections and Investigations Division has become increasingly proactive in dealing with issues of fire safety and health in all types of residential, commercial and industrial properties where newcomers and other residents live and work. The property maintenance and the HomeFirst inspections programs are undertaken to ensure that all properties in Saskatoon are maintained to minimum standards set out in the Property Maintenance and Nuisance Abatement Bylaw.

The Community Relations Division of the Fire and Protective Services Department has two Community Relations Coordinators working with organizations, groups, and individuals in Saskatoon to promote fire and life safety education among adults and youth regardless of how long they have lived in Saskatoon. Toward that end they attempt to establish good relationships with educational, community service agencies, and community associations. This relationship is fostered throughout the year with fire and life safety presentations, fire station tours and attending community events. The division also hosts Fire Prevention Week open houses, a booth and demonstrations at the local Exhibition, the Badge, Shield and Star Awards Dinner and several Fun Days in the Park. Fire and Protective Services has two multi-lingual brochures designed to provide newcomers with critical fire safety information related to various issues such as cooking safely and escaping fires. The brochures are in Ukrainian, Russian, Chinese, Spanish and Arabic. The Community Relations Coordinators are also responsible for the Juvenile Firestop Program designed to provide youth and their families with information on fire prevention practices and programs.

6.3.8 Saskatoon Public Library Initiatives

The Saskatoon Public Library (SPL) provides a variety of library services, including free space for library and community sponsored programs, to all residents of Saskatoon regardless of how long they have resided in the city or their citizenship status. The services are offered either only to newcomers or to the entire population including newcomers. It does this through its main downtown branch and its many neighbourhood satellite branches. The SPL strives to be a neutral positive place for everyone in the community, including newcomers from all racial and ethnic, cultural, linguistic and religious backgrounds.

Notable examples of major initiatives undertaken by the SPL that directly or indirectly impinge on newcomers include the following:

- Adding a satellite branch to the SPL on 20th street in a housing complex that is home to many newcomers, and serves many inner-city residents of various socio-cultural and socio-economic backgrounds.
- Establishing the position of Representative Workforce Development Coordinator for the library.
- Establishing the Literacy Services and Adult Programming Committee (LSAP) that includes newcomer representatives.
- Providing English language and literacy programs and materials useful for newcomers, including the following:
 - Every Child Ready to Read program
 - ESL Story Time for Newcomer Families program
 - The English Conversation Group for Newcomers program
 - Providing materials for learning English, including books, CDs, DVDs, and multi-format kits.

The SPL was the lead organizer and partner for the Human Library event that was undertaken in partnership with City of Saskatoon's Community Development Branch; The Newcomer Information Centre, the Saskatchewan Institute of Applied Science and Technology, and the Greater Saskatoon Catholic Schools.

One of the notable activities targeted specifically at newcomers occurred in June 2011, when SPL developed a new partnership with Citizenship and Immigration Canada (CIC) to provide space for more than 300 newcomers to take the citizenship test, to conduct the official citizenship ceremonies at the Frances Morrison Library, and to have a celebratory reception for the new citizens and their guests.

6.3.9 City Clerk's Office Initiatives

The City Clerk's Office is responsible for three important matters that have implications for meeting the needs of newcomers.

6.3.9.1 Information & Guidance for Matters Related to City Council

In keeping with its core responsibility, the City Clerk's Office responds to many questions and requests for information or guidance from newcomers or anyone acting on their behalf, and members of newcomer serving organizations. This includes answers to questions and information or guidance on various matters that must be dealt with either by City Council, Council committees, or in some cases by other City departments.

6.3.9.2 Information for Civic Elections

The City Clerk's Office has also been performing an important role in attempting to increase awareness among newcomers of each of the following: the rules and regulations for participating in elections as voters and candidates; their right to participate in elections upon becoming citizens and meeting other eligibility criteria; and the value of their participation in elections. For that purpose, during the last two municipal elections, in collaboration with the ICRC, it had prepared hard copy and on-line informational materials and conducted some special information sessions either for the general public, or specifically for newcomers or Aboriginal people.

Informational material included a plain language update to the 'Your Vote Counts' booklet, which was designed to provide information on topics such as the qualifications of electors, the locations of polling stations, how to use mail-in-ballots, and accessing free transportation to and from polling stations. The information sessions, some of which were held in Council Chambers at City Hall, were an opportunity to receive valuable information on important electoral matters such as ward boundaries, general election procedures, what happens at the polling station, and identification required to vote. It was also an opportunity to participate in a mock election.

6.3.9.3 Administrative Support for Cultural Diversity & Race Relations Committee

The Clerk's Office has also been responsible for providing administrative support and coordination for the work of the Cultural Diversity and Race Relations Committee (CDRRC). This has been and remains a critical role for the operation of the CDRRC.

6.3.10 Cultural Diversity and Race Relations Advisory Committee Initiatives

Since its inception the Cultural Diversity and Race Relations Committee (CDRRC) has continued to provide advice to City Council and undertake some initiatives in the immigration and integration sector (Saskatoon, 1999).

- First, it has been responsible for providing advice to City Council on the development and implementation of the Cultural Diversity and Race Relations Policy (CDRRP). The official policy of the City of Saskatoon is to facilitate the development of mutual awareness, understanding and appreciation among racial, religious and ethno-cultural groups, and to cooperate with other groups and organizations in working towards this end (Saskatoon, 2004b).
- Second, as explained in the previous section, the CDRRC was very instrumental in advising and encouraging City Council and its administration to address issues and options related to the settlement and integration of newcomers in partnership with the provincial and federal governments (Saskatoon 2004a).

Over time the CDRRC has undertaken initiatives and made recommendations that have contributed to the collective efforts, within and beyond the City, to create a more welcoming community through various initiatives designed to create awareness and appreciation of racial and cultural diversity. One such initiative was undertaken in 2005 when the City was the first municipality to join and commit itself to the principles of the Canadian Coalition of Municipalities Against Racism and Discrimination (Barot, 2006; Garcea and Garg, 2009; Saskatoon, 2010e). Another such initiative was for the City to commission reports on perceptions among adults and youth of race relations in the city (Saskatoon, 2005 & 2007c respectively).

6.4 Assessment of City of Saskatoon Departmental and Branch Initiatives

This overview of initiatives undertaken by various City departments, along with the Cultural Diversity and Race Relations Committee, reveals they have been increasingly proactive in attempting to improve their capacity in meeting the settlement, economic, social integration and civic integration needs of immigrants. Toward that end, City departments have made substantial progress in the following five general areas:

1. Increasing the number of programs and services for newcomers
2. Increasing the interface between City Administration and newcomers
3. Increasing mentorship and employment opportunities for newcomers
4. Increasing the number and scope of joint initiatives across departments
5. Increasing the number and scope of joint initiatives with other governmental and non-governmental agencies.

The initiatives by City departments designed to increase capacity have benefited not only newcomers, but also the City itself. Newcomers have benefited not only from service provision initiatives targeted directly at them, but also from many initiatives designed to improve service provision and opportunities for all Saskatoon residents.

The benefits for newcomers have been improvements in accessing and using municipal services, as well the creation of some important opportunities for some of them (e.g., mentorships and employment). The benefits for the City include enhancing its profile as a municipality that is on a positive trajectory in providing services to newcomers and in managing diversity in a progressive and proactive manner. This was quite evident in 2010 when the City was not only invited to make a presentation on its anti-racism action plan at a special session at the annual conference of the Federation of Canadian Municipalities (Saskatoon, 2010f), but it also received a Community Development Leadership Award from the Saskatchewan Urban Municipalities Association (SUMA) for its contribution to building capacity to meeting the needs of newcomers both through its own initiatives and through its collaboration on an array of initiatives with various governmental and non-governmental organizations in the settlement and integration sector (Saskatoon, 2010d).

Although City departments have made substantial progress in providing programs and services for newcomers, many participants in the stakeholder consultations process indicated members of those departments, as well as their provincial and federal counterparts, should do even more to meet the array of settlement and integration needs of newcomers, as well as some of the needs of community agencies working on meeting the needs of newcomers. Part of the reason for this view is that many newcomers and other stakeholders (including City officials) within the immigration and integration sector are currently not aware of many of the program and service provision initiatives being undertaken by City departments. The stakeholder consultations revealed that knowledge about the programs and services for newcomers, as well as any other comparable program and service initiatives undertaken by City departments, varies considerably among all stakeholders, including City officials.

Many of the things that stakeholders who participated in the consultation believed should be done by City departments are reflected in the two related appendices at the end of this report (Appendix 1: Strategic Initiatives Recommended by Stakeholders and Appendix 2: Needs Identified by Stakeholders). In making suggestions regarding things City departments should do, they were not just referring to things not done at all; they were also referring to some things ,are done, but they believe should be done in ways that newcomers can identify, access and use more efficiently and effectively.

It should be noted that the various types of forums and consultation processes conducted within the scope of the Saskatoon Immigration Project discussed in the previous subsection of this report contributed immensely to everyone, including City officials, becoming aware of the many initiatives undertaken by the City departments that are beneficial for newcomers.

However, participants in the consultations for this report indicated more work is still required to achieve the optimal level of awareness regarding such initiatives.

The translation of the City's brochure "Whose Job is It?" (City of Saskatoon, 2010b) has been quite useful in helping immigrants understand the functions of various City departments. However, the brochure does not identify specific initiatives of each department designed to meet the needs of, and to create opportunities for, newcomers. Producing such a detailed brochure would be useful, but somewhat challenging. Two major challenges are:

- First, maintaining an updated version of the brochure based on a constantly evolving number, types and scope of initiatives.
- Second, separating what is available to immigrants through programs and services targeted for them versus programs and services targeted for the entire population.

Notwithstanding, these two challenges, consideration should be given to how a brochure or web-page might be constructed to provide newcomers and those who assist them with a fuller understanding of the multiplicity of programs and services provided by City departments designed to meet their needs, and how they can access those programs and services.

7.0 Community-Based Capacity Building Initiatives

7.1 Introduction

The central objective in this section is to provide an overview and assessment of the community-based capacity acquired to date, and additional capacity still required, for meeting the settlement needs as well as the economic, social and civic integration needs of newcomers in Saskatoon. The focus is on some major categories of initiatives undertaken and some notable examples within each of those categories that are illustrative of the initiatives that were identified. This section does not provide a detailed comprehensive list of the initiatives of every agency. Given the number of agencies and the array of initiatives in the community, providing such a list with or without explanations of each of them would have been an immense undertaking that was not possible within the scope of this report.

The two central themes in this section of the report, related to capacity acquired during the past six years and capacity required in the near future, are as follows.

- First, during the past six years the capacity for meeting many of the settlement and integration needs of newcomers have improved substantially.
- Second, notwithstanding the substantial improvement in capacity during the past six years in meeting the settlement and integration needs of newcomers, more capacity is still required to meet those needs in the future.

The increased capacity during the past six years is the result of several interrelated factors, including the following:

- The dramatic increase in the number of newcomers destined to Saskatoon and neighbouring communities in the surrounding city-region since the start of the current economic boom in 2007;
- The increased number of mainstream agencies, programs and services that have been established to meet the needs of all residents, including newcomers;

- The increased number of existing and new non-governmental and governmental agencies that have become involved in providing programs and services targeted to meet the settlement and integration needs of newcomers;
- The increased understanding and appreciation, among a larger proportion of the population, of the value of newcomers and the importance of meeting their settlement and integration needs.

Before providing an overview of the capacity acquired and capacity required to meet the settlement and integration needs of newcomers, it is useful to note, again, that all newcomers do not have the same types or levels of needs. The types and levels of needs vary depending on their respective ability to do many of the things required to facilitate their settlement and their economic, social and civic integration.

7.2 Settlement: Overview of Capacity Building Initiatives

To reiterate, settlement refers to the process whereby newcomers establish themselves in the community. Invariably that process entails addressing a series of needs, which for analytical purposes can be grouped into the following two general categories:

- Basic Settlement Needs;
- Core Settlement Needs.

In recent years, capacity at the community level for meeting the settlement needs of newcomers has been maintained or increased in several areas through various initiatives. In discussing initiatives designed to meet settlement needs it is useful to focus on refugees and family class newcomers somewhat separately from other categories of immigrants (e.g., economic class, provincial nominees, temporary workers, etc.).

7.2.1 Special Initiatives for Meeting Settlement Needs of Refugees

Refugees destined for Saskatoon fall into one of three major sub-categories known respectively as:

- Government Assisted Refugees, who are assisted or, if you will, sponsored by the federal government for up to one year.
- Privately Sponsored Refugees, who are sponsored by any for-profit or not-for-profit and incorporated or non-incorporated organization as well as any group of five people with the means and commitment to support a refugee for up to one year.
- Refugee Claimants, who are people claiming refugee status or seeking asylum from within Canada.

In Saskatoon the initial settlement needs of Government Assisted Refugees (GARs) are the responsibility of Saskatoon Open Door Society (SODS) and Global Gathering Place (GGP). The Resettlement Assistance Program (RAP) provides settlement and support services to each Government Assisted Refugee (GAR) during the first six weeks of arriving (Saskatoon Open Door Society, 2012). The involvement by GGP increases, or at least maintains, capacity to assist each GAR. Under RAP each GAR is welcomed upon arrival, placed in temporary housing, and provided with food. After the first few days, each GAR is also provided with other basic needs including: shopping; opening a bank account; accessing medical care; orientation to the geography of the city, the bus and taxi systems; orientation to various community services they may need during their stay in Saskatoon; orientation to various family issues (e.g., health, education, safety); and the rights and responsibilities of

individuals and groups in Canada. Although privately sponsored refugees do not qualify for receiving services and supports under RAP, their sponsors are responsible for providing them with comparable types of services and supports.

There are two important points to note here regarding settlement services for refugees in arriving directly to Saskatoon from another country. First, they are entitled to settlement services and supports by their respective sponsors for up to one year. Second, adding a settlement agency in providing settlement services and supports under the RAP program has increased, or at least maintained, the capacity for assisting each GAR for the first six weeks of their stay in Saskatoon.

The level and scope of settlement services provided to various categories of newcomers (e.g., refugees, family class, provincial nominees, economic class, and temporary workers) can be highly variable. The same is true of the services they actually need, the types of services they use and the extent to which they use them. The objective here is simply to provide an overview of changes in the capacity within the Saskatoon community to meet their needs based on any special initiatives that have occurred either within the city or the composition of newcomers arriving to Saskatoon.

7.2.2 Initiatives for Meeting Settlement Needs of All Newcomers

For purposes of this report the remainder of this subsection provides an explanation of the extent to which capacity has increased and still needs to be increased in meeting the settlement needs of all categories of newcomers, including refugees. The focus is on the two general sets of settlement needs noted at the beginning of this section (i.e., basic settlement needs and core settlement needs).

7.2.2.1 Initiatives for Meeting Basic Settlement Needs of Newcomers

Capacity has also been increased in meeting many of the basic settlement needs of newcomers starting from their arrival in the city. The basic settlement needs of newcomers can be grouped into two major categories of initiatives:

- Information and orientation services;
- Guidance and support for accessing settlement services.

7.2.2.1.1 Initiatives for Meeting Information & Orientation Needs

An important initiative designed to meet the information and orientation needs of all newcomers is the establishment of the Newcomer Information Centre (NIC) in 2009. The NIC is the result of a partnership between four agencies involved in providing settlement services to newcomers: Saskatoon Open Door Society, Global Gathering Place, Saskatchewan Intercultural Association, and International Women of Saskatoon. The funding partners for the NIC include the federal and provincial government departments responsible for immigration. Initially the Saskatoon Health Region also provided some funding for the initial development of the NIC.

