

*Building Saskatoon to Become a Global City:  
A Framework for an Immigration Action Plan*

***EXECUTIVE SUMMARY***

Prepared for  
*The City of Saskatoon*

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We want to acknowledge the members of the City of Saskatoon's Cultural Diversity and Race Relations Committee who initiated this project through a recommendation they made to City Council in November 2004. We met with the Committee on several occasions during this project. They were very supportive of how we approached this project and contributed their own insights on various issues pertaining to the attraction and retention of immigrants to Saskatoon.

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## **PART I: EXECUTIVE SUMMARY**

### **[A] SUMMARY OF THE REPORT'S RECOMMENDATIONS**

#### ***1. Establish a Mayor's Task Force on Immigration***

- The City should establish a Mayor's Task Force on Immigration to provide leadership and coordination in relation to immigration matters. Its key features include:

***Composition:***

- His Worship the Mayor,
- Two additional members of City Council, and
- Other appropriate individuals and representatives of various sectors.

***Mandate:***

- Facilitate the development and implementation of local and regional strategies and initiatives;
- Facilitate and support the coordination of various governmental and non-governmental agencies to develop and implement special programs and projects;
- Engage in appropriate dialogue with senior levels of government;
- Engage in appropriate dialogue with neighbouring municipalities and governmental and non-governmental agencies in the Saskatoon city-region;
- Recommend appropriate programs and services to be delivered by the City of Saskatoon;
- Evaluate and communicate statistical and other information pertaining to the needs of newcomers arriving to the Saskatoon city-region;
- Monitor immigration and integration activities by other municipalities and communities to identify best practices which could be adopted in Saskatoon.

***Tasks:***

- Consider how to convert the "Framework for an Immigration Action Plan" into an immigration action plan for Saskatoon.
- Identify priorities within the action plan for immediate attention by the Task Force.
- Establish appropriate processes and mechanisms to advise and assist the Task Force in conducting its work.

***Administrative Support:***

- An individual or individuals knowledgeable of key matters related to the attraction, integration and retention of immigrants.

***Reporting:***

- At least annually to City Council on the outcomes of its work.

## ***2. Develop and Implement an Immigration Action Plan***

- Develop and implement an immigration action plan through the Mayor's Task Force on Immigration.
- The action plan should be developed using the community-based framework articulated in this report.
- The overarching purpose of the action plan is to improve planning and coordination among all sectors and agencies involved in the attraction, integration, and retention of immigrants.

## ***3. Develop and Implement Sectoral-Based and Agency-Based Strategies***

- Develop and implement sectoral-based and agency based strategies through various sectors and agencies in the community with interests or roles in immigration
- The Mayor's Task Force on Immigration should promote an understanding of:
  - the value of producing, implementing, monitoring and updating such strategies and the processes by which to do so;
  - the importance of harmonizing such strategies in relationship to each other and also in relationship to "Saskatoon's Immigration Action Plan".

## ***4. Harmonize the Immigration Action Plan and Other Strategies***

- Harmonize the immigration action plan produced by the Mayor's Task Force on Immigration with other major municipal and community strategies developed in advancing various community and economic goals and objectives, including those pertaining to:
  - expanding overall community and economic development;
  - expanding employment and services for First Nations and Métis residents;
  - expanding employment and services for equity designated groups and youth;
  - creating greater appreciation of cultural diversity within our community.

## ***5. Develop and Implement a Population and Development Strategy***

- Develop and implement a population and development strategy for the Saskatoon city-region consisting of two major components-- one devoted to population growth and the other related to community and economic development in the Saskatoon region.
- Such a strategy builds on, but is somewhat broader than, the City's existing Corporate and Business Plan.

## **6. *Develop and Implement an Awareness and Involvement Campaign***

- The Mayor's Task Force on Immigration along with the rest of the City of Saskatoon's political and administrative leaders should develop and implement an awareness and involvement campaign designed to explain to Saskatoonians:
  - how immigration can contribute to the community's future prosperity; and
  - how individuals, groups, agencies and associations can contribute in increasing the attraction, integration and retention of immigrants.

## **7. *Create an Intergovernmental Committee on Immigration***

- Create an intergovernmental committee for which the principal role is to institutionalize communication, coordination and collaboration among the various orders of government.
- The composition of the senior administrative officials with a central role in managerial and operational matters related to the immigration sector.
- The committee would meet at least twice each year.

## **II. SUMMARY OF THE REPORT**

### **I. INTRODUCTION**

On November 5, 2004 the City of Saskatoon's Cultural Diversity and Race Relations Committee proposed:

- a) *that the City of Saskatoon develop a strategy and action plan to:*
  - i) *Accommodate more immigrants to Saskatoon;*
  - ii) *Effectively address the difficulties facing newcomers to improve retention of immigrants;*
  - iii) *Effectively address the challenges facing the community; and*
  - iv) *Take full advantage of the many opportunities and benefits that increased immigration can offer;*
- b) *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 recommendations were approved in full by City Council on November 29, 2004.

In response to these recommendations, this report is intended to serve two purposes. First, it provides the City of Saskatoon with a framework within which to consider what it can do, directly and indirectly, to attract, integrate, and retain immigrants. Second, it provides various other governmental and non-governmental stakeholders in Saskatoon with a framework for developing and implementing sector- based and agency-based strategies and action plans that will help in their continuing efforts to contribute to the attraction, integration and retention of immigrants.

This report has been produced following extensive consultations with many foreign-born newcomers and a wide array of representatives of governmental and non-governmental organizations. All consultations were conducted through a process that encouraged frank discussion and the expression of personal opinion.

An important theme emerged during the consultations. There was a widespread consensus that the City of Saskatoon must develop and implement any policies and programs targeted for attracting, integrating and retaining immigrants in a way that is parallel and consonant with the existing and future policies and programs designed to benefit the Aboriginal and non-Aboriginal population with long and strong roots in the city.

## **2. VISION FOR THE ACTION PLAN**

The participants in the consultations articulated six key elements of a vision which they believed should influence the development and implementation of an action plan to attract, integrate and retain immigrants. These elements are the basis for Saskatoon becoming a “global city”:

- 2.1 Saskatoon as an economically dynamic and sustainable community** which builds on all of its economic bases and provides ample employment and investment opportunities for its residents.
- 2.2 Saskatoon as a cosmopolitan global community** both in its thinking and its activities, with a prominent and positive profile provincially, regionally, nationally, and internationally.
- 2.3 Saskatoon as a welcoming community** for all newcomers from all parts of the world, the country, and the province and which values their contribution to the community’s economic, social, and cultural well-being.
- 2.4 Saskatoon as a culturally diverse community** which feels proud of and is enriched by its diversity.
- 2.5 Saskatoon as an inclusive and socially just community** in which newcomers will have opportunities to participate in the economic, social, cultural, and political arenas, and will be treated justly in all endeavours.
- 2.6 Saskatoon as a socially harmonious community** in which people will live in positive and safe neighbourhoods in which relations among them are positive and supportive.

Those who participated in the consultations indicated that the foregoing vision should provide the normative framework for Saskatoon’s immigration action plan. There was a widespread feeling that if those elements are readily articulated and accepted, Saskatoon will be a model global city.

### **3. SASKATOON'S IMMIGRATION FLOWS AND FOREIGN-BORN POPULATION**

Saskatchewan currently receives less than one percent of Canada's annual flow of immigrants. Nevertheless, two out of every five immigrants that come to this province choose to live in Saskatoon. Therefore, increasing immigration flows to Saskatoon represents a challenge which this city shares jointly with the province as a whole.

Of the immigrants who come to Saskatoon, approximately one-quarter do not stay in the city. Saskatoon's immigration retention rate is significantly below the national average.

The sources of Saskatoon's immigrants have changed in recent years. During the first half of the twentieth century, most of this city's immigrants came from countries in Europe and from the United States. Most recent statistics show that the largest number of immigrants to Saskatoon now come from the People's Republic of China, Afghanistan, the Republic of Sudan, India, and Iraq. Therefore, a greater proportion of immigrants coming to Saskatoon come from visible-minority groups.

In recent years, there has been a shift to more economic-class and fewer family-class immigrants coming to Saskatoon. The proportion of refugee-class immigrants has not changed. Regardless of the class, immigrants coming to Saskatoon are highly educated, but many are not currently employed within their areas of training, expertise, and experience.

Because of the small numbers of immigrants coming to Saskatoon, the proportion of foreign-born residents living in Saskatoon is very low relative to other major cities in Canada. Furthermore, over half of Saskatoon's foreign-born population has lived in Canada for at least twenty-years. These characteristics of our population have significant negative implications for Saskatoon's ability to attract, integrate and retain new immigrants to our city – particularly for those immigrants who are seeking to live in communities that contain significant populations with similar cultural backgrounds and immigration experiences. As a result, there is greater responsibility on the city's population as a whole – Canadian-born and foreign-born – to provide a welcoming environment for newcomers to Saskatoon.

The number of temporary foreign-born workers and students living in Saskatoon has been increasing. Recent changes to federal work-permit regulations will provide foreign-students with opportunities to obtain Canadian post-secondary degrees and diplomas and Canadian work experience. They can be a significant source of new immigrants for Saskatoon, particularly in relation to students attending post-secondary institutions located here. However, many of these students come to our post-secondary institutions to gain professional training and skills for which there are shortfalls in their countries of origin. While international students can provide an important and convenient way of responding to Saskatoon's labour-force requirements, our immigration strategies in attracting immigrants must be balanced against the ethical considerations of not further contributing to shortages of certain knowledge, skills, and expertise which may be in short supply in the students' homelands, particularly in less developed countries.

#### **4. FACTORS IN ATTRACTING, INTEGRATING, AND RETAINING IMMIGRANTS**

There are at least six major factors which collectively influence the newcomers' decisions to move to and stay in a particular community:

**4.1 Opportunities within the Community:** By far the most significant factors which impinge on newcomers' decisions to locate in a particular community are the employment and entrepreneurial opportunities which are available to them. Also important are the opportunities to live in housing that is sufficiently spacious, well developed and maintained, and located within desirable neighbourhoods. Beyond their basic survival needs, newcomers' choices of communities are related to the educational, cultural and recreational opportunities which are available both for them and for members of their family. The desire to live close to members of their immediate and extended family is very strong, as well as to live close to members of their ethno-cultural community, or at least close to where they can access elements that are produced and consumed by members of their ethno-cultural community (e.g. ethnic-based cultural, religious, recreational, learning events or activities, and food products).

**4.2 Services within the Community:** These services involve activities which facilitate the newcomers' social and economic integration into the community. The most notable services include: reception services such as being greeted and assisted in finding easily accessible and understandable information at the transportation terminals; assistance in securing accommodation, food and other consumer products upon arrival; and accessibility to affordable services such as language and employment training, as well as the assessment of educational credentials. The important community services also include transportation and health services, as well as other services designed to meet the special needs of long term residents and newcomers alike.