The NIC, which is centrally located in downtown Saskatoon, serves as the first point of access, for newcomers to information, resources and services. For that purpose it has developed a website that provides information not only on its own services, but also a wide

range of settlement services offered by governmental and non-governmental agencies. To make the NIC services available to as many newcomers as possible in as many languages as possible, it is linked to an over the phone interpretation service where the newcomer, the NIC service agent, and the interpreter can be linked in a three way conversation (Saskatchewan, 2012a).

A related initiative that has been undertaken recently is the development of the 211 information system, which has been spearheaded by the United Way of Saskatoon and Area in collaboration with United Way of Regina (Saskatchewan, 2012a). The purpose of the 211 information system is to facilitate the efforts of newcomers' and others in Saskatoon as well as in Regina and other parts of the province in obtaining information regarding various types of social services offered by governmental and non-governmental agencies. The website for the 211 information system will be launched in September 2013. The phone system, which will allow callers to access information in multiple languages, will be launched in 2014 (United Way, 2013).

7.2.2.1.2 Initiatives for Meeting Guidance & Support Needs of Newcomers

Within the context of basic settlement services, capacity has also been augmented by increased or at least improved guidance and support initiatives for accessing the following sets of programs and services:

- government programs and services (e.g., applying for various government documents),
- banking/financial services (e.g., bank accounts, bank cards, loans, mortgages, investments, etc.),
- educational programs and services (e.g., registering children in schools, applying for admission into educational programs),
- sports, recreation and leisure programs and services, and
- religious services (e.g., weekly or daily worship, marriages and funerals).

7.2.2.2 Initiatives for Meeting Core Settlement Needs of Newcomers

Some notable initiatives have also been undertaken for meeting the core needs of newcomers, including those for reception, housing, health and food. Each of these is discussed in turn below.

7.2.2.2.1 Reception Initiatives

An initiative designed to meet the reception needs of newcomers has been undertaken at the airport. The Saskatoon Airport Authority (SAA) with the assistance of the ICRC has erected a multi-lingual welcome sign. The SAA has set up an information kiosk that includes several brochures and maps of value for newcomers, including the Newcomer Information Centre brochure and the Newcomers Guide/Map (Saskatoon 2010d),

7.2.2.2.2 Housing Initiatives

In addition to housing initiatives noted in a previous section of this report undertaken by the City of Saskatoon and other governmental and non-governmental partners, three other categories of housing initiatives should be noted, two of which have been already been developed and one that is being developed. Each of these initiatives is explained below.

(a) Innovative Housing Arrangements for International Students

With the construction of the new student residences, the University of Saskatchewan (U of S) has been able to provide more adequate and affordable housing for international students. Moreover, the U of S has introduced an innovative student-housing program. In housing pods with four bedrooms they attempt to place two international students with two Canadian students. The intent behind the program is to foster mutually beneficial cross-cultural understanding, social bridge building, and academic support.

(b) Housing Units for Low-income Newcomers

One notable housing development for low-income newcomers is the 34-unit housing project for low-income families, including newcomer families. The project was initiated in 2012 by the Westgate Alliance Church through its housing company (i.e., the Westgate Alliance Attainable Housing Inc.). The project is resourced through a partnership involving the Church's housing company as well as three levels of governments. The Church's housing company is contributing more than two acres of land, and the federal and provincial governments are jointly contributing \$55 million through the Investment in Affordable Housing 2011-2014 Agreement signed by the provincial government and the federal government's Canada and Housing Mortgage Corporation (CMHC). The City of Saskatoon is contributing up to \$700,000 through their Affordable Housing Reserve as well as a 5 year tax abatement (Saskatchewan, 2012b).

A potentially important initiative that may help low to moderate income earners purchase housing units is the National Affordable Housing Corporation (NAHC), founded in 2011 and established a presence in Saskatoon shortly thereafter. The NAHC works in partnership with community-based housing providers, land developers and home builders to help low and moderate income earners with incomes less than \$70,000 annually to secure a mortgage to buy their first homes through education programs, credit building and financial assistance. The NAHC provides home buyers with a 3 percent non-repayable down payment assistance grant towards the purchase of a home from one of the NAHC's partner housing providers, plus a monthly subsidy for financing their mortgage based on their needs (NAHC, 2011).

(c) Housing Units for Homeless

In recent years efforts aimed at improving access to housing for residents in Saskatoon have also focused on the needs of the homeless. Although such efforts are not targeted directly at newcomers because they are more likely to face challenges of inadequate and affordable housing, rather than homelessness per se, the existence of housing for the homeless provides a housing safety-net for any newcomers who may need it even if only on a temporary basis. A notable example of a special housing project for homeless people, including newcomers who may find themselves without shelter, is the Housing First Project, which has been spearheaded by the United Way of Saskatoon and Area. In moving the project forward the United Way has established the 'Saskatoon Housing First Task Force' to examine the issues and options related to the Housing First Project, and it has hired a Housing First Project Coordinator (United Way, 2012).

The purpose of this part of the report has been to highlight initiatives that have produced some important capacity building in the housing sector. It must be noted, however, that unfortunately one project to develop some transitional housing units has not materialized. The project was intended to provide transitional housing for one to two dozen newcomers for up to three months after arriving in Saskatoon (Wanda's International Guest House, 2012). Evidently, the housing project was discontinued at the planning stage due to challenges in generating the requisite amount of resources needed to develop and operate it.

7.2.2.2.3 Health Initiatives

In recent years the health needs of all residents, including newcomers have been receiving more attention by the Saskatoon Health Region and various other community organizations. In addition to its general efforts of the health region to improve health services and health outcomes for the entire population, the Saskatoon Health Region has also been attentive to increasing understanding and initiatives focused more directly in meeting the health needs of newcomers. This includes increasing cultural sensitivity in providing health information, orientation and services for newcomers.

Another example of such efforts are the creation of special committees and sub-committees that focus on assessing the health needs of newcomers and advocating for improvements in health service provision on their behalf. Such committees and sub-committees exist at the University of Saskatchewan involving health professionals and academics from various disciplines, within some health professions, and within some settlement service organizations. As well, considerable research has been undertaken at the University of Saskatchewan regarding population health that focuses on various groups, including newcomers. Indeed, some of that research focuses exclusively on the health and health needs of newcomers in Saskatoon.

A notable initiative that has also contributed to increasing the community-based capacity to deal with the health needs of some newcomers since 2008 has been the operation of the Mobile Primary Health Unit. This initiative, commonly known as the Health Bus, was launched to provide primary health care services to low-income people, including newcomers, living in the west-central part of the Saskatoon who might not have regular access to medical services. To facilitate access to primary health care, the Health Bus is parked at various locations where large numbers of people in that area live and shop. The Mobile Primary Health Unit is staffed by health professionals who provide checkups and attempt to determine what health services are needed by people who seek their help. It is a partnership involving governmental and non-governmental organizations (Lunau, 2011).

7.2.2.2.4 Food and Nutrition Initiatives

Several initiatives undertaken in recent years have increased the capacity to meet some of the food and nutrition needs of newcomers. In recent years many more ethnic food products and cooking ingredients have become more readily available for people from many parts of the world. This has resulted from the opening of several ethnic food stores and the broader range of ethnic food products and ingredients sold by many of the larger supermarkets.

An initiative that has contributed to building the capacity for meeting the food and nutrition needs of low-income newcomer households is the support they receive from the Saskatoon Food-Bank and Learning Centre. Although the Food Bank has faced pressures in meeting all the needs of those who approach it, it continues to serve an important emergency food service for many low-income households, including those of a few newcomers. In addition to providing food, it also provides other types of services. Some of these services help newcomers meet some of their settlement needs. This includes, for example:

- A nominal cost store where people can purchase essential items (e.g., clothes, personal care items, and pet food);
- No-cost counseling services in partnership with Catholic Family Services;
- Assistance in dealing with income tax issues;
- Assistance in developing literacy skills and employment related skills.

7.3 Economic Integration: Overview of Capacity Building Initiatives

7.3.1 Economic Integration Needs of Newcomers

Successful economic integration strategies provide the appropriate level of opportunities and supports to enable newcomers to enter the workforce as employees or employers and earn a living to support themselves and their families. Community-based organizations in Saskatoon (for-profit and non-profit) support the economic integration of newcomers through the provision of services that enable newcomers to develop the skills and credentials to become employable or own a business. In discussing community-based economic integration capacity it is useful to distinguish between two categories of economic integration initiatives:

- **Educational Initiatives:** These are initiatives that enable newcomers to develop the skills, knowledge and credentials to enter the workforce. This includes language and literacy initiatives, initiatives designed to support the recognition of foreign credentials, specific orientation training and teaching local business culture(s).
- **Employment and Business Initiatives:** These are initiatives that connect newcomers either to employers, or to the resources needed to successfully establish and operate a business. This includes recruitment and hiring initiatives such as job fairs, mentorship, internship, job shadowing, job-placement and bridging programs, as well as entrepreneurship orientation and training initiatives.

7.3.2 Capacity Acquired for Meeting Economic Integration Needs of Newcomers

7.3.2.1 Educational Initiatives

During the past six years, the capacity of community-based organizations in Saskatoon to support the economic integration of newcomers has been increased as a result of growth in programs and services that help newcomers develop the basic knowledge, skills and credentials to become employable or own, develop and operate a business. Capacity building in this regard has been focused on two main areas:

- Language and literacy initiatives
- Foreign credential recognition initiatives

7.3.2.1.1 Language and Literacy Initiatives

During the past six years, the number of language and literacy programs offered in Saskatoon by community-based organizations has continued to grow. This includes a variety of formal (credit courses) and informal (non-credit courses) programs designed to assist newcomers with low English language and literacy skills.

First, there has been a significant growth in the number of English as an Additional Language (EAL), French as Second Language (FSL), Language Instruction for Newcomers to Canada (LINC), Enhanced Language Training (ELT), and Life and Employment Enhancement Program (LEEP) courses being offered to newcomers.

Second, there has been a growth in the level of informal language and literacy development programs and other opportunities for newcomers to gain language and literacy skills

including conversation circles and reading corners. Some of these programs and services are available through established language and literacy organizations that serve the wider community, such as READ Saskatoon, and the University of Saskatchewan Language Centre (USLC), while there are other programs and initiatives available through community-based organizations whose services target newcomers.

Third, as a result of the increasing diversity in Saskatoon there has also been a growth in the level of social and multicultural community events. These events provide informal and low-pressure opportunities for newcomers to come together and practice their English.

7.3.2.1.2 Foreign Credential Recognition Initiatives

As the newcomer population in the Saskatoon city-region has continued to grow over the past six years, so too has widespread recognition of the fact that many newcomers are underemployed and/or under-utilized in the workforce. As community awareness of this issue has grown, so too have the efforts undertaken by government agencies, educational institutions and other community-based organizations to eliminate barriers to economic integration that some newcomers face in trying to have foreign credentials and professional experience recognized.

Education and business sector initiatives to address the recognition of foreign credentials have been focused in three main areas: Qualification Recognition initiatives (QR), Credit Transfer (CT) initiatives, and Prior Learning Assessment and Recognition (PLAR) initiatives. QR initiatives involve supporting newcomers seeking recognition for degrees completed abroad. CT programs support newcomers in requesting credit for courses and programs completed at another educational institution. PLAR is a process involving the assessment of an adult's knowledge and skills (i.e., what a person knows and can do) that have been acquired through formal or informal education/training,

For newcomer professionals, QR and PLAR initiatives have traditionally been focused on a few streamlined professions (e.g. doctors, nurses, accountants), but have been expanded over the past 5-10 years to support a growing number of professionals in a growing number of professions such as: optometry, dentistry, real estate, education, architecture, engineering etcetera.

For newcomer students, most of the universities, colleges and technical institutes in the province have implemented some form of QR, CT, and/or PLAR program to facilitate their efforts to acquire the requisite knowledge, skills and accreditation without placing unnecessary obstacles in moving forward in their chosen careers.

Participants in the stakeholder consultations pointed to initiatives that have been undertaken at the community level to address the foreign credential recognition needs of newcomers. Some of the most notable of this type of initiatives are the following:

- The Prior Learning Assessment and Recognition (PLAR) program helps adults to acquire recognition for education and skills they have developed outside of formal educational institutions in Canada. PLAR not only helps newcomers gain entry into post-secondary education institutions such as SIAST, but also provides information to certification and licensing bodies regarding an applicant's skills and knowledge.

- The Saskatchewan International Physician Practices Assessment is a new process for assessing International Medical Graduates' (IMGs) readiness to practice in Saskatchewan.
- The Saskatoon Health Region in association with the Saskatchewan Association of Health Care Organizations (SAHO) has developed the Internationally Educated Health Care Professionals (IEHP) Career Pathing Project. The project provides support for IEHP's seeking Canadian licensure, mentoring opportunities, tuition subsidies for courses related to professional accreditation, and medical terminology courses.
- The Immigrant Access Fund (IAF) of Saskatchewan has established an office in Saskatoon to offer micro-loans to immigrants who are seeking to work in the same field in Canada as they did in their home country (Immigrant Access Fund, 2012). These are character based loans and do not require the applicant to be employed or have a credit history in Canada. The micro-loan could be used for short-term training, exam fees with a professional governing association, travel expenses to write an exam, professional association fees, books and course materials, living allowance during study time, and other related expenses.

7.3.2.1.3 Other Educational Initiatives

During the past six years there have also been some other important educational initiatives that have enhanced the community-based capacity to integrate newcomers. These include:

- The Settlement Support Workers in Schools (SSWIS) program facilitates access to community services and resources by newcomer students of all ages, and their families, including newcomer high school students ages 18-21. This program is funded by CIC and is offered in partnership with Saskatoon's three major K-12 school boards (Public, Catholic and French). In 2009-10 SWISS served 1350 students and this number increased to 2848 in 2011-12 (Saskatoon Open Door Society, 2012);
- Job-specific orientation programs;
- Learning local business culture programs;
- Drop-in programs on finding and maintaining work;
- Multicultural daycare services for newcomer children while their parents study or work;
- Youth employment programs;
- Saskatoon Public Schools Newcomer Student Centre is a one-stop centre and a first point of contact for newcomer students and their families with the Public School Division. Staff at the Centre orients newcomer students and their families to the school division. Staff at the Newcomer Student Centre introduce families to public schools; assess students' language and mathematics skills; register students in school; and recommend support and programming for students needing EAL (English as an Additional Language) services.

7.3.2.2 Employment and Business Initiatives

During the past six years, the capacity of community-based organizations to support the economic integration of newcomers in Saskatoon has been significantly enhanced as a result of increases in funding, programs and services offered by governmental organizations (e.g., municipal, provincial, federal) and non-governmental organizations (e.g., Greater Saskatoon Chamber of Commerce, Saskatoon Regional Economic Development Authority

(SREDA), Business Improvement Districts (BIDs), businesses, non-profit organizations, charities, ethno-cultural organizations, etc.) to help create more opportunities and supports for newcomers to enter the workforce and/or start a business in Saskatoon. Capacity building initiatives in this regard have been focused in two main areas:

- Recruitment and hiring initiatives.
- Entrepreneurship initiatives.

7.3.2.2.1 Recruitment and Hiring Initiatives

During the past six years, there has been a concerted effort amongst governmental agencies, businesses and non-profit organizations to enhance local capacity to recruit and hire newcomers in Saskatoon. Firstly, the implementation of the Saskatchewan Immigrant Nominee Program (SINP) in 2007, has enabled employers in Saskatchewan to take a more proactive role in the recruitment, selection and hiring of foreign workers, by allowing them to sponsor foreign workers to meet their labour needs.

Secondly, rises in the levels of immigration to Saskatoon, particularly over the past six years, have resulted in a growth of organizations that are either owned by, or serve newcomers and have positions within their organization requiring some form of foreign language and/or work experience.