**4.3 Social Conditions of the Community:** Communities in which newcomers feel welcomed, appreciated, supported, and safe are more likely to attract, integrate and retain individuals than those which are not.

**4.4 Design of the Community:** This refers to the quality of the design of the "built environment" of the community. Urban planning movements related to "liveable cities", "beautiful cities" and more recently "cultural cities" are rooted in an understanding of the fundamental importance of factors related to the design of communities, keeping in mind the quality of life for newcomers and visitors, as well as for long-time residents.

**4.5 *Natural Environmental Conditions of the Community:*** There are two important environmental factors which influence the decisions of people to go to and stay in any community. The first is the natural climate of the community and the second is the beauty of the natural environment or landscape of the community. All else being equal, newcomers are more likely to be attracted to and to stay in communities which have climates in the moderate range, rather than in the extreme cold or hot ranges. Moreover, they are likely to be more likely to be attracted to and stay in communities which have beautiful natural environments and landscapes, than those which do not.

**4.6 *Geographic Location of the Community:*** Generally, communities which are relatively close to other communities that provide individuals with opportunities which are not necessarily afforded within their particular local community tend to be more successful in attracting, integrating and retaining individuals than those which are either very distant from such communities and in the most extreme cases, which tend to be described as isolated.

The six factors listed above are of central importance to the attraction and retention of immigrants. The only two factors over which the City and community of Saskatoon have no control are the natural environmental conditions and the geographic location.

## **5. NEEDS ANALYSIS**

Five major sets of needs exist in the immigration sector: (a) the needs of Saskatoon for newcomers, (b) the needs of newcomers, (c) the needs of newcomer and community serving agencies, and (d) the needs of governmental agencies.

### **5.1 Needs of Saskatoon for Newcomers**

**5.1.1 *Demographic Needs:*** The consensus among those who participated in the consultations is that Saskatoon's population must continue to grow, or at the very least not to decline. The long-term viability of the city in the global marketplace requires it to ensure that Saskatoon's population is sufficiently large for it to continue to be a substantial producer and consumer therein.

Between 1996 and 2003, Saskatoon was able to offset the outflow of people to other provinces because of a large number of people coming from rural and other urban areas to the city. Meanwhile, immigration was important from 1996 to 2003 as a replacement for population going to other provinces, rather than as a contributor to population growth. These observations lead four questions pertaining to Saskatoon's future population growth:

- How much longer can Saskatoon count on increasing its population through people moving to the city from other parts of Saskatchewan?
- What can the city do to reduce the number of people moving to other provinces?
- Will increasing the number of immigrants be sufficient to contribute significantly to offset the outflow of people?
- How will falling birth rates and an aging population affect the importance of the natural increase to population growth?

**5.1.2 Economic Needs:** Certain sectors of Saskatoon's economy are facing labour shortages. Available jobs cannot be filled and the economy is, therefore, unable to reach its full potential. There is a growing consensus within the province that the current labour shortages are a harbinger of greater and more widespread shortages in the future.

With anticipated shortages and a diversifying economy, is Saskatoon positioned to address these economic needs in the future? The following factors show the challenges that Saskatoon faces:

- In 2005, the Saskatoon CMA's participation rate was among the highest in Canada. Similarly, Saskatoon had a relatively high employment rate. The Saskatoon CMA's unemployment rate was low (5%) -- only the Calgary CMA had a lower rate (4%). These statistics, along with recent examples of labour shortages in selected sectors [e.g. the retail sector], suggest that Saskatoon's labour force may be at or near capacity in serving our city's economic needs.
- In 2001, the median age of the Saskatoon CMA's population (34.4 years) was the lowest of the major prairie cities. Yet, even with a relatively younger population, Saskatoon faces the same labour force concerns stemming from the impending retirement of the "baby boom" generation.
- The large number of young Aboriginal people in Saskatchewan could provide a labour source to backfill for the retiring baby-boomers. However, more needs to be done [e.g. education and training] to prepare Aboriginal young people for full participation in the province's future labour market.

**5.1.3 Cultural Needs:** Some of those who participated in the consultations noted that ethno-culturally diverse cities tend to develop clusters of entrepreneurs, workers, and artists who provide important links to various parts of the world. Such links are valuable for commercial and cultural trade and tourism.

Many participants observed that ethno-culturally diverse cities are also cosmopolitan. The presence of people from a wide range of ethno-cultural backgrounds broadens Saskatonians' understanding of the unique and common aspects of various cultures and develops a better appreciation of the ways in which cultural diversity can enrich the quality of life both for them and for others.

Saskatoon's ethno-cultural diversity has evolved through foreign-born newcomers, their descendents, and Aboriginal people choosing to make the city their home. The following indicators demonstrate the reality and perceptions among Saskatonians concerning the ethno-cultural diversity of their city:

- A larger proportion of Saskatoon residents (Canadian-born and foreign born) have multiple origins – reflecting people being born from parents of different origins -- than do Saskatchewan residents and residents for Canada as a whole.
- Relative to other major prairie cities, Saskatoon has a higher proportion of third-generation immigrants – that is, people who are the offspring of Canadian-born parents and possibly Canadian-born grandparents. Second and third-generation immigrants have a lower sense of belonging to their ethnic origins than do first-generation [i.e. foreign-born] immigrants.
- Among the major prairie cities, Saskatoon has among the smallest proportion of visible-minority residents. However, the number of visible minority residents has been increasing in recent years.

Together, these factors suggest that Saskatoon does not have a sufficient “critical mass” to respond to and serve the cultural needs of newcomers. This observation has implications for attracting, integrating, and retaining immigrants.

## 5.2 Needs of Newcomers

Most newcomers come to Canada under three broad categories: economic immigrants [including skilled workers, provincial and territorial nominees, and business immigrants], families, and refugees. The settlement experience for newcomers arriving under each of these categories is not necessarily similar. Moreover, available settlement and support services associated with each of these categories can differ not only across categories, but also within each category,

- **Pre-Arrival Needs:** Many of those who participated in the consultations indicated that newcomers need more extensive and useful information both regarding Saskatoon and also regarding what they can expect when they arrive in the city. Economic newcomers are most likely to seek out pre-settlement services – that is, services available in their country of origin in order to prepare for the future arrival in Canada.
- **Arrival Needs:** Participants in the consultations indicated that upon arrival to Saskatoon, many newcomers have reception needs. In addition to the need to receive a warm welcome to the city, these needs include information and assistance on obtaining temporary and permanent accommodation, food, and climate-appropriate clothing and on accessing any special services which they may require either immediately upon arrival at the transportation terminals in the city or very shortly after their arrival.

According to survey undertaken of immigrants and refugees who came to Canada between October 1, 2000 and September 30, 2001, 87% had friends and/or relatives living in Canada. Because of the arrival supports provided, these social and family linkages are important factors in determining where newcomers will settle. Family category immigrants are the most “connected”, with family or friends in Canada providing them with settlement support upon arrival. On the other hand, a large proportion economic category immigrants and refugees have neither family nor friends when they came to Canada.

- **Post-Arrival Needs:** Many of those who participated in the consultations indicated that newcomers have several sets of post-arrival needs, including: economic integration needs, housing needs, health needs, community integration needs, socio-cultural integration needs, and civic participation needs.
  - **Economic Integration Needs:** Most working-aged immigrants regard participation in the labour force as demonstrating successful economic and social integration into Canadian society. Employment also provides income which is essential to their financial independence. Economic integration is a function of three key interrelated factors: occupational circumstances, financial circumstances and language skills and education.

- **Housing Needs:** During the consultations, many participants spoke about the need for affordable rental housing, in safe neighbourhoods, as a transitional measure until they could obtain financial independence to afford their own homes. They also spoke of the need for information on various matters related to the availability of housing in various parts of the city, as well as the processes and laws related to renting and purchasing housing.

The incidence of unacceptable housing among recent immigrants in Saskatoon is high, but even more of a concern among very recent immigrant households. Among immigrant households, unacceptable housing conditions are a short-term issue. Immigrants place high personal value on living and owning acceptable accommodations. Achieving these conditions is a priority as they become more secure in their employment and income circumstances.

The City of Saskatoon could consider ways to support, through its social housing programs, the transitional housing needs of very recent immigrant households. This support would form an important element of a strategy to encourage immigrants to establish solid roots in the community.

- **Health Services Needs:** Recent immigrants to Canada have been in good health. When compared to other categories of immigrants, a higher proportion of refugees – those who faced war, famine, and human rights violations -- reported health problems. However, many immigrants will wait until they are settled before attending to a minor health concern.

Some immigrants, particularly economic category immigrants, have reported difficulties in accessing health care. However, their problems were not unlike those faced by all Canadians [e.g. waiting lists]. Because many have limited financial resources upon arrival, many face challenges in paying for drugs and services such as dental and vision care which are not publicly insured. Language barriers posed a problem for those immigrants with limited English skills.

Social and health support services must be responsive to the needs of immigrants and their families. For example, while family violence is a concern within the general population, immigrant and refugee women face circumstances which make them more vulnerable to abuse.

- **Community Integration Needs:** In a recent survey of Saskatoon's residents, 53% believe that they live in a racially and ethnically diverse neighbourhood and most describe the experience as positive. Of those who said they do not live in a diverse neighbourhood, 43% said they would be willing to move to such a neighbourhood. Twenty percent of the population indicated no desire to live in a racially or ethnically diverse neighbourhood. Saskatoon is not as

culturally diverse as other major cities in Canada, including those in the prairie region. However, as our city becomes more diverse through the immigration of Aboriginal people and visible-minority immigrants, issues of race relations will become even more important than they are now.

- ***Cultural Integration Needs:*** The existence of family, friends and a church community are very important factors not only to the attraction and retention of immigrants, but also to their successful settlement. Indeed, the top two reasons for immigrants' destinations of choice [to places other than Montreal, Toronto and Vancouver] have been joining family and friends and employment opportunities.
- ***Civic Participation Needs:*** Participation by immigrants in sports teams, community associations, ethnic associations, clubs, and other local organizations grows with each subsequent generation. These activities foster the expansion of social integration by introducing newcomers to new friends beyond their immediate ethnic group.

At the same time, participation in ethnic or immigrant organizations is highest among first generation residents. This may be the consequence of the newcomers' participation in settlement services provided by these groups. However, it also reflects their high interest in participating in cultural activities and ethnic festivals [e.g. Folkfest].

Participation in municipal political institutions is low among first-generation, foreign-born newcomers. The involvement of immigrant women in civic politics and governmental decision-making processes has been particularly low.

### **5.3 Needs of Newcomer and Community Serving Agencies**

The newcomer and community serving agencies have several sets of needs in assisting newcomers. During the consultations, these agencies identified the following needs:

- More information regarding the planned/projected and actual flows of newcomers to Saskatoon;
- More linkages between them and all of the newcomers who come to Saskatoon;
- More linkages and coordination with each other and with other governmental and non-governmental agencies;
- More human and financial resources both for planning and delivering programs and for inter-organizational coordination;
- More and appropriate space [i.e., appropriate sizes, configurations, and locations] to deliver their services.