Thirdly, many major employers in Saskatoon, including the City (Saskatoon, 2011d), have implemented some form of mentorship, internship, job-shadowing, job-placement, bridging or employment equity program that gives special consideration to prospective employees from designated groups (e.g., Visible Minorities, Aboriginal, Women, and People with disabilities).

Fourthly, besides settlement agencies, several ethno-cultural organizations now provide services to assist newcomers in finding work.

Largely as a result of these four capacity building initiatives, stakeholder participants noted an overall increased willingness amongst employers in Saskatoon to hire an ethnically diverse workforce, as evidenced by a growing number of employers in Saskatoon who are looking abroad to meet their labour demands (Carletti and Davison, 2012).

Participants in the stakeholder consultations pointed to initiatives that have been undertaken at the community level to help newcomers find work. These are initiatives that provide employment related services in addition to those offered by Canada-Saskatchewan Career and Employment Services (CanSask), such as information on programs for improving work skills, information on jobs available, matching the skills of workers with job opportunities, and connecting employers to workers. Some of the notable employment related initiatives undertaken by community-based organizations include the following:

- The Assemblée communautaire fransaskoise helps French-speaking job seekers between the ages of 15 and 30 find work through the Centre for Integration into the Labour Market (CIME). The CIME program is financed by Service Canada and Citizenship and Immigration Canada. Each 12-week training session offers personalized career planning, help in resume writing and interview preparation, and computer workshops (Assemblée communautaire fransaskoise, 2012).

- The Saskatchewan Intercultural Association (SIA) continues to provide the mentorship program, which is designed to help people with a post-secondary degree from outside Canada, to pursue a career in Canada. For that purpose newcomers are provided with an orientation and preparation for working with a host company or organization to gain Canadian work experience in their field of expertise. All three sessions offered annually continue to run at capacity with many more wait listed.
- The Saskatoon Open Door Society established the Business Ready program to assist internationally trained professionals in non-regulated professions. This program aims to facilitate a smooth transition into the Canadian labour market for individuals in fields such as management, finance, administration, computer science and marketing. In addition to orienting participants to current Canadian business practices, it also offers occupation-specific language training, technical skills upgrading and mentoring opportunities. The program also assists participants in searching for and securing jobs in their field of specialization.

7.3.2.2 Entrepreneurship Initiatives

During the past six years, the capacity to support entrepreneurial newcomers at the community-level has been enhanced as a result of several interrelated factors. The federal and provincial governments have implemented policies, programs and services that make it easier for prospective newcomers to either invest in existing businesses or to start new businesses. Additionally, the City of Saskatoon along with the Saskatoon Chamber of Commerce, the Saskatoon Regional Economic Development Authority (SREDA), the Business Improvement Districts (BIDs), and individual businesses have increased their efforts to recruit and retain newcomer entrepreneurs and investors, and continue to market Saskatoon outside Saskatchewan and Canada as a business-friendly city.

Participants in the stakeholder consultations pointed to initiatives undertaken at the community level to help newcomers operate their own businesses. Some notable initiatives include:

- Community Partnerships and Settlement (CPS) and the Entrepreneur and Farm Unit of the Saskatchewan Immigrant Nominee Program (SINP) have initiated the development of information/training-resources specifically for newcomers.
- The Saskatoon Regional Economic Development Authority (SREDA) provides a variety of services to recruit, expand and retain business in Saskatoon and ensure that Saskatoon is a desirable place to live and invest.
- Global Infobrokers Inc. provides training, networking, developing, and coaching to help people to start and operate businesses through its Praxis School of Entrepreneurship.

7.4 Social Integration: Overview of Capacity Building Initiatives

7.4.1 Social Integration Needs of Newcomers

To reiterate, for purposes of this report, social integration refers to the process whereby newcomers become positively engaged and linked/networked socially within the community of Saskatoon; it does not mean assimilation. Moreover, for purposes of this report, social integration needs refers to the following major categories of newcomer's needs:

- Social acceptance needs (i.e., need of newcomers to feel accepted, welcomed, valued, and respected).
- Social understanding needs (i.e., need of newcomers to understand conventional social norms, values, customs and behavior in Saskatoon)
- Social engagement needs (i.e., need of newcomers to participate in various social, cultural, recreational and leisure activities of interest to them).
- Social support needs (i.e., need of newcomers for support to deal with challenges they face in their daily lives).

7.4.2 Capacity Acquired for Meeting Social Integration Needs

Over time, substantial capacity has been acquired for meeting the social integration needs of some, though by no means all members of newcomer households. The increased capacity is the result of several categories and subcategories of initiatives that have been maintained or new ones that have been undertaken by community-based agencies or groups either on their own, in partnership with each other, or in partnership with government agencies.

Before discussing the increased capacity resulting from initiatives undertaken by various agencies, organizations or groups, two points should be noted. First, many of the initiatives undertaken by community-based agencies to enhance the newcomers' understanding of social norms, values, customs and behaviours are part and parcel of the initiatives to assist newcomers with their initial settlement needs, which have been discussed in a previous subsection.

Second, family members, friends and acquaintances make a substantial contribution to the overall capacity for meeting the social integration needs of newcomers. Such individuals are very important for meeting the social integration needs, as well as the other categories of needs, of newcomers because in most cases they form the social support and integration networks for newcomers. Part of the reason for this situation is many newcomers do not access the social integration programs and services provided by various types of agencies, organizations or groups. In some cases this occurs because they do not feel it is necessary to access such programs and services, and in other cases they do not know how to access such programs and services. Newcomers who access various programs and services offered by agencies benefit in two ways: first, they benefit from the orientation, guidance and supports of those programs and services; and second, they benefit because they provide them with valuable opportunities to make friends and acquaintances who can become part of their respective social integration networks.

In discussing the increased capacity to meet the social integration needs of newcomers the focus in this section is on capacity building in these important areas:

- Capacity Acquired to Meet Social Reception/Acceptance Needs
- Capacity Acquired to Meet Social Understanding Needs
- Capacity Acquired to Meet Social Engagement Needs
- Capacity Acquired to Meet Social Support Needs

7.4.2.1 Capacity Acquired to Meet Social Acceptance Needs

In recent years capacity has increased in meeting the social acceptance needs of newcomers. More specifically, the capacity has increased to make many, though by no means all, newcomers feel more welcome and respected following their arrival in Saskatoon. The capacity has increased largely as a result of the following factors:

- Advocacy to promote the level of public support for creating a warm and welcoming community
- Actions/Activities by agencies, organizations, groups and individuals to interact with newcomers in a warm, respectful and supportive manner.

In recent years non-governmental as well as governmental organizations have become more proactive in their efforts to enhance the level of public support for creating a warm and welcoming community for newcomers. Toward that end, they have made special efforts to increase the level of understanding among Saskatoon residents of the value of newcomers both for principled and pragmatic purposes. In making the case regarding the value of newcomers for pragmatic purposes, they pointed to the importance of capitalizing on the array of economic development opportunities during the current economic boom.

Such advocacy is part and parcel of both pro-immigration and anti-racism advocacy initiatives. They include a wide array of initiatives including special annual events to observe the International Day for the Elimination of Racial Discrimination, special pro-immigration and anti-racism forums, and media interviews by pro-immigration and anti-racism advocates.

In recent years an array of agencies, organizations, companies, businesses, clubs and individuals have also made special efforts to interact with newcomers in a warm, respectful and supportive manner. In addition to interactions with newcomers by settlement service agencies, ethno-cultural agencies, municipal, provincial and federal governments, it has also included interactions with newcomers by the following: local authority agencies (e.g., school boards and health board); neighborhood community associations; and social, sport, recreation, arts and culture clubs) (Garcea, 2011),

7.4.2.2 Capacity Acquired to Meet Social Understanding Needs

In recent years capacity to meet the social understanding needs of newcomers has increased. This includes understanding of prevailing social norms, values and customs, inter-cultural relations, and the historical and contemporary legacies of Aboriginal people.

A substantial portion of that increased capacity has resulted largely from initiatives undertaken by settlement agencies, ethno-cultural agencies, private refugee sponsors, sectoral agencies (e.g., education boards, health boards etc.), religious organizations, and

Aboriginal organizations. All such initiatives have been and continue to be complemented and supplemented primarily by each of the following: information provided by media outlets; discussions with family members, friends, acquaintances; and personal observations.

In addition to initiatives focusing on enhancing newcomers' understanding of local norms, values, and customs, some valuable initiatives have been undertaken focusing on understanding inter-cultural relations as well as the historical and contemporary legacies of the Aboriginal people. These efforts are similar to some undertaken in other cities such as in Winnipeg (Gyepi-Garbrah 2010) and Vancouver (Vancouver, 2013).

In the case of inter-cultural relations, newcomers are oriented to policies and practices related to the rights and duties of cultural groups and their members, as well as the forms and dynamics of relations between ethno-cultural groups. Such orientation is provided, albeit to varying extents, in many programs offered by settlement agencies and other agencies or organizations involved in helping newcomers settle and integrate within the local or regional community.

In the case of historical and contemporary legacies of the Aboriginal people, newcomers are oriented to Aboriginal treaties, rights, citizenship, governance, and social and economic history. A notable initiative designed to serve this particular purposes has been undertaken by settlement agencies in partnership with the Office of Treaty Commissioner (OTC). This is the 'Champions of Understanding' program, which has been offered by the OTC since November 2011. This initiative is designed to facilitate two-day training sessions for members of the Saskatchewan settlement-service community who provide orientation, learning, and support services to newcomers. It is essentially a 'train-the-trainer program'. Program participants become certified 'Champions of Understanding' who can share their understanding of the Aboriginal people and their culture with newcomers. They are also provided with teaching materials at no cost, and some guidance on alternative ways to conduct orientation sessions involving newcomers (e.g., during training classes organizing visits to Aboriginal events, or facilitating events with immigrant families). Some of the materials used by that program were produced with funding received from the provincial government's immigration branch as part of the provincial government's Outreach and Education stream of the First Nations and Métis Strategy.

Another initiative worth noting related to the Aboriginal sector was undertaken by the Saskatoon Open Door Society (SODS) in partnership with the White Buffalo Youth Lodge (WBYL). This was a collaborative partnership of the City of Saskatoon, the Saskatoon Tribal Council Inc., Saskatoon Health Region and Central Urban Métis Federation Inc. Under the partnership, SODS can deliver programs for newcomers at the WBYL for free, provided the programs are also accessible to Aboriginal people. The foundations for a comparable partnership have also been laid between the Saskatchewan Intercultural Association (SIA) and WBYL to develop and deliver a joint employment preparation program titled 'Learning Interculturalism Through Employment' (LITE). To date, however, they are still exploring funding opportunities. Both partnerships are deemed mutually beneficial because they provide SODS and SIA with a centrally located facility for programming, and they provide WBYL with the opportunity to access financial resources needed to provide programming outside its normal funding sources. Furthermore, efforts to develop and deliver those programs are driven by a shared belief that it would benefit Aboriginal and newcomer participants in two important ways: first, it would benefit them with their search for employment, and second it would foster greater intercultural understanding between them.

7.4.2.3 Capacity Acquired to Meet Social Engagement Needs

In recent years the capacity to meet the social engagement needs of newcomers has also increased. This includes the capacity to increase opportunities for newcomers to participate in various social, cultural, recreational and leisure activities. The increased capacity is the result of the following three factors, each of which is briefly explained below:

- Increased social engagement programming for all residents
- Increased efforts to involve newcomers in programs for all residents
- Increased efforts to create special programming for newcomers

The first reason is due to the increased number and types of activities designed to meet the social engagement needs of all residents of Saskatoon, including newcomers. In turn, the number and type of social, cultural, recreational and leisure activities has increased steadily over time as a result of three interrelated factors. One factor is the substantial increase in the population of the city and city-region in the past six years. Another factor is the continuance of the social trend whereby people of all ages continue to access those types of activities. A third factor is that not-for-profit and for-profit organizations (e.g., clubs and businesses) have become much more willing and able to provide such programming given the demand from the population and opportunities for viable programs and activities.

The second reason social engagement capacity has increased is due to increased efforts by many agencies, groups and individuals to involve newcomers in the wider range of social, cultural, recreational and leisure activities offered for residents of the city, including newcomers. They have tended to do this because there is often a mutual benefit for newcomers and also for those involved in developing and delivering such activities both in the not-for-profit and in the for-profit sectors.

The third reason social engagement capacity has increased is due to the special efforts of non-profit and for-profit organizations as well as other groups of individuals to do either of the following:

- Assist newcomers in finding and accessing programs and activities.
- Develop and deliver some new or additional programs and activities.

Some recent examples of programs and activities developed and delivered for newcomers by various agencies, organization and groups include the following:

- Swimming programs offered either by settlement service agencies which are open to their clients, or other community agencies such as the one offered by the YWCA open only to women;
- Soccer teams consisting of newcomers established from time to time by settlement agencies or ethno-cultural groups to participate in the men's soccer league;
- The World Cup Soccer Tournament organized by some members of ethno-cultural communities. This annual tournament has been very successful in fostering social engagement by newcomers who play in the tournament, serve as volunteers, and attend as spectators and contributed in creating a festival like atmosphere;
- Cricket games and lessons organized by members of some ethno-cultural organizations;
- Ethno-cultural dance and music programs.

7.4.2.4 Capacity Acquired to Meet Social Support Needs

In recent years capacity has also been increased in meeting the social support needs of newcomers. The increase has resulted from special efforts by many different types of organizations to provide such support. This includes settlement agencies, some ethno-cultural associations, private refugee sponsors, and various other organizations involved in providing social support to all residents, including newcomers (e.g., religious organizations).

Notable examples of recent programming by settlement service agencies designed specifically for newcomers include the following:

- The 'Just4Women Series' pilot offered by the International Women of Saskatoon (IWS 2012) included a series of 6-10 week programs to provide newcomer women with opportunities to participate in recreational and hobby activities, to learn new skills, to practice speaking English, to make new friends, and to receive social support.
- The support programs for women and men offered by the Saskatoon Open Door Society (SODS, 2012). These programs are designed for newcomers seeking guidance and support on personal issues as well as positive social, learning and recreational experiences. In addition to these programs, SODS also runs the "Immigrant Women Creative Club" program designed to assist women to explore and build their potential and confidence on matters related to potential careers and vocations. Similar support and development functions are provided by the "For Men Only" program, which offers them services such as: social supports; learning opportunities through discussion groups; cooking classes; and discussions on sports. SODS has established the "Men's Recreation Club" which is an ongoing sport activity program in which participants are offered information about a variety of sport centers and activities in Saskatoon.

7.5 Civic Integration: Overview of Capacity Building Initiatives

7.5.1 Civic Integration Needs of Newcomers

In discussing the civic integration needs of newcomers it is useful to distinguish between two categories of civic integration or engagement:

- Politically Based Civic Integration: This includes participating in electoral processes at the local, provincial or national levels as candidates, voters, campaigners, and elected officials.
- Community Based Civic Integration: This includes participating as board and committee members in various types of community-based organizations.

7.5.2 Capacity Acquired for Meeting Civic Integration Needs of Newcomers

7.5.2.1 Capacity Acquired for Politically Based Civic Integration

During the past six years or so, additional politically based capacity has been acquired at the community level. This is over and above the politically based capacity discussed in the previous section of this report regarding the additional capacity resulting from the City Clerk's efforts to increase participation of all residents, including newcomers, in the electoral

process as candidates and voters. The additional capacity at the community level has resulted from the efforts of political parties, campaign teams of candidates for various elected positions to maximize involvement and support in their respective campaigns by all residents, including newcomers. Some additional capacity has also resulted from the efforts of interest groups to increase their membership and level of support by inviting and encouraging newcomers to participate in their activities.