#### **5.4 Needs of Governmental Agencies**

The delivery of attraction, integration and retention services to foreign-born newcomers is evolving, both formally and informally, through partnerships involving various combinations of governmental (i.e., federal, provincial, and municipal), community, and private organizations. The nature and extent of the partnerships are diverse, involving many different arrangements, and responding to criteria and needs related to each type of service provided.

The *Constitution Act, 1867*, identifies immigration as an area of shared jurisdiction between the federal and provincial governments. While federal jurisdiction takes constitutional precedence over that of the provinces, both levels of government have taken the lead, at various times and in various forms, over immigration.

There is no formal, specified role for cities in this constitutional relationship. Cities are created and structured according to provincial legislation. However, in Saskatchewan, *The Cities Act* recognizes that cities serve such purposes as “[fostering] economic, social and environmental well-being”.

Cities can play a major role in attracting, integrating and retaining foreign-born newcomers; the limits on this role are more frequently due to the extent of a city’s financial and administrative capacities and the political will and priorities of its council and administration. Similarly, the cities’ involvement in developing and delivering immigration strategies, programs, and services can be enhanced or frustrated by how federal and provincial governments see themselves working with, or even through, municipalities to serve the needs of newcomers.

Some of those who participated in the consultations proposed that the City of Saskatoon should build the existing organizational capacity of at least one of its departments or agencies to ensure that it can actively participate in and contribute to various planning and programming initiatives designed to attract, integrate and retain immigrants. Some also noted that the provincial and federal governmental agencies must have the requisite human and financial resources located in Saskatoon to engage more extensively in planning and programming initiatives either on their own or in collaboration with other governmental and non-governmental agencies in the city. Two suggestions on how the federal and provincial governments could play a more active role in attracting, integrating, and retaining immigrants for Saskatoon are as follows:

- The provincial government should establish an immigration office in Saskatoon.
- The federal government should ensure that its immigration office in the city has adequate capacity to collect information regarding the precise needs of Saskatoon for newcomers and the needs of newcomers in Saskatoon, as well as greater authority and autonomy in dealing with immigration and integration matters in the Saskatoon city region.

## **6. ISSUES AND OPTIONS FROM CONSULTATIONS FOR CONSIDERATION**

Section 6 of the report provides a detailed overview of what participants perceived as important matters – referred to as ‘issues and options’ in this report -- which require careful consideration by governmental and non-governmental organizations in order to support the attraction, integration, and retention of more immigrants in the future. The seventy issues and options pertain to enhancing the organizational capacity within the immigration sector through the efforts of governmental and non-governmental agencies, individually and collectively. More specifically, they pertain to enhancing Saskatoon’s capacity in the following five areas:

- **Planning and coordination** of immigration and integration initiatives
- **Recruitment** of newcomers both in other countries and other provinces
- **Reception** of newcomers upon arrival to Saskatoon
- **Economic integration** of newcomers in the employment and entrepreneurial markets
- **Community integration** of newcomers in the local social and civic participation networks

The extensive menu of issues and options provides a useful checklist for them in developing strategic plans and in making choices regarding their individual and collective priorities.

In some cases, the list may describe actions which have already been fully or partly implemented or which may have been considered but not pursued. For these, the response may involve communicating to the community why certain actions have or have not been taken. In some cases, community leaders and individuals may need to be informed about how they can better access existing programs and services.

These issues and options are as important as the recommendations which are made in Section 7 of this report. Indeed, the success of what is proposed in the next section depends extensively on the extent to which these issues and options are dealt with in a purposeful and prioritized manner.

## **6.1 Improving Planning and Coordination Capacity: Issues and Options**

### **1[a]: Improving the Planning and Coordination Capacity of the City of Saskatoon**

- Consideration should be given by the City of Saskatoon to improving its planning and coordination capacity in relation to immigration by, among other things, [a] mandating one of its departments to take the lead responsibility for immigration matters; and [b] designate at least one staff member within that department to deal with immigration matters.

### **1[b]: Improving the Planning and Coordination Capacity of Saskatoon and Saskatoon City-Region**

- Consideration should be given by governmental and non-governmental organizations both in Saskatoon and in the Saskatoon city-region to improving the planning and coordination capacity at the city-region level by finding ways to work establishing the appropriate organizational frameworks and networks to work cooperatively on various immigration and integration initiatives.

### **1[c]: Improving the Planning and Coordination Capacity of Provincial Government Agencies**

- Consideration should be given to provincial government agencies on the need for and ways of improving their planning and coordination capacity in relation to the immigration and integration sector in the Saskatoon city region. Toward that end, consideration should be given to the merits of establishing an immigration office in Saskatoon with the requisite staffing and authority to perform the following functions in the city-region: [a] identify and respond to the immigration and integration needs; [b] deliver provincial immigration and integration programs and services; and [c] work with governmental and non-governmental agencies to produce appropriate plans, policies, and programs related to various aspects of immigration and integration.

### **1[d]: Improving the Planning and Coordination Capacity of the Federal Government Agencies**

- Consideration should be given by federal government agencies on the need for and ways of improving their planning and coordination capacity in relation to the immigration and integration sector in the Saskatoon city region. Toward that end, consideration should be given to whether the offices in Saskatoon which deal with immigration and integration matters, either directly or indirectly, have sufficient staff with the requisite authority to be able to do the following in the city-region: [a] identify and respond to the immigration and integration needs; [b] deliver federal immigration and integration programs and services; [c] work with all governmental and non-governmental agencies to produce appropriate plans, policies, and programs related to various aspects of immigration and integration.