7.5.2.2 Capacity Acquired for Community Based Civic Integration

Capacity has also been acquired in relation to community-based integration. This has resulted from an increased number of initiatives by community-based organizations to create opportunities for involvement by newcomers as board and committee members. This includes, for example, ethno-cultural associations, religious associations, sports and recreation associations, arts and culture organizations, neighbourhood or community associations, as well as other community-based organizations that value diversity.

7.6 Assessment of Capacity at Community Level

To reiterate, the central objective in the previous subsections of this section of the report has been to provide an overview of the community-based capacity acquired in recent years to meet the settlement needs as well as the economic, social and civic integration needs of newcomers. The objective in this subsection is to provide an assessment of the capacity for meeting those needs as well as some suggestions for increasing the capacity even more to meet some those needs to a fuller extent for a larger proportion of newcomers.

7.6.1 Amount of Capacity in Meeting Needs at Community Level

The information provided in the previous subsections highlighted an increased capacity at the community level in recent years in meeting the needs of newcomers. It also reveals that the increased capacity resulted from an array of initiatives undertaken by various non-governmental organizations and groups either on their own or in partnership with each other and/or with governmental organizations. In addition to the factors noted in the introductory portion of this section, a substantial proportion of the increased capacity has also resulted from the financial contributions made by governmental agencies to non-governmental organizations in the community for various programs and services (Garcea, 2011).

7.6.2 More Capacity is Still Required at the Community Level

Notwithstanding the substantial improvement in capacity in recent years in meeting the settlement and integration needs of newcomers, the prevailing view among those who participated in the stakeholder consultations was that more capacity is still required to meet those needs. This is true of all dimensions of settlement needs and also economic, social and civic integration needs.

In discussing the needs for additional capacity, many participants involved in the stakeholder consultations noted that it is important to keep in mind that there is a “hierarchy of needs” among newcomers. More specifically, they noted that for many newcomers the most important needs are the economic integration needs and to some extent also the core settlement needs. The prevailing view in this respect was that if the economic integration

needs are met, and particularly the need to earn enough money to achieve a good standard of living, newcomers would have a much better and more satisfying quality of life than is possible in a situation where those needs are not met. Moreover they felt that other needs (i.e., basic settlement needs, social integration needs, and civic integration needs) would either be met as a result of their economic integration, or they could be dealt with gradually over an extended period of time.

7.6.3 Key Points for Enhancing Capacity at the Community Level

In considering the focus of continuing efforts to increase capacity in meeting the settlement needs and also the economic, social and civic integration needs of newcomers, some important general points should be noted. Many of those who participated in the stakeholder consultations noted that the needs of many newcomers are either not met or not met fully for a variety of reasons, including the following:

- Not all newcomers have the same types and levels of needs at the same time either during the first three years or during subsequent years following their arrival;
- Not all newcomers are aware of programs and services available that would help them meet their settlement needs;
- Not all newcomers know how to access some of the programs and services;
- Not all newcomers are eligible for all programs and supports;
- Not all newcomers choose to access existing programs and services;
- Not all newcomers are able to access some programs and services because there are limited spaces;
- Newcomers can only access some of the existing programs and services offered by settlement service agencies during their first few years after arrival, even if some of those needs extend or emerge beyond those first few years;
- Most, if not all, non-governmental and governmental organizations do not have the capacity to meet all the needs of all newcomers discussed in this section of the report.

In summary, it is fair to say that within the community of Saskatoon the capacity has increased to meet the settlement needs and also the economic, social and civic integration needs of newcomers. However, it is also fair to say that more capacity is still required to meet the various needs of some, though by no means all, newcomers.

In building capacity, due consideration must be given to the various factors that account for the gaps in meeting the needs of newcomers and what should be done to fill those gaps. The views of participants in the stakeholder consultation process on the existing gaps in meeting the needs of newcomers are identified in Appendix 2 of this report, and their views on the ways that those gaps could be filled are listed in Appendix 1.

8.0 Strategic Directions and Initiatives for Building Capacity

8.1 introduction

To reiterate, the major findings of the previous two sections of this report are that notwithstanding the fact that the capacity for meeting the needs of newcomers has increased substantially within the City and within Saskatoon's community in the recent past, some additional capacity is required to meet those needs more fully and effectively for the foreseeable future.

The three objectives in this concluding section of the report are:

- first, to identify some key factors that impinge on undertaking capacity building within the settlement and integration sector;
- second, to identify some strategic directions and initiatives that should be considered in building capacity at various levels of the settlement and integration system; and
- third, to provide an overview of strategic initiatives that participants in the stakeholder consultation process suggested should be considered for capacity building purposes.

In keeping with those objectives, the remainder of this section consists of three sub-sections that deal with each of them in turn.

8.2 Capacity Building Factors

Capacity building to meet the needs of newcomers requires attention to several important interrelated factors, including:

- adopting a systems perspective;
- strategic use of assets and resources;
- strategic networking and connectivity; and
- proactive and constructive behavior by agencies and agents

Each of these factors is discussed in turn below.

8.2.1 Systems Perspective for Capacity Building

Capacity building requires adopting a systems perspective. The reason for this is that the newcomer settlement and integration system is a multi-faceted, multi-stakeholder, and multi-level governance, management and administrative system. In Saskatoon, as elsewhere, it is difficult to deal effectively with the requisite capacity building by focusing only on a very limited number of levels, dimensions or facets of the system in isolation from the rest. With that in mind, capacity building must focus on various levels or dimensions of the system, including the municipal, intergovernmental, agency, sectoral and intersectoral levels.

Strategic initiatives that should be considered at each of these levels are discussed in another subsection below. The key point here is that it is important to focus on these levels of the system and all that occurs at each level both severally and collectively.

8.2.2 Strategic Use of Assets/Resources

Capacity building also requires adopting an approach that makes strategic use of various categories of resources (e.g., financial and human) and assets, (e.g., buildings, land, technology). Given that even during economic booms the reality of ‘too few dollars for too many priorities’ usually persists, various means other than, or even in addition to increased financial and human resources may have to be considered for purposes of enhancing capacity. Some participants in the stakeholder consultation process indicated that two notable interrelated means that should be considered are:

- expanding the number and scope of consultative, coordinative and collaborative arrangements among governmental or non-governmental agencies;
- Increasing the number of sound strategic planning exercises undertaken, either on their own or jointly, by various agencies using various analytic tools that help them clarify key goals and objectives and the strategic directions and initiatives for achieving them..

8.2.3 Strategic Networking

Capacity building for meeting the needs of newcomers also requires strategic networking among various governmental and non-governmental agencies and agents identified in previous sections of this report. Such networking would be designed to foster greater connectivity between them that would, in turn, facilitate greater consultation, coordination and collaboration related to initiatives designed to meet the needs of newcomers.

As noted in the previous sections of this report, in recent decades, and particularly in the past six years, the number and types of governmental and non-governmental agencies and agents involved in newcomer settlement and integration have increased substantially. A prevailing view among governmental and non-governmental stakeholders is that what is needed now is a greater degree of strategic networking among the many agencies and agents. Indeed, some governmental and non-governmental stakeholders believe that ensuring a higher degree of networking and connectivity among various agencies and agents within and across sectors and subsectors is becoming equally, if not more important, than expanding the number of agencies and agents in the system.

8.2.4 Proactive and Constructive Behaviour by Agencies and Agents

Capacity building also requires proactive and constructive behavior by agencies and agents. Indeed, such behavior is essential for capacity building. Such behavior requires agencies and agents to adopt a proactive, rather than a reactive, posture in identifying and solving actual problems and preempting potential problems. Moreover, in dealing with actual and potential problems either on their own or jointly with others, such behavior requires that they adopt a constructive posture that is guided by laudable principles to improve the system in ways that will benefit those that it is intended to serve.

8.3 Capacity Building at Various Levels of the System

To reiterate, capacity building is required at various levels, or if you will, dimension of the immigration settlement and integration system. For purposes of this report the focus is on the following levels of the system:

- Municipal Level
 - (i.e., within the City of Saskatoon)
- Inter-Governmental Level
 - (i.e., municipal, provincial, federal, and Aboriginal)
- Agency Level:
 - (i.e., individual governmental and non-governmental agencies)
- Sectoral Level
 - (e.g., within settlement, health, education, housing, business sectors)
- Intersectoral Level
 - (e.g., across the settlement, health, education, housing, business sectors)

8.3.1 Capacity Building at Municipal Level

During the past six years, the City of Saskatoon has made considerable progress building capacity for dealing with newcomer settlement and integration issues. During that time the City has become increasingly more proactive in identifying and addressing such issues. At this juncture it should consider how to consolidate and build on the existing capacity. Toward that end, it should consider the following initiatives.

8.3.1.1 Consider Retaining Immigration Community Resource Coordinator

The City should consider retaining the position of Immigration Community Resource Coordinator (ICRC). The coordinative and facilitative functions performed by the ICRC in the immigration and integration sector within and beyond the City during the past six years have been valuable and highly valued among governmental and non-governmental stakeholders.

8.3.1.2 Consider Continuing Operating Electronic Mailing List

The Manager of Community Development and the ICRC should consider continuing operating the list server that has been very valuable not only for collecting and disseminating valuable information and communications on policies, programs, services, events, but also for reminding those who are on the list server that there is at least one person in the City's administration whom they can contact regarding immigration, settlement and integration issues.

8.3.1.3 Consider Convening Meetings of Departmental Officials Periodically

The City should consider convening meetings periodically of the appropriate City Administration officials to deal with immigration and integration issues. Such meetings should be convened at least on an annual or semi-annual basis. The purpose of the annual or semi-annual meetings would be to discuss any issues, options or initiatives related to Immigration, settlement and integration. This includes monitoring progress on the development, implementation, and periodic updating of an action plan on immigration and

integration that may be developed by the City. Such meetings would be in addition to any others that are convened to deal with individual projects.

8.3.1.4 Reviewing, Revising, and Profiling the Immigration Action Plan

The City should consider reviewing, revising and profiling the Immigration Action Plan, which is formally titled “Welcome Home – Saskatoon Immigration Action Plan” (Saskatoon, 2009b). The Action Plan was designed and has been used for the City’s own internal planning processes as well as to provide a vision and some strategic directions for the community as a whole. The purpose of reviewing and revising the Immigration Action Plan would be to update and format it in a way that the goals and objectives for the near future, as well as the means by which those goals and objectives will be pursued, would be clearly outlined. This review and reform process would also aid with the strategic considerations mentioned in the previous subsection.

8.3.1.5 Consider Reviewing and Updating the CDRR Policy

The City of Saskatoon should consider reviewing and, if necessary, updating the Cultural Diversity and Race Relations Policy (CDRRP) (Saskatoon 2004b). Specifically, consideration should be given to anti-racism goals and strategies, as well as fostering interculturalism and cross-cultural understanding between Aboriginal people, newcomers and other residents. When the review of the policy is undertaken, care should be taken to not only review and update the language within the policy, but also in clearly articulating the indicators of success, the processes for monitoring success, and the City’s specific role in achieving the goals of community outcome statements.

8.3.1.6 Consider Linkages Between Immigration Action Plan and Culture Plan

The City should consider the extent to which there are potential synergistic linkages between elements of either the existing or a revised Immigration Action Plan and the Culture Plan. More specifically, it should consider the extent to which elements of the two plans could be dealt with in ways that complement and supplement each other in advancing key policy goals and objectives of each.

There are at least two major reasons for considering this matter. The most important reason is that they contain some key provisions that overlap with respect to cultural diversity and cultural diversity management issues. A second reason is that both plans fall under the auspices of the City’s Community Development Branch within the Community Services Department.

8.3.2 Capacity Building at Intergovernmental Level

During the past six years capacity building at the intergovernmental level has benefited immensely from the collaboration between the municipal, provincial and federal governments in establishing the tripartite Steering Committee consisting of one or more official from each order of government to coordinate the Saskatoon Immigration Project. To reiterate, the Saskatoon Immigration Project has been a tripartite contributory partnership, between the municipal, provincial, and federal governments designed to provide the

requisite resources not only for the salary of the Immigration Community Resource Coordinator, but also and for a series of activities and initiatives undertaken during the past six years. Based on the value of those initiatives, the three orders of government should consider what to do in the near future for the purpose of continuing to enhance and sustain capacity at the intergovernmental level in meeting the needs of newcomers as well as some of the needs of various types of agencies involved in meeting those needs. For that purpose they should reflect on the continuing value of the tripartite Steering Committee and the Saskatoon Immigration Project. Furthermore, given the importance of the interface between newcomers and Aboriginal people, they should reflect on the current and future roles of various Aboriginal governments within the system

8.3.2.1 Consider Retaining the Tripartite Steering Committee

The municipal, provincial, and federal governments should consider whether to retain the tripartite Steering Committee to facilitate consultations, coordination and collaboration between them in dealing with anything related to immigration, settlement and integration. The steering committee that has been in place during the past six years has performed a very important intergovernmental coordinating function that has served the immigration and integration sector very well. Some consideration should be given to how the tripartite Steering Committee can continue to perform its current role(s) in intergovernmental consultation, coordination and collaboration effectively and efficiently for the foreseeable future.

8.3.2.2 Consider Retaining the Saskatoon Immigration Project

The municipal, provincial and federal governments should consider whether to renew the Saskatoon Immigration Project with or without modifications to the focus and the terms and conditions have existed in the past six years. The Saskatoon Immigration Project has been a valuable intergovernmental partnership in providing focus and coordinative and facilitative leadership to perform many functions and achieve many goals, including animating and engaging many stakeholders in thinking about what was being done and what had to be done to build capacity within the immigration and integration sector. Indeed, ultimately it also helped to encourage various stakeholders to work on building some of that capacity.

8.3.2.3 Consider Consulting Aboriginal Governments

Consideration should be given to determining what involvement, if any, various orders of Aboriginal governments would want in any facet of the newcomer settlement and integration system, but particularly in the orientation of newcomers to the Aboriginal legacies and cultures in the city, the province and the country, and also in fostering intercultural understanding between Aboriginal people and newcomers.

8.3.3 Capacity Building at Agency Level

Building and sustaining organizational capacity for meeting the needs of newcomers is required by many governmental and non-governmental agencies. Toward that end, each organization could examine the way they operate both on their own and in partnership with others.

8.3.3.1 Consider Engaging in Strategic Planning

First, each organization should review their respective roles and responsibilities in meeting newcomer needs in the context of their strategic planning processes (Wood and Landry, 2008). Organizations for which their principal mandate is meeting needs of newcomers should consider making such a review the central focus of their strategic planning. Organizations for which meeting the needs of newcomers is not their principal mandate, should consider meeting those needs as one key component of their strategic planning processes and documents. When engaging in strategic planning all governmental and non-governmental organizations should be mindful not only of the importance of meeting specific needs of newcomers, but also the importance of managing diversity effectively (Papillon, 2002; Poirier, 2003; Poirier 2004; FCM 2012).

8.3.3.2 Consider Acquisition and Leveraging of Assets and Resources

Second, governmental and non-governmental agencies should explore all possible avenues to acquire the assets and resources they require to perform key functions in meeting the needs of newcomers. There are at least four categories of strategies for acquiring the assets and resources:

1. Governmental agencies should continue to prepare strong cases for budget allocations to provide them with the requisite assets and resources.
2. Non-governmental agencies should explore various ways to generate revenues not only through government grants, but also through various types of fundraising strategies.
3. Some non-governmental agencies should consider leveraging their assets and resources in at least one of several ways, including:
 - sharing facilities, staff, and/or equipment; and
 - merging with one or more other organizations to create an integrated multi-functional organization.

8.3.3.3 Consider Inter-Agency Collaboration

Third, governmental and non-governmental agencies should continue to seek ways to collaborate with each other as a means of increasing their individual and collective capacity to meet the needs of newcomers. There are many things that could be done through inter-agency collaboration that cannot be done by individual agencies on their own.

8.3.4 Capacity Building at Sectoral Level

Several sectors are involved in meeting the needs of newcomers. In addition to the so-called settlement services sector per se, consisting of a few agencies providing specialized services targeted exclusively to newcomers, there are several other sectors consisting of agencies providing services to all eligible persons, including newcomers. This includes, for example, agencies in the health, education, business, and labour sectors. Capacity building in all such sectors could be enhanced if at least two major types of initiatives were undertaken.

8.3.4.1 Consider Creating and Strengthening Sectoral Networks

The first initiative to consider undertaking is improving networking among governmental and non-governmental stakeholders in each sector. The central purpose of this initiative would be to improve connectivity among them in ways that will foster improved consultation, coordination, and collaboration. Toward that end, stakeholders in each sector should consider the relative merits of various means of networking. In doing so, attention should be devoted to, among other things, establishing networks in which the stakeholders are linked by a common dedicated website as well as maintaining a list-server for organizations. To this end the City of Saskatoon recently upgraded its immigration page, and is cross-linked to other websites that focus on immigration, settlement and integration issues.

8.3.4.2 Consider Conducting Sectoral Forums/Symposia

Second, capacity at the sectoral level can be built through sectoral forums and symposia where key issues and options related to newcomer settlement and integration can be addressed. Such forums and symposia will contribute to advancing various objectives, including the following: fostering understanding of various issues and options; establishing goals and priorities; establishing professional relationships among members of various agencies in the sector; and establishing partnerships among the agencies in undertaking various initiatives. The value of the sectoral forums and symposia facilitated by the Immigration Community Resource Coordinator, during the past six years, attests to this.

8.3.5 Capacity Building At Inter-sectoral Level

8.3.5.1 Consider Improving Inter-sectoral Networks

Sustaining and enhancing capacity in the immigration, settlement and integration sector requires improving inter-sectoral networks and connectivity. One key question is the extent to which the networks should be formal or informal, standing or ad-hoc, highly institutionalized or relatively non-institutionalized.

In the near future the City and community of Saskatoon may have to consider and address an important issue regarding the mechanism(s) that will exist in fostering and sustaining functional networks and connectivity within and across sectors. Current indications are that in making this choice at least two categories of mechanisms may have to be considered:

- Initiatives facilitated by the Immigration Community Resources Coordinator;
- Initiatives facilitated by a Local Immigration Partnership (LIP) or Lip-like organization.

Both categories of mechanisms will require decisions on the precise role of City officials.

8.3.5.2 Consider Continued Reliance on ICRC

One way that capacity building at the intersectoral level can occur is through continued reliance on the existing model whereby some key intersectoral coordinative and facilitative functions are performed by the Immigration Community Resource Coordinator and other staff from the Community Development Branch.

The lead agency in this model has been and would remain the Community Development Branch, and the lead agents have been and would remain the Branch Manager and the Immigration Community Resource Coordinator (ICRC). Their ability and value in performing these functions have been quite evident in the series of inter-sectoral and sectoral stakeholder forums coordinated, which served the dual purpose of bringing hundreds of key stakeholders together to discuss issues and options related to immigration, settlement and integration and also in producing reports and an action plan. Again, as noted in an earlier section of this report, their ability to perform these valuable functions emerged and was sustained through a 'contributory partnership' embodied in the Saskatoon Immigration Project (SIP), whereby the federal and provincial governments contributed actual dollars and the City of Saskatoon contributed primarily in kind.

8.3.5.3 Consider Future Reliance on Local Immigrant Partnership (LIP) or LIP-Like Organization

Capacity building at the intersectoral level can also occur through various means (Burr, 2011), including the creation of a Local Immigrant Partnership (LIP), which to date have been established in many communities in Ontario and one or two communities in Alberta (Bradford 2010; Bradford and Andrew, 2010; Bradford et al., 2011; Wayland 2012). These are partnerships within and across communities involving agencies devoted to identifying and animating strategic directions related to immigration initiatives. As shall be explained below, such an organization, or at least some variation of it, has some important things in common with the model of intersectoral and sectoral coordination that has existed in Saskatoon during the past six years through the Saskatoon Immigration Project.

The key features of a LIP are as follows (CIC, 2010e, 2011, 2012d, 2012e; CIC 2008; Burr 2011; Wayland, 2012):

1. LIP Lead Agency

- Every LIP has a 'lead agency' that is responsible for providing administrative leadership and coordination for member agencies.
- The role of lead agency can be performed either by a single agency or more than one agency in a collaborative partnership.
- Any one or more agency may respond to the call for proposals issued by Citizenship and Immigration Canada (CIC) to perform the lead agency function.
- CIC chooses the lead agency based on the responses to the call proposals and the negotiations of the terms and conditions related to the contribution agreement.

2. Funding for LIP Lead Agency

- The federal government provides funding to each lead agency based on a contribution agreement, which also outlines the terms and conditions that must be adhered to for funding.

3. Functions of LIP

- The key function of a LIP is to facilitate collaborative planning, development and implementation of constructive initiatives within its community to improve the settlement and integration capacity of that community with respect to newcomers.

Based on what has happened where LIPs have been established in recent years in Ontario and Alberta, if CIC chooses to issue a call for proposals for a LIP in Saskatoon, the City will be faced with at least four choices:

- The City may perform an exclusive lead agency role.
- The City may perform a substantial joint lead agency role.
- The City may perform a limited joint agency role.
- The City may perform no lead agency role.

Even if the City chooses not to perform a lead agency role, it could opt to participate within the LIP framework as one of the many governmental and non-governmental stakeholders in advancing the goals and objectives of the LIP as well as its own. For the City, as for other stakeholders, not performing a lead agency role does not preclude the possibility of participating as a LIP member, unless the LIP decides that exclusion is warranted for valid and justifiable reasons.

In sum, if the federal government decides to promote and support the creation of a LIP in Saskatoon, the City should consider the following two important matters:

- The relative merits of the coordinative and facilitative framework within the context of a LIP, versus the coordinative and facilitative framework that has been in place for the past six years within the context of the Saskatoon Immigration Project through the City's Community Development Branch.
- What role(s), if any, it would want to perform within the scope of a LIP.

In considering the role(s) that it has been performing to date and the role(s) it will perform in the future in the field of immigration, settlement and integration, the City should reflect on the observations within its Culture Plan about the shifts in roles performed by governments. The Plan states that shifts are occurring with the role of government from a traditional 'planner-provider-deliverer' model to an increasingly collaborative 'enabler-convener-catalyst-broker' model (Saskatoon, 2011c). An important point to underscore in relation to this observation is that those two models are not mutually exclusive, but ends of a continuum (Osborne, 2010). Thus, the City cannot simply choose one of these models over the other; instead, it will have choices to make regarding the appropriate balance between the two models. At the same time, the City will also have to reflect on the issues outlined by the Federation of Canadian Municipalities regarding the general as well as the specific roles of municipalities in settlement and immigration (Leitner and Preston, 2011; FCM 2012).

8.4 Strategic Initiatives to Increase Capacity in Meeting Needs of Newcomers

The strategic initiatives profiled in the previous sub-section are ones that should be considered specifically for the purpose of building capacity at each of the five levels of the system (i.e., municipal, inter-governmental, agency, sectoral and intersectoral) to meet the needs of newcomers, and to some extent also the needs of agencies that provide services to them. However, those particular initiatives are only a subset of all the initiatives that should be considered in meeting the needs of newcomers. A list of other capacity building initiatives to meet various specific needs of newcomers is contained in Appendix 1 where they are grouped into the following topic areas.

Recruitment, Reception, Settlement, and Retention of Newcomers

- Recruitment of Newcomers
- Reception of Newcomers
- Housing of Newcomers
- Health of Newcomers
- Retention of Newcomers
-

Economic Integration of Newcomers

- Foreign Credential Recognition
- Business and Entrepreneurship Services
- Employment, Mentorship, and Internship Services
- Educational and Training Services and Programs

Social Integration of Newcomers

- Intercultural Relations
- Aboriginal-Newcomer Relations
- Arts, Culture, and Recreation Services

Civic Integration of Newcomers

- Newcomer Involvement on Councils, Committees, Boards, Associations
- Orientation to Policing and Justice Services
- Orientation to Elections
- Orientation to Volunteering

Consultation, Coordination, Collaboration

- Improving the Consultation, Coordination, and Collaboration Capacity of Stakeholders in Saskatoon
- Improving the Consultation, Coordination, and Collaboration Capacity of Stakeholders in the Saskatoon City-Region

Dealing with the major strategic directions for capacity building highlighted in this section, and the more detailed capacity building initiatives contained in Appendix 1, will require concerted, proactive and constructive efforts by non-governmental and governmental stakeholders. As part of those efforts, attention should be devoted to identifying strategic directions and initiatives identified in various website and publications profiled in the references section of this report (e.g., Annis and Silvus, 2005; Derwing and Krahn, 2006; CIC 2007; Dowding and Razi, 2008; Peel, 2008; Corriveau, 2010; City of Toronto, 2010; City of Calgary 2011; Chiasson and Najichiro, 2011; HRM, 2005; Burstein 2010; Esses et al., 2010; Biles et al., 2011; Tolley and Young, 2012; Andrew, 2012; CIC ,2012c; Ontario, 2012; AUMA 2012a; AUMA 2012b; CIC, 2012c).

Of particular interest for this purpose is likely to be the “*Best Practices in Settlement Services*” website created recently by the federal government.(CIC 2012c). Efforts to enhance capacity should also be informed by a solid understanding of the various strategic directions, policies and programs for settlement and integration of the provincial and federal governments. In the case of the federal government, special attention must be devoted to its so-called “modernization of settlement “ initiative (CIC 2010e; CIC 2012b).

9. Summary and Concluding Observations

The overarching objective of this report is to provide an overview and assessment of the organizational capacity within the City and within Saskatoon's community to meet the settlement, economic, social and civic integration needs of newcomers in the recent past and for the foreseeable future, and to identify some potential strategic directions and initiatives to increase that capacity.

The report contains two major findings related to that objective. The first finding is that during the past six years, organizational capacity to meet the needs of newcomers has increased during the past six years within the City and within Saskatoon's community. The increase in capacity has contributed to laying relatively extensive and in some cases relatively robust foundations for additional capacity building in meeting the needs of newcomers. The second finding related to that objective is that despite the increase in organizational capacity both within the City and the community in the recent past, more organizational capacity is still needed to meet various needs of many newcomers for the foreseeable future.

The stakeholder consultation process undertaken for this report revealed two important matters related to efforts to increasing organizational capacity. First, there is a high degree of support among members of various governmental and non-governmental agencies for continuing to build on the existing capacity for meeting the needs of newcomers. The prevailing view was that capacity building to meet the needs of newcomers is an important undertaking rooted in principled and pragmatic considerations regarding benefits not only to newcomers, but also to Saskatoon's community and economy. It is important to note, however, that many participants in the consultations indicated that in addition to efforts to meeting the needs of newcomers, efforts should also be devoted to meeting the needs of Aboriginal and non-Aboriginal residents in Saskatoon.

Second, the stakeholder consultation process also revealed a widespread belief that both in utilizing existing organizational capacity and in increasing it, much more attention must be devoted to developing strategies and processes for making all newcomers aware of the programs and services available to assist them in dealing with their needs. Some added that this is particularly important in the case of newcomers who have substantial settlement and integration needs but do not have adequate information, confidence, comfort or means to avail themselves of those programs and services.

This report suggests that in undertaking capacity building to meet the needs of newcomers it is important to focus on four key factors, namely: adopting a systems approach, engaging in strategic use of assets and resources; strategic networking and connectivity; and proactive and constructive behavior by agencies and agents. The report also suggests that in undertaking capacity building to meet those needs, consideration should be given to an array of strategic directions and initiatives outlined in Section 8 and in Appendix 1, as well as various websites and publications profiled in the references section of this report. Special attention should be devoted to the options profiled in the various reports produced regarding the settlement and integration of newcomers in Saskatoon during the past decade (Saskatoon 2008b; Saskatoon 2012a),

As stated in the introduction, the purpose of this report is to provide all non-governmental and governmental stakeholders within the settlement and integration sector, as well as

members of the general public, with some information, perspectives and potentially valuable strategic directions and initiatives for building organizational capacity to meet the needs of newcomers. It is designed to foster and facilitate creative thinking about an array of issues and options of central importance for understanding and dealing with organizational programming and servicing capacity in the settlement and integration sector.

The report contains many references and web-links to other reports and academic publications that should prove useful for that purpose. The hope is that this report and those other resources will be used by stakeholders and members of the general public who are interested in reviewing and, if necessary, reforming any components of the settlement and integration system to build organizational capacity for meeting the settlement and integration needs of newcomers and, by extension, ultimately also for meeting the community and economic development needs of Saskatoon and the surrounding city-region.

Appendix 1

Strategic Initiatives to Consider for Building Capacity Proposed by Participants in the Stakeholder Consultations

This appendix identifies strategic initiatives for building capacity proposed either explicitly or implicitly by participants in the 'Taking Stock for Taking Action' stakeholder consultations conducted in 2012. Participants in those consultations indicated careful consideration should be given to these proposed initiatives by governmental and non-governmental organizations in Saskatoon to build capacity for facilitating the attraction, settlement, integration and retention of newcomers. Some of them expressed the hope that the production of a list of strategic initiatives such as this would provide a useful framework to determine both to what must be done and how it should be done to build capacity.

Whereas some proposed initiatives relate to improvements in existing initiatives, others relate either to initiatives being undertaken or to initiatives that should be undertaken.

Many of the proposed strategic initiatives are either the same as or similar to those articulated by participants in comparable consultations conducted in 2006, which were listed in Section 6 of the report titled 'Building Saskatoon to Become a Global City: A Framework for an Immigration Action Plan' (Pontikes and Garcea, 2006). In reading the list of proposed initiatives below it is important to note the use of an asterisk and a plus sign to distinguish between two broad categories of such initiatives:

- Strategic initiatives that are either the same as or similar to those proposed in the 2006 report are preceded by an asterisk (*).
- Strategic initiatives that are not the same as or similar to those proposed in the 2006 report are preceded by a plus sign (+).

The proposed strategic initiatives pertain to building capacity in relation to the following five topic areas:

1. Recruitment, Reception, Settlement, and Retention of Newcomers

- 1.1 Recruitment of Newcomers
- 1.2 Reception of Newcomers
- 1.3 Housing of Newcomers
- 1.4 Health of Newcomers
- 1.5 Retention of Newcomers

2. Economic Integration of Newcomers

- 2.1 Foreign Credential Recognition
- 2.2 Business and Entrepreneurship Services
- 2.3 Employment, Mentorship, and Internship Services
- 2.4 Educational and Training Services and Programs

3. Social Integration of Newcomers

- 3.1 Intercultural Relations
- 3.2 Aboriginal-Newcomer Relations
- 3.3 Arts, Culture, and Recreation Services

4. Civic Integration of Newcomers

- 4.1 Newcomer Involvement on Councils, Committees, Boards, Associations
- 4.2 Orientation to Policing and Justice Services
- 4.3 Orientation to Elections
- 4.4 Orientation to Volunteering

5. Consultation, Coordination, Collaboration

- 5.1 Improving the Consultation, Coordination, and Collaboration Capacity of Stakeholders in Saskatoon
- 5.2 Improving the Consultation, Coordination, and Collaboration Capacity of Stakeholders in the Saskatoon City-Region

1. Recruitment, Reception, Settlement, Integration And Retention

1.1 Recruitment of Newcomers

- *Consideration should be given to the initiatives that should be undertaken to ensure sufficient numbers of immigrants are being strategically recruited to meet labour market demands. Consideration should be given to the development of effective recruitment strategies aimed at attracting various categories of immigrants and refugees who are likely to come to and stay in the Saskatoon city-region. Special consideration should be given to the merits of encouraging the provincial and federal governments to broaden and intensify their efforts to recruit various classes of immigrants, refugees, and visitors who could contribute to and benefit from living in Saskatoon, including:
 - (a) Clusters or groups of immigrants from the same geographic communities in various parts of the world;
 - (b) Family class immigrants;
 - (c) International students.
- +Governmental and non-governmental agencies should consider partnerships for the purpose of planning and organizing special recruitment missions both to other countries and to other cities within Canada designed to attract immigrants to the Saskatoon city-region.
- +Businesses should consider taking advantage of the opportunity to become more involved in the selection and retention of newcomers through the provincial and federal nominee programs.
- *Consideration should be given to how the recruitment efforts of ethno-cultural organizations can be strategically supported. Consideration should be given to finding ways to support the efforts of ethno-cultural groups in the Saskatoon city-region, which are seeking to attract immigrants from abroad and from other parts of Canada. One example of such efforts is the effort by the Assemblée communautaire fransaskoise [ACF] to recruit francophone immigrants pursuant to the federal government's "Strategic Framework to Foster Immigration to Francophone Minority Communities" designed to increase the attraction and retention of francophone immigrants to various communities in the province, including Saskatoon.