### **1[e] Improving Joint Planning and Coordination Capacity at the Intergovernmental Level**

- Consideration should be given by all orders of government to the need for and ways of improving their joint planning and coordination capacity in relation to the immigration and integration sector in the Saskatoon city-region. Toward that end, they should consider the merits of establishing an intergovernmental coordination committee on immigration.

**1[f]: Improving the Planning and Coordination Capacity of Immigrant Serving Agencies**

- Consideration should be given by immigrant serving agencies on the need for and ways of improving both their individual and their collective planning and coordination capacity. Toward that end they should consider the merits of reviewing and if necessary reconfiguring the structures, functions, and processes of any formal and informal planning and coordinating frameworks which are in place, and creating new ones where necessary.

**1[g]: Improving the Planning and Coordination Capacity of Community Serving Agencies**

- Consideration should be given by community serving agencies on the need for and ways of improving both their individual and their collective planning and coordination capacity, particularly as it relates to providing services for the immigrant population either on their own or in partnership with immigrant serving agencies. Toward that end consideration should be given to the merits of reviewing and if necessary reconfiguring the structures, functions, and processes of any formal and informal planning and coordinating frameworks which are in place, and creating new ones where necessary.

**1[h]: Improving the Planning and Coordination Capacity of Business Agencies**

- Consideration should be given by business agencies on the need for and ways of improving both their individual and their collective planning and coordination capacity in relation to the attraction and economic integration of immigrants. Toward that end consideration should be given to the merits of establishing an “Immigration Strategy Coordination Committee” within the business sector which would be mandated to do the following: [a] coordinate the efforts of the business sector in relation to various aspects of immigration, and [b] promote longer-term human resource planning strategies by businesses so that they may avail themselves of the benefits of recruiting and employing newcomers to meet their staffing needs.

**1[i]: Reviewing and Improving the Network of Facilities for the Saskatoon City Region**

- Consideration should be given to reviewing and improving the adequacy of the current network of facilities devoted to immigration for the Saskatoon city-region. Toward that end, consideration should be given to the merits of producing a comprehensive assessment and a long-term immigration and integration facilities plan. In developing such a plan consideration should be given to various matters including the following two:
  - the merits of establishing one centrally located facility to be known as the “International Centre” with the appropriate amount and types of reception, office, instructional, and social spaces exists in which various governmental and non-governmental agencies could be co-located, including:
    - the proposed Mayor’s Task Force on Immigration,
    - the federal government’s immigration unit,
    - the provincial government’s immigration unit,
    - the immigrant and refugee serving agencies,
    - the umbrella organization for ethno-cultural organizations;
    - the ethno-cultural associations which need access either to exclusive or shared office space.

- the merits of constructing an “International Market Place” adjacent to the “International Centre” with enterprises and agencies that provide goods and services, some of which are targeted to newcomers, and others which provide ethnic goods and services for the entire population.

**I[k]: Recruiting Volunteers and Creating a Centralized Volunteer Pool**

- Consideration should be given to coordinating the efforts of all governmental and non-governmental agencies involved in the immigration sector to attract, integrate and retain volunteers needed to assist with the performance of various functions in the sector. For that purpose, special consideration should be given to the merits of establishing a centralized ‘volunteer pool’ for the sector from which various agencies are able to draw the volunteers they may need from time to time. As well special consideration should be given to establishing the following: [a] volunteer training programs; [b] volunteer support programs; and [c] volunteer recognition programs.

**I[l]: Publicizing and Augmenting Library Collections**

- Consideration should be given to publicizing and augmenting the current collections of the Saskatoon Public Library which are of value both for immigrants and for those involved in planning and coordinating immigration and integration matters. Toward that end, special consideration should be given to the establishment of a special and visible “Immigration and Integration Information Resource Section” in the Public Library which would include the following:
  - key publications related to immigration and integration that would be useful for all governmental and non-governmental agencies for purposes of planning, policy development, programming, and partnering within the immigration sector;
  - key reports related to immigration and integration which have been produced by federal, provincial, and municipal agencies as well as various institutes and foundations.

**I[m]: Publicizing and Utilizing Special Tools**

- Consideration should be given to publicizing and utilizing some of the existing tools which have been developed for providing municipalities and community organizations with information regarding strategies for attracting, integrating and retaining immigrants.

## **6.2 Improving Recruitment Capacity: Issues and Options**

### **2[a]: Develop a Webpage**

- Consideration should be given to creating a special webpage on the City of Saskatoon's web-site to provide promotional information targeted at prospective immigrants regarding living, working and studying in the city. To maximize its utility, such webpage should: [a] be multilingual, informative, easily accessible, and attractive; and [b] contain links to key web-sites that provide useful information on an array of important matters to those who wish to immigrate to Saskatoon. This includes the websites of governmental, voluntary, and private sector agencies. A notable example of such a web-site is the provincial government's "Going to Saskatchewan Portal".

### **2[b]: Produce Promotional Materials About Saskatoon**

- Consideration should be given to producing promotional materials in several languages and in several formats [e.g. brochures and DVD] which highlight the following aspects of Saskatoon:
  - the various types of opportunities [e.g., employment, educational, cultural, recreational, etc.];
  - the other factors which contribute to a high quality of life such as the cost of living, range of affordable housing, transportation systems, parks, and the various types of services for individuals and families;
  - the multicultural heritage and the size and vibrancy of various ethno-cultural communities; and
  - the valuing of cultural diversity as a social and economic asset.

### **2[c]: Produce Promotional Materials About Saskatchewan**

- Consideration should be given to producing promotional materials in several languages, including French, and in several formats which contains valuable information regarding Saskatchewan and its various regions [including the Saskatoon city-region] which can be used for recruitment purposes.

### **2[d]: Recruitment Strategies**

- 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; and [c] international students.

### **2[e]: Participating in Recruitment Missions of Federal and Provincial Governments**

- Consideration should be given to finding ways for governmental and non-governmental agencies in Saskatoon to participate either directly or indirectly in any recruitment missions organized by the provincial and federal governments.

**2[f]: Planning and Organizing Recruitment Missions Abroad & Within Canada**

- Considerations should be given to partnering by governmental and non-governmental agencies 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.

**2[g]: Support Recruitment Efforts of Ethno-cultural Associations**

- 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 francasquoise [ACF] to recruit francophone immigrants pursuant to the federal government's "Strategic Framework to Foster Immigration to Francophone Minority Communities", which is designed to increase the attraction and retention of francophone immigrants to various communities in the province, including Saskatoon.

**2[h]: Mobilizing Immigration Consultants to Intensify Recruitment Efforts**

- 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 willing and capable of settling in the Saskatoon city-region.

**2[i]: Publicize the Saskatchewan Immigrant Nominee Program [SINP]**

- Consideration should be given to increasing and intensifying efforts to publicize the Saskatchewan Immigrant Nominee Program both abroad among prospective newcomers, as well as among employers, newcomers, and long-time residents in the Saskatoon city.

**2[j]: Increasing Recruitment of Immigrants Under the SINP by Employers**

- Consideration should be given by all employers both from large and small businesses in the city region to recruit immigrants under the Saskatchewan Immigrant Nominee Program. Toward that end consideration should be given to how all such businesses can develop longer term staffing plans which will make it possible for them to anticipate their staffing needs over time.

**2[k]: Recruitment Initiatives Aimed at International Students**

- Consideration should be given to establishing a partnerships among the provincial government and various post-secondary educational institutions and business training colleges in Saskatchewan to undertake foreign student recruitment programs on a joint, coordinated and province-wide basis [rather than separately by each institution] so that the full array of educational opportunities in the province are highlighted.

**2 [l]: Strategic Educational Opportunities Provided by Saskatchewan Institutions Abroad**

- Consideration should be given to supporting the efforts of post-secondary educational institutions such as SIAST to establish educational training programs abroad because those are beneficial both as recruitment mechanisms and as a means of providing Saskatchewan trained workers for the Saskatoon city-region as well as other regions in the province.

### **6.3 Improving Reception Capacity: Issues and Options**

#### **3[a]: Establishing a Reception Registry and Service**

- Consideration should be given to establishing a reception registry for all immigrants and refugees who explicitly indicate in their applications that they want their names included in such a registry. The purpose of the registry would be to ensure that at least one person commissioned by a partnership of governmental and non-governmental agencies is available to provide them with any information or assistance which they need upon arrival to Saskatoon

#### **3[b]: Establishing a Welcome to Saskatoon Kiosk**

- Consideration should be given to establishing a “Welcome to Saskatoon Kiosk” at the airport and possibly also at the train and bus stations which would provide a warm and helpful reception not only for those from abroad who may want to settle in Saskatoon, but also those from within Canada who are visiting Saskatoon for various personal and professional purposes.

#### **3[c]: Establishing a Reception Translation Services Phone Line**

- Consideration should be given to establishing an immigrant reception translation services phone line. Such a phone hotline would be staffed either by volunteers or paid translators who could translate for newcomers and persons who are providing other reception services for them. To facilitate any such calls originating from one of the major transportation terminals phones with a speaker phone which will allow all persons helping the immigrants to hear the translation at the same time.

#### **3[d]: Providing Cross-Cultural Training for Workers in the Transportation Terminals**

- Consideration should be given to providing cross-cultural training and any other types of specialized training to workers in the main transportation terminals on how to assist newcomer seeking directions and assistance upon arrival.

#### **3[e]: Establishing a Reception Program**

- Consideration should be given to establishing a partnership among various governmental and non-governmental agencies in the community for creating and operating an immigrant reception program with various components, including the following:
  - a “greeting and assistance services” program which would ensure that all immigrants arriving in Saskatoon either from abroad or from other parts of Canada would not only be greeted but would also be offered any assistance in finding what they need immediately upon arrival;
  - 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 or years after their arrival.

**3[f]: Establishing a Reception Follow-Up & Continuing Access Program**

- Consideration should be given to establishing a partnership among governmental and non-governmental agencies both for [a] an immigrant reception follow-up program and [b] an immigrant continuing access reception 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.

**3 [g]: Encouraging Family and Friends to Ensure that Reception Services are Accessed by Newcomers**

- Consideration should be given to establishing a partnership among various governmental and non-governmental agencies in the city to encourage family and friends of the newly arrived immigrants to do the following: [a] ensure that 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.

**6.4 Improving Economic Integration Capacity: Issues and Options**

**4[a]: Creating a Web-site with Information on Economic Integration**

- Consideration should be given to creating a special web-site that contains various sets of information including a set needed by newcomers for purposes of economic integration. Such a web-site should contain information targeted at newcomers regarding: [a] various aspects of living, working and studying in the city; and [b] various economic integration programs and services provided by governmental and non-governmental agencies within the Saskatoon city-region; and [c] various job opportunities and the means by which to apply for such jobs.

**4[b]: Identifying and Addressing Fundamental Factors of Economic Integration of Newcomers**

- Considerations should be given to identifying and addressing the factors which will improve the economic integration of newcomers in Saskatoon.