- +Consideration should be given to the merits of mobilizing bona fide, reputable and ethical private sector immigration consultants to intensify their recruitment efforts for newcomers who are capable of settling and integrating in the Saskatoon city-region.

1.2 Reception of Newcomers

- *Consideration should be given to establishing a partnership among various governmental and non-governmental agencies in the community for creating and operating an extensive immigrant reception program. A “Welcome to Saskatoon Kiosk” with multi-lingual signage and services should be established at all ports of entry including airports, train stations, and bus stations. Each kiosk would offer an “information and passes package” which would include: materials containing valuable information needed for newcomers to live and work in Saskatoon; and complimentary introductory passes which they may need to access various types of facilities, programs and services in the city within the first few months after their arrival. These kiosks would serve to ensure all newcomers and/or visitors to Canada would be greeted in Saskatoon and offered any assistance in finding what they need immediately upon arrival.
- *Consideration should be given to ensuring reception services are accessible, and being utilized by newcomers. Welcoming agencies should be co-located or located within close proximity. A partnership among various governmental and non-governmental agencies in Saskatoon should be formed to:
 - (a) Ensure newcomers are fully aware of all reception programs and services that are available to them; and
 - (b) Assist the governmental and non-governmental agencies in designing and delivering such reception programs and services.

1.3 Housing of Newcomers

- +Governmental agencies should consider providing pre-arrival information on acquiring housing in Saskatoon and/or Canada to prospective newcomers.
- *Public, private and non-profit housing organizations should take a more integrated approach to addressing the housing needs of newcomers. In doing so, attention should be devoted to three main issues:
 - (a) The availability, affordability and cultural aspects of housing in relation to both the existing housing, and any future housing projects planned in the future.
 - (b) The requirements for newcomers, who may have neither accessible credit histories nor references, to own and rent housing.
 - (c) The difficulties newcomers are experiencing in getting their names on waiting lists for housing.
- +Public, private and non-profit housing organizations should give special consideration to the availability and accessibility of adequate and affordable “transitional housing” in Saskatoon. In doing so, attention should be given to three main issues:
 - (a) Expanding the range of flexible housing available in Saskatoon, (i.e., temporary transitions, rentals, apartments, condos, single-family dwellings, multi-family dwellings, garage suites, and granny suites etcetera);

- (b) Increasing the support for organizations and initiatives that provide alternative and affordable housing solutions for immigrants and refugees;
- (c) Creating and funding more housing co-operatives.

- +Consideration should be given to improving current methods for building and integrating communities to ensure people and communities are connected in a meaningful way, and not isolated in certain pockets of the city. This might involve setting aside land for subsidized low-income housing in “nicer” neighborhoods. This might also include more opportunities “to volunteer as part of a team to work with, and assist, immigrants to settle” and find housing.

1.4 Health of Newcomers

- +Public, for-profit and non-profit organizations should consider addressing the special health needs of newcomers including, but not limited to: language barriers, cultural differences in health systems and certain medical conditions that are more pronounced (e.g., PTSD, TB) among them.
- +Consideration should be given to better addressing the immediate and transitional health needs of immigrants and refugees upon, and shortly after arrival. Immigrants and refugees should be provided with more appropriate medical services upon arrival including mental health, addictions, domestic violence, disabilities and assessment services.
- +Consideration should be given to enhancing the cultural sensitivity and/or multicultural understanding of those who work in Saskatoon’s health sector.
- +More research should be conducted on (health) issues affecting newcomers. Consultations should be undertaken to develop the following three compendiums:
 - (a) A compendium of existing (health) services and programs for newcomers;
 - (b) A compendium of the challenges being faced by those (in the health sector) who are serving a growing number of newcomers to Saskatoon;
 - (c) A compendium of the increased capacity required to meet the various (health) needs of newcomers in Saskatoon.
- +Public, for-profit and non-profit organizations should consider developing a universal protocol for tracking the health services provided in Saskatchewan, Canada and abroad. This protocol could help to better identify the specialized and non-specialized health services required in Saskatoon and elsewhere.

1.5 Retention of Newcomers

- +Public, private and non-profit organizations should consider enhancing and increasing the organizations and initiatives that help “to integrate [newcomers] into communities so they don’t want to leave”. Existing tools should be better utilized that have been developed for providing municipalities and community organizations with information regarding strategies for attracting, integrating and retaining immigrants.
- *Consideration should be given to establishing a partnership amongst governmental and non-governmental agencies to create both a Newcomer Reception & Follow Up Program and an Immigrant Continuing Access Program. Whereas under the first

program immigrants would be contacted by governmental and non-governmental agencies which greeted and assisted them upon arrival, under the second program immigrants could on their own initiative seek some continuing assistance during their first few months in Saskatoon to find employment, housing, various types of specialty shops, and various types of services.

- +Consideration should be given to improving the recruitment, settlement and integration of Internationally Trained Professionals (ITPs) (e.g., nurses, physicians, dentists, engineers, etc.) working in northern and/or remote communities. ITPs should be included in all levels of the planning processes to meet the needs of ITPs who will arrive in the Saskatoon city-region in the future.

2. **Economic Integration**

2.1 Foreign Credential Recognition

- *Consideration should be given to improving the systems and processes for recognizing foreign credentials. This might include:
 - (a) Efforts to engage with and influence licensing bodies;
 - (b) The development of job-specific standardized tests to streamline the accreditation process for newcomer; and
 - (c) Changes to the International Qualifications Assessment Service (IQAS).¹
- *Consideration should be given to establishing a Task Force on the Recognition of Professional Credentials mandated to do the following things:
 - (a) Conduct a review of the processes for accrediting and hiring internationally trained professionals in an effort to streamline the accreditation process in core areas (i.e., doctors, nurses, teachers, accountants);²
 - (b) Work closely with the professional associations such as the Association for Internationally Trained Medical Professionals to identify and eliminate any obstacles, which impede the ability of newcomers to either practice and in some cases even to enter specialized (health care related) training programs in Saskatchewan.
- +Consideration should be given to increasing the capacity to serve a growing number of newcomers, and reducing the backlogs for equivalency testing, and job training.

¹ The IQAS is provided in partnership by the Government of Saskatchewan and the Government of Alberta.

² The Foreign Credential Recognition Program is providing support to the Canadian Foundation for Economic Education to organize a workshops with Canadian regulators and professional associations to development Mutual Recognition Agreements (MRAs) with foreign governments. MRAs will serve to ensure that foreign professional standards meet Canadian standards (HRSD, 2011).

2.2 Business and Entrepreneurship Services

- *Consideration should be given to establishing a partnership among various governmental and non-governmental agencies for the purpose of developing entrepreneurial training programs for newcomers who wish to become entrepreneurs in Saskatoon. Such a course should include information on starting and, operating businesses. Moreover, consideration should be given to whether The Saskatoon Regional Economic Development Authority [SREDA] could take a lead in developing the right program and partnerships for this purpose. Opportunities for “collective entrepreneurship [should also be developed] through a co-op model”.
- +Consideration should be given to doing more to support newcomers through the processes of starting and operating a business. More should be done to empower and encourage newcomers to invest in businesses. Business licensing services should be offered in more languages.

2.3 Employment, Mentorship, and Internship Services

- *Public, private and non-profit organizations should consider improving the employment search and placement systems in the Saskatoon city-region in order to create more diverse paths to meaningful and gainful employment for newcomers. This could be achieved in some of the following ways:
 - (a) Developing more workshops and other opportunities that give newcomers direct access to employers;
 - (b) Developing bridging programs to help young adults enter the workforce;
 - (c) Undertaking more advocacy work to support the hiring of newcomers;
 - (d) Recognizing employers for reaching out and hiring newcomers;
 - (e) Developing a register of immigrant-friendly businesses;
 - (f) Developing a comprehensive labour market strategy to ensure accessible training and job placement opportunities.
- +Consideration should be given to minimizing pressures felt by newcomer youths of working age from low income families to commit themselves to jobs that either prevent them from pursuing their studies and career training or hamper their ability to succeed in those important endeavours.
- +Consideration should be given to doing more to orient newcomers to the business and corporate culture(s) in Saskatoon.
- +More efforts are needed to create multicultural workplaces.

2.4 Educational and Training Services and Programs

- *Consideration should be given by various governmental and non-governmental agencies to improving the range of basic adult-education programs available to newcomers in Saskatoon. This could be achieved in some of the following ways:
 - (a) Hosting more professional development workshops for newcomers;
 - (b) Offering more language classes for people over 18, who cannot be accommodated by the K-12 system;
 - (c) Developing occupational-specific English classes;
 - (d) Increasing the language-training and conversational opportunities available in workplaces;
 - (e) More informal learning programs should be offered similar to the Saskatoon Public Libraries 'English Corner'.
- +School Boards should consider offering more cultural awareness training to teachers and other professional services staff so they can better understand the needs of their students.
- +Universities should consider offering more student-placement opportunities in the medical professions training programs for international students and internationally trained professionals.

3. Social Integration

3.1 Intercultural Relations

- +Governmental and non-governmental organizations should consider undertaking a public-education campaign aimed at the myths and misconceptions surrounding immigration and its effects in Saskatoon. The public-education campaign should emphasize the economic, social and cultural benefits of immigration to the wider population.
- +Consideration should be given to undertaking efforts aimed at fostering positive race relations. This could include:
 - (a) Encouraging cultural groups to address issues collaboratively, rather than in a combative manner;
 - (b) Encouraging cultural groups to socialize outside of their own ethnic group;
 - (c) Facilitating intercultural exchanges and other opportunities for different cultural groups to network and interact;
 - (d) Increasing anti-racism classes in workplaces and in schools.

3.2 Aboriginal-Newcomer Relations

- *Governmental and non-governmental organizations should consider establishing and enhancing partnerships between government, newcomer-serving agencies, and Aboriginal organizations. Among other things, such partnerships should seek to:
 - (a) Ensure newcomers understand the history, rights, and contributions of Aboriginal People in Canada;
 - (b) Foster intercultural understanding and social cohesion;
 - (c) Include Aboriginal elders in citizenship ceremonies.

3.3 Arts, Culture, Recreation Services

- *Encouraging Participation of Newcomers in Community Celebratory Events: Consideration should be given to undertaking special initiatives to encourage the participation of newcomers in community celebratory events such as Folkfest, Canada Day celebrations, La Fête Fransaskoise, New Year celebrations, the Children's festival, the Fringe Festival, and the Jazz Festival.
- *Increasing Participation in Recreational and Leisure Services Consideration should be given to finding ways to increase participation of newcomers in recreational and leisure activities and encourage them to participate in such activities through various means including:
 - (a) Creating awareness about the purpose and use of the "Leisure Guide" among newcomers;
 - (b) Supplementing the "Leisure Guide" with other sources of information which are easier for newcomers to access and read;
 - (c) Increasing awareness about the Leisure Access program to ensure financial need does not become a major obstacle for any newcomer, but particularly newcomer children, to participate in recreational and leisure activities.
- +Governmental and non-governmental organizations should consider implementing recreational programs that are more inclusive of the different cultures in Saskatoon. For example, attention should be devoted to providing low-cost options for playing sports like cricket, rugby, and field hockey in Saskatoon.

4. Civic Integration

4.1 Newcomer Involvement on Councils, Committees, Boards, Associations

- *Governmental and non-governmental organizations should consider how to best encourage and support newcomers to become more involved in civic affairs. Special consideration should be given to making councils, committees, boards, forums, more accessible to newcomers not only to participate as members of the general public, but also to serve as full-fledged members.
- +Councils, committees, boards, forums, associations, and etcetera should seek to undertake a meaningful two-way dialogue with newcomers on a variety of socio-political issues. More stakeholder forums should be held to increase information exchanges and collaboration amongst service providers and recipients, and ensure accurate data and planning information.

4.2 Orientation to Policing and Justice Services

- *Governmental and non-governmental organizations should consider how to ensure newcomers are oriented to the policing and justice system and understand the Canadian Criminal Code. Attention should be given to hosting more city-sponsored forums on local policing and justice issues that are accessible to newcomers.
- +Police Services should continue to outreach newcomers with educational and informational sessions and interpreter services.

4.3 Orientation to Elections

- +Governmental organizations should consider how to better promote and encourage the participation of new citizens in elections. This might include providing voter information in multiple languages. It might also include inviting political candidates to more community forums and debates.

4.4 Orientation to Volunteering

- *Consideration should be given to coordinating the efforts of all governmental and non-governmental agencies to encourage newcomers to volunteer where it benefits them and the host organization. For that purpose, special consideration should be given to the merits of establishing the following:
 - (a) A centralized 'volunteer pool' for the sector from which various agencies are able to draw the volunteers they may need from time to time;
 - (b) Volunteer training programs;
 - (c) Volunteer support programs; and
 - (d) Volunteer recognition programs.

5. Consultations, Coordination and Collaboration Capacity

5.1 Improving the Consultation, Coordination, and Collaboration Capacity of Stakeholders in Saskatoon

- *Governmental and non-governmental organizations should consider how to improve the planning and coordination capacity of all organizations that provide services to newcomers in Saskatoon. For that purpose the requisite number and type of inter-governmental and intersectoral consultation and collaboration mechanisms (e.g., committees, forums, networks, etc.) should be developed that are inclusive and representative of all stakeholders involved in serving newcomers in Saskatoon. The purpose of such mechanism(s) would be to allow for more regularized discussion and planning, on various immigration, settlement and integration issues and initiatives (e.g., selection, welcoming, housing, health, education, employment) affecting newcomers. Attention should also be given to reviewing their current partnerships to determine how they can be improved and how new ones can be established to increase the overall immigrant settlement and integration capacity in light of the composition of immigration flows.
- +The City of Saskatoon's Immigration Community Resource Coordinator should continue performing an important facilitative role in relation to intersectoral forums and other initiatives that contribute to discussions on planning and coordination related to the settlement and integration of newcomers.
- +Reliance on existing standing and ad-hoc committees that are constructive and productive should continue. Other standing and ad-hoc committees should be established where needed.

5.2 Improving the Consultation, Coordination, and Collaboration Capacity of Stakeholders in the Saskatoon City-Region

- *Governmental and non-governmental organizations should consider how to improve the planning and coordination of settlement and integration services in the Saskatoon city-region as a whole (i.e., Saskatoon and neighbouring communities) because of the existing and emerging settlement and economic, social and civic integration patterns of newcomers within the region.

Appendix 2

Needs Identified by Stakeholders

This appendix identifies two major sets of needs articulated either explicitly or implicitly by stakeholders who participated in the 'Taking Stock for Taking Action' consultations in 2012. The two major sets of needs are:

- Newcomer Needs (i.e., the various needs of newcomers themselves);
- Service-Provider Needs (i.e., the various needs of non-governmental and governmental providers of settlement and integration services to better meet the needs of newcomers).

This appendix is intended to serve not only as a record of the needs of newcomers and service providers identified by stakeholders who participated in the consultations, but also to facilitate discussions on what should and can be done to meet those needs. In thinking about what should and can be done, attention should be devoted not only to the proposals articulated in Appendix 1 and in other sections of this report, but also to other potentially valuable initiatives that have not been articulated in the report.

1. Newcomer Needs

1.1 Settlement Needs

1.1.1. Housing Needs

- Reduced barriers to accessing rental housing.
- Better access to rental and housing agencies.
- Help finding housing before and after arriving.
- More credit-building services to help get mortgages.
- A range of flexible housing (e.g., rentals, apartments, condos, single family dwelling, multi-family dwellings, garage suites and granny suites).
- More low- to mid-range housing.
- More transitional housing.
- Safe and adequate short-term housing.
- Affordable housing.
- Rent controls.
- More housing assistance during the transitional period between work visas and permanent residency when many newcomers cannot get a mortgage.
- Help for understanding technical housing terminology.
- Housing that is close to amenities such as grocery stores.
- A 'true grant program' to help with utility costs.

1.1.2. Health Needs

- Better access to medical services, including dental services.
- Multilingual health brochures.
- Multilingual guidelines for accessing health services.
- More interpreters for various health services.
- Over-the phone or on-call basis interpretation for health related matters.

- A multilingual section on the Saskatoon Health Region's website, or a quick translation button.
- Quicker access to health care upon arrival.
- Primary health services targeted at immigrants and refugees including mental health, addictions and assessment services on arrival.
- Integrated services to deal with mental health and culture shock problems faced by newcomers.
- Improved disability services for newcomers who need them.
- Access to health services and adequate nutrition while waiting for immigration processing.
- Enhanced knowledge of local food products and budgeting for food.

1.2. Economic Integration Needs

1.2.1. Employment, Entrepreneurship, Internship, Mentorship Needs

- More recruitment of newcomers who either already have skills needed by employers or can be trained to acquire the needed skills.
- Increased number and types of paths to find gainful employment.
- Temporary and transitional employment opportunities for refugees.
- More and expanded permits for international students.
- Better student placement opportunities.
- Equity policies and practices in the workplace.
- More advocacy to increase the willingness of employers to hire newcomers.
- A register of employers who hire newcomers.
- Bridging programs for older students to enter the workplace.
- More training allowances.
- More adequate and affordable childcare so women can work.
- Alternate skill-testing assessments and waving proof of training and employment requirements for gaining employment for refugees who experience difficulties in obtaining training certificates, proof of employment, and references from their countries of origin.
- More internship/mentoring opportunities to build Canadian work experience.
- Assistance in learning the Canadian business culture.
- Recognition of qualifications for foreign workers.
- Standardized and job-specific skill-tests to streamline the recognition of foreign qualifications.
- Changes to the International Qualifications Assessments Service (IQAS).
- Fast tracked education for foreign professionals in regulated professions (e.g., doctors, nurses, teachers, accountants).
- Guidance and support to engage in collective co-operative style entrepreneurship.
- Multilingual business-licensing services.
- Space for faith observance practices in the workplace.

1.2.2. Education Needs - Language and Literacy Needs

- More occupation-specific English classes.
- Pre-school literacy initiatives and childhood education.
- Programs for people 18-21 who only require language training and cannot be properly accommodated in the K-12 system.

- More readily accessible language and psycho-educational assessments so newcomers can get the educational assistance they require.
- Increased ESL language training and opportunities for conversation in English.
- Smaller ESL classes.
- More ESL teachers.
- More occupation related skill-development programs in high schools.
- More bridging programs for students who do not have university-level English but are academically proficient.
- More informal learning options.
- More language tutors.
- A listing of all informal non-credentialed learning opportunities.

1.3. Social Integration Needs

- More integration initiatives aimed at developing strong communal bonds and robust community networks.
- More intercultural exchanges.
- Information on integration and acculturation processes (e.g., factors that facilitate or inhibit integration and acculturation).

1.4. Civic Integration Needs

- Help understanding Canada's public agencies and navigating bureaucracies.
- Multilingual information on justice system, programs and services.
- Help understanding the legal system in Canada.
- Positive interactions with law enforcement officials, particularly for refugees who may fear authority figures.
- Information on how to interact with police officers.
- Immigration consultants for those who cannot afford lawyers to help with legal and administrative aspects of the immigration and citizenship processes.
- Elected officials to reach out and engage newcomers.
- More opportunities to participate on boards, committees, councils et cetera.

2. Service-Provider Needs

2.1. Needs Related to Settlement

2.1.1. Needs Related to Housing

- More information on the basic housing needs of newcomers.
- More information on how to create ideal housing for newcomers.
- More consultation and collaboration with the appropriate order(s) of government in developing adequate and affordable housing for newcomers with low incomes.

2.1.2. Needs Related to Health

- More time for service providers within and outside the health system to deal with the challenges of serving newcomers who have special health needs.
- Better information on domestic violence issues among newcomer families and better means for dealing with them.

2.2. Needs Related to Economic Integration

2.2.1. Needs Related to Employment and Entrepreneurship

- More assistance in developing equitable hiring practices.
- More incentives to hire international students and newcomers.
- More assistance in recruiting skilled workers through international job fairs and other marketing strategies.
- More reforms to the SINP to facilitate the processes by which employers can find and hire newcomer employees with the requisite skills.
- More incentives and assistance in creating workplaces in which cultural diversity in hiring as well as other human resources management practices is valued and respected.
- Increased recognition of workplaces that value and respect cultural diversity.

2.2.2. Needs Related to Education

2.2.2.1 Needs Related to Language and Literacy

- Increased governmental support and funding to make language and psycho-educational assessments more readily available so that newcomers can get the educational assistance they require.
- Increased support and resources for service providers to offer more language and literacy programs for newcomers.
- Create training programs for existing staff of CBOs which may not have funds in their budget to hire additional ESL trained staff.

2.2.2.2 Needs Related to Other Education Matters

- Cultural awareness training for teachers in all educational systems to improve their understanding of the perceptions and needs of their respective students.
- Provide opportunities for agency staff and volunteers learn about foreign education systems to better support newcomers.
- More information regarding education systems and programs in Saskatchewan.
- More information regarding the challenges faced by teachers and administrators in schools to support newcomer students and families.
- More funding to have more Settlement Support Workers in Schools (SSWIS).
- Offer an even more 'internationalized curriculum' that devotes more attention to cultures and issues in other countries. Cultural studies should be an integral component of the educational curriculum. This is very important, indeed imperative, in an increasingly more integrated and intimate 'global village'. The emerging 'global citizenship' for individuals, not-for-profit organizations, businesses and governments requires an understanding of the cultural dimensions of the 'global village'. This is equally true of cases in which they are either 'guests' or 'hosts' within the 'global village'.
- Increase the number of events where established and successful newcomers speak in schools and other public and private forums both for the purpose of profiling positive role models and for sharing knowledge regarding strategies for success not only if you are a newcomer, but also if you are a longtime resident.

2.3. Needs Related to Social Integration

- Assistance with, and recognition of, initiatives designed to foster better intercultural understanding and relations between members of different cultural groups, and particularly those between members of newcomer and Aboriginal cultural groups.
- Assistance in providing special support and social orientation services for newcomers experiencing 'culture shock'.

2.4. Needs Related to Civic Integration

- Increased financial and logistical support for programs that promote civic engagement among newcomers.
- Increased and improved two way dialogue between members of service provider organizations and newcomers on civic integration issues and options of interest and importance to each of them.

2.5. Needs Related to Other Matters

- Increased financial and logistical support for service provider organizations to do follow-up assessments of programs and services they provide.

Appendix 3

Statistical Profiles of Immigration Flows and Population

This section provides a statistical overview of immigration flows to Saskatoon as well as some aspects of the current demographic profile of Saskatoon's population. In examining the immigration flows, attention is devoted to the flows of permanent and temporary residents, source countries of immigrants to Saskatchewan as a whole, and the size and composition of the visible minority population in Saskatoon. Most of the data for this statistical overview is derived from three sources: the report produced by Citizenship and Immigration Canada titled *Facts and Figures 2011: Immigration Overview—Permanent and Temporary Residents* (Canada, 2012a); the tables based on the 2006 Census (Statistics Canada 2006), and the tables based on the 2011 Census (Statistics Canada 2011).

[A] PERMANENT RESIDENTS

[A.1] Permanent Residents by Geographic Area

**Table 1:
Permanent Residents by Province and Urban Area**

Urban area	Number									
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Regina	556	570	656	633	821	910	1,406	2,058	2,567	3,202
Saskatoon	721	631	802	844	1,164	1,618	2,061	2,564	3,176	3,796
Other Saskatchewan	390	467	485	642	739	988	1,368	2,268	1,872	1,957
Saskatchewan	1,667	1,668	1,943	2,119	2,724	3,516	4,835	6,890	7,615	8,955
Canada Total	229,048	221,349	235,823	262,242	251,640	236,753	247,246	252,174	280,691	248,748

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 1 shows the increases in the total number of permanent residents between 2002-2011 in Canada, Saskatchewan, Saskatoon, Regina and the rest of Saskatchewan. During this time period, the number of permanent residents arriving annually to Saskatchewan increased by 7,288 of which Saskatoon accounted for 3,075 or 42% of the province's increase in permanent residents.

[A.2] Permanent Residents by Immigrant Category

**Table 2:
Permanent Residents by Province and Category – Saskatchewan**

Number										
Category	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Family class	363	412	456	456	477	514	551	628	726	689
Economic immigrants	652	675	883	1,018	1,582	2,346	3,665	5,538	6,243	7,658
Refugees	601	501	560	614	626	617	552	646	574	547
Other immigrants	51	80	44	31	39	39	67	78	72	61
Saskatchewan	1,667	1,668	1,943	2,119	2,724	3,516	4,835	6,890	7,615	8,955

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 2 shows the total increases in Saskatchewan's permanent residents by category (Family Class, Economic Immigrants, Refugees, and Other Immigrants) between 2002 and 2011. During this period the number and proportion of 'Economic Immigrants' arriving annually to Saskatchewan increased dramatically by 7,006. However, largely as a result of the greater emphasis by CIC and AEEI on attracting skilled economic immigrants, the number of 'family class' immigrants increased only slightly and the number of refugees decreased (53 less in 2011 than 2002.)

**Table 3:
Permanent Residents by Province and Category – Saskatchewan**

Percentage distribution										
Category	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Family class	21.8	24.7	23.5	21.5	17.5	14.6	11.4	9.1	9.5	7.7
Economic immigrants	39.1	40.5	45.4	48.0	58.1	66.7	75.8	80.4	82.0	85.5
Refugees	36.1	30.0	28.8	29.0	23.0	17.5	11.4	9.4	7.5	6.1
Other immigrants	3.1	4.8	2.3	1.5	1.4	1.1	1.4	1.1	0.9	0.7
Saskatchewan	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 3 shows the percentage of increases in Saskatchewan's permanent residents by category (Family Class, Economic Immigrants, Refugees, and Other Immigrants) between 2002 and 2011. The table reveals a significant shift in the composition of the annual flows of permanent residents to Saskatchewan during that period. A comparable shift in flows occurred in Canada. There was a significant reduction in the proportions of permanent residents from the 'Family Class' and 'Refugees' at 14.1% and 30% respectively. During the same time period the number of 'Economic immigrants' increased by 46.4%.

[B] TEMPORARY RESIDENTS

[B.1] FOREIGN WORKERS (ENTRIES)

Table 4:
Total Entries of Foreign Workers by Province and Urban Area

Number										
Urban area	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Regina	329	270	278	336	369	474	771	998	808	812
Saskatoon	363	306	423	537	599	837	1,151	1,217	865	1,005
Other Saskatchewan	603	603	596	864	911	1,145	1,679	1,709	1,347	1,693
Saskatchewan	1,295	1,179	1,297	1,737	1,879	2,456	3,601	3,924	3,020	3,510

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 4 shows the increases in the total entry of foreign workers between 2002-2011 in Saskatchewan, Saskatoon, Regina and the rest of Saskatchewan. The total for Saskatoon increased from 363 in 2002 to 1005 by 2011, an increase of approximately 80%. Saskatoon's share of foreign workers in 2002 was approximately 36% and 2011 it was approximately 29%.

[B.2] FOREIGN WORKERS (PRESENT)

Table 5:
Foreign Workers Present on December 1st by Province and Urban Area

Number										
Urban area	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Regina	333	333	362	382	423	536	811	1,336	1,420	1,664
Saskatoon	466	509	617	745	761	1,085	1,572	2,026	1,793	1,893
Other Saskatchewan	659	679	725	862	983	1,325	1,925	2,568	2,669	3,432
Saskatchewan	1,458	1,521	1,704	1,989	2,167	2,946	4,308	5,930	5,882	6,989

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 5 shows the total number of foreign workers present between 2002-2011 in Saskatchewan, Saskatoon, Regina and the rest of Saskatchewan. Between 2007 and 2009 the total number of foreign workers in Saskatoon increased by 87% or a total of 941. During this same three-year period the provincial total of foreign workers present December 1st increased by 101% or 2984 foreign workers.

[B.3] FOREIGN STUDENTS (ENTRIES)

Table 6:
Total Entries of Foreign Students by Province and Urban Area

Number										
Urban area	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Regina	519	575	466	531	428	423	534	640	554	426
Saskatoon	440	456	408	482	531	605	649	615	637	543
Other Saskatchewan	315	352	278	295	302	237	251	200	217	178
Saskatchewan	1,274	1,383	1,152	1,308	1,261	1,265	1,434	1,455	1,408	1,147

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 6 shows the total annual number of foreign students in Saskatchewan, Regina, Saskatoon and the rest of Saskatchewan between 2002 and 2011. Throughout the ten-year period accounted for in this table, the number of foreign students in Saskatchewan has not changed significantly. The number of foreign students in Saskatoon has remained consistent between the intervals of 408 (2004) and 649 (2008), while the total for Saskatchewan has remained between 1,147 (2011) and 1,455 (2009).

[B.4] FOREIGN STUDENTS (PRESENT)

Table 7:
Foreign Students Present on December 1st by Province and Urban Area

Number										
Urban area	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Regina	1,202	1,310	1,437	1,512	1,327	1,314	1,386	1,548	1,741	2,008
Saskatoon	1,461	1,515	1,570	1,583	1,579	1,700	1,772	1,987	2,120	2,299
Other Saskatchewan	632	693	610	632	577	503	484	419	471	541
Saskatchewan	3,295	3,518	3,617	3,727	3,483	3,517	3,642	3,954	4,332	4,848

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 7 shows the total annual number of foreign students present in Saskatchewan, Regina, Saskatoon and the rest of Saskatchewan on December 1st from 2002-2011. During this ten-year period the total for Saskatoon has increased by 57% or a total of 838. During this same ten-year period the total for Saskatchewan increased by 47% or a total of 1553. Saskatoon has garnered 54% of the total increase of foreign students in Saskatchewan during this ten-year period.

[B.5] HUMANITARIAN POPULATION (ENTRIES)

Table 8:
Total Entries of Humanitarian Population by Province and Urban Area

Number										
Urban area	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Regina	13	9	8	--	16	14	8	19	21	19
Other Saskatchewan	32	25	27	--	14	21	67	57	49	51
Saskatchewan	45	34	35	16	30	35	75	76	70	70

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 8 shows the annual total of 'humanitarian' migrant entries into Regina, Saskatchewan and the rest of Saskatchewan. The most dramatic rise in the number of humanitarian entries into Saskatchewan occurred during the two-year period between 2007 and 2008 with a total increase of 114%.

[B.6] HUMANITARIAN POPULATION (PRESENT)

Table 9:
Humanitarian population present on December 1st by Province and Urban Area

Number										
Urban area	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Regina	38	42	31	19	27	47	57	63	71	106
Other Saskatchewan	202	159	104	65	68	78	135	186	204	233
Saskatchewan	240	201	135	84	95	125	192	249	275	339

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 9 shows the total humanitarian population present in Regina, Saskatchewan and the rest of Saskatchewan annually on December 1st between 2002 and 2011. The most significant increase occurred in the two-year period between 2010-2011 with a total increase of 64 people, and the 2007-2008 period with a total increase of 67. This can be contrasted with the 2005-2006 period in which the humanitarian population only increased by 11.

[B.7] REFUGEE CLAIMANTS (ENTRIES)

Table 10:
Total Entries of Refugee Claimants by Province and Urban Area

Number										
Urban area	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Regina	8	6	6	--	15	12	--	15	16	12
Other Saskatchewan	19	21	19	--	9	11	--	51	38	37
Saskatchewan	27	27	25	14	24	23	55	66	54	49

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 10 shows the total entries of refugee claimants in Regina, Saskatchewan and the rest of Saskatchewan between 2002 and 2011. During the three-year period between 2007 and 2009 the total number of refugee claimants in Saskatchewan increased by 187% or a total of 43.

[B.8] REFUGEE CLAIMANTS (PRESENT)

Table 11:
Refugee Claimants Present on December 1st by Province and Urban Area

Number										
Urban area	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Regina	25	29	25	12	25	44	49	53	62	101
Other Saskatchewan	160	134	81	46	45	51	101	156	171	191
Saskatchewan	185	163	106	58	70	95	150	209	233	292

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 11 shows the total number of refugee claimants present on December 1st in Regina, Saskatchewan and the rest of the province annually between 2002 and 2011. During the four-year period between 2008 and 2011 the total number of refugee claimants present on December 1st in Saskatchewan increased by 95% or a total of 142.

[C] SOURCE COUNTRIES

**Table 12:
Actual and Percentage of Permanent Residents Coming
to Saskatchewan by Source Area**

SOURCE AREA	2002		2011	
Africa and the Middle East	509	(30.53%)	1,240	(13.85%)
Asia and Pacific	693	(41.57%)	6,425	(71.75%)
South and Central America	53	(3.17%)	306	(3.42%)
United States	106	(6.35%)	148	(1.65%)
Europe and the United Kingdom	306	(18.35%)	836	(9.34%)
Source area not stated	0	(0%)	0	(0%)
Saskatchewan	1,667	(100%)	8,955	(100%)

Source: *Facts and Figures 2011 – Immigration Overview: Permanent and Temporary Residents*

Table 12 shows the actual number and percentage distribution of permanent and temporary residents in Saskatchewan by source region for 2002 and 2011. The 'Asia and Pacific' region has increased by almost tenfold in actual numbers during that time period (from 693 to 6,425) and now accounts for 72% of Saskatchewan's permanent and temporary residents. During this ten-year time period Saskatchewan's permanent and temporary residents increased 437%, and by a total of 7,288.

[D] VISIBLE MINORITIES

Table 13:

Visible Minority Population, by Census Metropolitan Areas Saskatoon and Regina		
City	Regina	Saskatoon
Total population	192,435	230,850
Visible minority population	12,605	14,870
Percentage of total population	6.6%	6.4%
South Asian	1,975	2,230
Chinese	3,335	4,245
Black	2,170	1,900
Filipino	1,230	1,920
Latin American	955	1,050
Arab	475	940
Southeast Asian	1,260	1,010
West Asian	220	665
Korean	330	110
Japanese	180	335
Visible minority, not included elsewhere	120	115
Multiple visible minority	335	345

Source: **Statistics Canada. 2006 Census—Summary Tables**

<http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/demo53f-eng.htm>

Table 13 shows the total visible minority population, the top ten visible minority groups, and those claiming multiple visible minorities in Saskatoon and Regina in 2006. Those claiming to be a visible minority accounted for a total of 6.4% of Saskatoon's population and 6.6% of Regina's population. However, it must be noted that the percentage may be slightly higher because some people who could be classified as visible minorities might not necessarily claim this status, or may not have been surveyed for this census. People of Asian descent accounted for seven of the top ten visible minority groups in Saskatoon and Regina.

[E] Profile, Saskatoon, CY, Saskatchewan, 2011

The following tables contain demographic data only for Saskatoon (CY). Unlike the previous tables, they do not include data for the other communities that are part of the Saskatoon CMA. The tables in this section are from the 2011 Census (Statistics Canada, 2013).

[E.1] Population Profile – Immigration Status and Period.

**Table 14:
Immigrant Status, Selected Ethnic Origins, and Period of Immigration**

Characteristic	Total	Male	Female
Total population in private households	218,320	107,215	111,105
Non-Immigrants	188,815	92,135	96,690
Immigrants by period of immigration	26,050	13,110	12,935
Before 1971	3,520	1,665	1,850
1971 to 1990	4,240	2,190	2,875
1991 to 2000	3,590	1,765	1,825
2001 to 2011	14,695	7,490	7,205
2001 to 2005	3,505	1,820	1,685
2006 to 2011	11,190	5,670	5,515
North American Aboriginal origins	22,360	10,600	11,760
First Nations	14,460	6,650	7,810
Métis	9,140	4,565	4,580
Inuit	125	80	45
Non Permanent Residents	3,455	1,975	1,480
Non-Canadian Citizens	15,600	8,085	7,515

Source: Statistics Canada – *NHS Profile, Saskatoon, CY, Saskatchewan, 2011 Census*.

Table 14 shows the total population of Saskatoon, and the number of people who self-identified as being non-immigrant, immigrant, of North American Aboriginal origin, or a non-Canadian citizen. In the case of immigrants the table also shows the time period of their arrival in Canada. The table reveals that the number of immigrants arriving during the most recent five-year period (i.e., 2006-2011) was much higher than the number arriving in any other five year period during the previous three decades. The table also shows that the number of immigrants was higher than the number of North American Aboriginals by 3690 or 2% of the total population. The table also reveals that the combined total population of Immigrants and Aboriginals constituted approximately 22% of Saskatoon's total population.

[E.2] Recent Immigrants by Place of Birth

**Table 15:
Recent Immigrants by Selected Place of Birth**

Characteristic	Total	Male	Female
Total recent immigrant population by selected places of birth	11,185	5,670	5,515
Asia	8,365	4,225	4,145
Philippines	4,155	2,090	2,060
China	900	450	450
India	605	375	230
Pakistan	450	215	235
Europe	1,265	690	575
Africa	925	46	465
Americas (US, Chile, Colombia, El Salvador etc.)	565	265	300
United States	150	70	75

Source: Statistics Canada – *NHS Profile, Saskatoon, CY, Saskatchewan, 2011 Census*.

Table 15 shows the ‘recent immigrants’ in Saskatoon by selected place of birth. The recent immigrants’ are those who landed in Canada between January 1, 2006 and May 10, 2011 (Canada, 2013). The table reveals that the number of recent immigrants from Asia is more than three times higher than the number of recent immigrants from Europe, Africa and the Americas combined.

[E.3] Languages Spoken

**Table 16:
Non-official Languages Spoken**

Characteristic	Total	Male	Female
Total population in private households by non-official languages spoken	39,840	19,050	20,790
Tagalog (Filipino)	6,196	3,070	3,130
Chinese n.o.s., Mandarin, Cantonese,	4,800	2,395	2,400
German	4,290	1,970	2,320
Ukrainian	4,220	1,720	2,495
Spanish	3,070	1,465	1,600
Urdu	2,550	1,265	1,285
Aboriginal languages	2,235	775	1,460
Cree languages	1,690	595	1,095
Arabic	1,590	880	705
Hindi	1,515	895	615
Punjabi	1,390	855	535
Russian	1,350	660	685
Vietnamese	1,010	455	555
Farsi	760	390	370

Source: Statistics Canada – *NHS Profile, Saskatoon, CY, Saskatchewan, 2011 Census*.

Table 16 shows the number of people in Saskatoon who speak a language other than French or English and the top 13 non-official languages spoken. Tagalog and Chinese top the list, and when combined they account for approximately 28% of the total number of non-official languages spoken in Saskatoon. German and Ukrainian combined account for approximately 21% of the total. Urdu and Hindi combined account for approximately 20% of the total.

[E.4] Visible Minorities

**Table 17:
Visible Minority Population**

Characteristic	Total	Male	Female
Total visible minority population	28,025	14,325	13,700
Filipino	6,830	3,490	3,345
South Asian	5,925	3,130	2,800
Chinese	5,330	2,545	2,775
Black	2,480	1,335	1,145
Southeast Asian	1,725	905	820
Arab	1,410	755	655
Latin American	1,235	665	570
West Asian	1,080	575	495
Multiple visible minorities	910	415	500
Visible minority not included elsewhere (West Indian, Tibetan, Polynesian etc.)	435	160	265
Korean	385	200	190
Japanese	280	135	145

Source: Statistics Canada – *NHS Profile, Saskatoon, CY, Saskatchewan, 2011 Census.*

Table 17 shows that 28,025 people, which is approximately 13% of the total population in Saskatoon, self-identified as being a visible minority. It also shows the top eight visible minority groups, and that three of those groups (i.e., Filipino, South Asian and Chinese) account for 18,085 or approximately 63% of the total visible minority population. The bulk of the balance of the visible minority population consists of Black, Southeast Asian, Arab, Latin American, West Asian,

[E.5] Immigrant Status and Place of Birth

**Table 18:
Immigrant Status and Selected Places of Birth**

Characteristic	Total	Male	Female
Asia	15,285	7,610	7,675
Philippines	5,545	2,650	2,895
China	2,060	990	1,070
Pakistan	1,700	850	845
India	1,370	805	570
Europe	5,820	2,960	2,860
Americas (US, Chile, Colombia, El Salvador etc.)	2,735	1,380	1,360
United States	1,325	680	650
Africa	1,940	1,040	895

Source: Statistics Canada – *NHS Profile, Saskatoon, CY, Saskatchewan, 2011.*

Table 18 shows the number of immigrants living in Saskatoon by continent of origin and selected country of birth. This table captures the demographic shift towards markedly higher levels of newcomers arriving from Asia, rather than from Europe as was the case over the previous 100-year period. The total number of immigrants from Asia is much higher than the number of immigrants from Europe, the Americas, and Africa.

[E.6] Ethnic Origin Population

**Table 19:
Ethnic Origins - Saskatoon**

Characteristic	Total	Male	Female
European origins	168,375	82,110	86,265
British Isles (English, Irish, Scottish, Welsh etc.)	94,165	46,250	47,915
Western European origins (German, Dutch, Austrian, Belgian, Swiss etc.)	71,570	35,180	36,390
Eastern European origins (Ukrainian, Polish, Russian, Hungarian etc.)	56,835	27,340	29,495
Northern European origins (Norwegian, Swedish, Danish, Icelandic etc.)	1,410	755	655
Canadian	38,985	19,445	19,540
French origins	26,650	13,190	13,460
Asian origins	24,760	12,575	12,185
East and Southeast Asian origins (Filipino, Chinese, Vietnamese etc.)	15,510	7,690	7,820
Filipino	7,080	3,600	3,480
Chinese	6,330	3,105	3,225
West Central Asian, South Asian and Middle Eastern (East Indian, Pakistani, Iraqi etc.)	9,255	4,885	4,365
North American Aboriginals	22,360	10,600	11,760
First Nations	14,460	6,650	7,810
Métis	9,140	4,565	4,580
Inuit	125	80	45
African origins	2,945	1,560	1,385
Latin, Central, and South American origins	1,825	895	930
Caribbean origins	705	390	315

Source: Statistics Canada – *NHS Profile, Saskatoon, CY, Saskatchewan, 2011 Census.*

Table 19 shows the ethnic origins of Saskatoon's population by continent and selected ethnicity. Despite the significant increase in the levels of immigration from Asia over the previous five to ten year period, the number of people who self-identified as being of European origin continues to account for approximately 75% of the total population. 26,650 persons, or 12% of the total population, self-identified as being of French origin. People who self-identified as being of Canadian origin account for approximately 18-20% of the total population. People of Asian origin account for approximately 11% of the total population. North American Aboriginals also account for approximately 10% of the total population.

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The following is an excerpt from the minutes of meeting of the Cultural Diversity and Race Relations Committee (Open to the Public) held on September 12, 2013:

7. Cultural Diversity and Race Relations Committee – 25th Anniversary
(File No. CK. 225-40)

Report of the Secretary:

“The Cultural Diversity and Race Relations Committee, at its meeting held on February 14, 2013, during discussion of the above agreed to establish an Ad Hoc Subcommittee to begin the planning process for the 25th Anniversary of the Committee.

For the Committee’s information, attached is an excerpt from the February 14, 2013, meeting. Suggestions for consideration in planning the activities to celebrate the anniversary are welcome.”

Community Development Branch Manager Lacroix provided the Committee with background information regarding the 20th Anniversary celebration.

Discussion followed regarding ideas for a 25th Anniversary celebration. The following is a summary of the discussion:

- Set aside portion of budget to hire a consultant to co-ordinate the event.
- Invite a historian to give a lecture (i.e. Bill Waiser).
- Involve children – have them make paper lanterns in school with an LED light pinned inside and walk around the venue where the event is held. Involving children will draw the parents to the event.
- Bring community together to celebrate – children and youth are the future.
- Select 25 young people and highlight projects they are doing in area of diversity (25 people under 25 years of age). Provide bursary toward a couple of their projects.
- Celebrate what young people are doing. Huge opportunity to engage youth.

RESOLVED: that the Ad Hoc Subcommittee meet for further discussions and report back at a future meeting.

The following is an excerpt from the minutes of meeting of the Cultural Diversity and Race Relations Committee (Open to the Public) held on Thursday, February 14, 2013:

6. Cultural Diversity and Race Relations Committee – 25th Anniversary
(File No. CK. 225-40)

Report of the Secretary:

“Next year, 2014, marks the 25th Anniversary of the Cultural Diversity and Race Relations Committee. This item is being placed on the agenda to determine if members are interested in establishing an Ad Hoc Subcommittee to begin the planning process.”

The following Committee members volunteered to establish an Ad Hoc Subcommittee, along with administrative staff as advisors (Cultural Diversity and Race Relations Coordinator, Immigration Diversity and Inclusion Consultant), to begin planning for the event:

- Mike San Miguel
- Kari Wuttunee
- Karen Schofield
- Nayyar Javed
- Sam Sambasivam

RESOLVED: that the information be received.

CD&RR 25th Anniversary Planning Committee Notes

December 18th, 2013

Attended by: Nayyar, Sam, Becky, Kari

Some possible ideas that were discussed were the top 25 under 25, a cultural talent showcase, a keynote speaker at the anti-racism forum being planned by another ad hoc committee, a gala type event with a comedian or another form of entertainment.

It was decided that to maximize on available budget, that the one day forum (involving various community organizations) be combined with a banquet on a cost recovery basis. In addition to celebrating the successes of the CD&RR over the past 25 years the purpose of the banquet would be to recognize the significant contribution of a community group i.e. Idle No More, Women Walking Together.

Tentative date, October 25th.

Next meeting January 16th 2014, 1:30 pm at the Community Clinic.