**4[c]: Increasing Focus on Immigration by Saskatoon Labour Market Committee**

- Consideration should be given by the Saskatoon Labour Market Committee to do the following:
  - facilitate, co-ordinate and share the analysis of Saskatoon's labour market needs and the way which these can be addressed through immigration; and
  - facilitate, co-ordinate and share the analysis of the labour market training needs of newcomers to Saskatoon and the best means by which to address those needs; and
  - facilitate responsible planning and development of partnerships to respond to the training and employment needs of newcomers to Saskatoon.

**4[d]: Establishing a Task Force on Professional Credentials Recognition**

- Consideration should be given to establishing a Task Force on the Recognition of Professional Credentials that would work closely with the professional associations and the associations of professional immigrants such as the Association for Internationally Trained Medical Professionals to identify and eliminate any obstacles which impede their ability either to practice and in some cases even to enter specialized training programs in Saskatchewan.

**4[e]: Creating Entrepreneurial Training Courses**

- 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.

**4[f]: Recruiting and Employing International Students**

- Consideration should be given by local employers in the public, private and voluntary sectors to the value of recruiting and employing qualified international students who are authorized to work in Canada for up to two years after graduation.

**4[g]: Increasing Adult Basic Education Opportunities**

- Consideration should be given by various governmental and non-governmental agencies to ways by which to maximize the adult basic education opportunities for newcomers who need such education to gain entry into various educational programs in public and private educational institutions for specialized training.

**4[h]: Improving Financial Supports for Education**

- Consideration should be given by various governmental and non-governmental agencies to establishing adequate conventional and innovative financial assistance programs for newcomers who have the requisite learning skills and level of commitment to succeed in their chosen educational training programs.

**4[i]: Improving the Language Acquisition and Employment Opportunities for Women**

- Consideration should be given by various governmental and non-governmental agencies to providing programming which meets both [a] the language and employment training needs and [b] the employment acquisition needs of newcomer women. Toward that end special efforts should be made to eliminate obstacles and ensure that the criteria for admission to various language, employment training and mentorship programs make it feasible for newcomer women to access such programs for several years after their arrival.

**4[j]: Improving Employment Search and Placement Systems**

- Consideration should be given by various public and private sector employment agencies to reviewing and reforming the employment search and placement systems in the Saskatoon city-region with two interrelated objectives in mind: helping newcomers find good employment and helping employers find good employees.

**4[k]: Supporting Pilot Projects for Training Prospective Newcomers Abroad**

- Consideration should be given by various governmental and non-governmental agencies to support the efforts of post-secondary educational institutions such as SIAST to establish pilot projects for training persons who are accepted under the Saskatchewan Immigrant Nominee Program [SINP] prior to their departure for Saskatchewan.

**4[l]: Improving Opportunities for International Students to Work**

- Consideration should be given by various governmental and non-governmental agencies to ensure that students in certified training business colleges are provided with the same opportunities for employment opportunities both during and after their training is completed as are those at various post-secondary educational institutions.

**4[m]: Enhancing Economic Integration Services for Refugees**

- Consideration should be given by various governmental and non-governmental agencies to ensure that special efforts are made to maximize the economic integration opportunities for refugees who face special challenges in finding jobs due to various factors including problems in accessing their official educational records.

**4[n]: Monitoring and Improving Public Transportation Services**

- Considerations should be given to the means by which monitoring and improving the public transportation services (bussing and parking) with the needs of newcomers and others who work early and late shifts throughout the week in mind.

**4[o]: Improving Funding for and Fundraising by Agencies Providing Economic Integration Services**

- Consideration should be given both to improving the funding for agencies in the immigration sector involved in providing economic integration services, and also to assisting them in their own fundraising efforts.

**4[p] Establishing a Recognition or Appreciation Program**

- Consideration should be given to establishing an annual recognition or appreciation program for public and private sector agencies participating in mentorship, internship and scholarship programs for newcomers. This could be part of the CDRR annual awards program.

## **6.5 Improving Community Integration Capacity: Issues and Options**

### **5[a]: Creating a Web-site on Community Integration**

- Consideration should be given to creating a special web-site that contains various sets of information including a set needed by newcomers for purposes of community integration. Such a web-site should contain information targeted at newcomers regarding: [a] various aspects of living, working and studying in the city; and [b] various programs and services provided by governmental and non-governmental agencies within the Saskatoon city-region; and [c] various ways to become engaged in a range of community activities in the city.

### **5[b]: Establishing a “211” Community Information Telephone Service**

- Considerations should be given to establishing a “211” community information telephone system and support them in their efforts with special access to interpreters for newcomers who do not speak English.

### **5[c]: Reviewing Community Integration Programs and Services**

- Consideration should be given by various governmental and non-governmental agencies to reviewing their current programs and services to determine how they can be improved and whether new ones are needed to improve the community integration capacity.

### **5[d]: Reviewing Partnerships to Enhance Community Integration**

- Consideration should be given by various governmental and non-governmental agencies to reviewing their current partnerships to determine how they can be improved and how new ones can be established to improve the overall community integration capacity.

### **5[e]: Expanding Opportunities for Newcomers to Participate in Community Orientation Programs**

- Consideration should be given to offering more community orientation programs which are accessible to and involve a larger proportion of all newcomers.

### **5[f]: Improving Integration Programs and Services for Some Categories of Newcomers**

- Consideration should be given by various governmental and non-governmental agencies to ensuring that both their respective community integration programs to orient newcomers to various aspects of the community, and their specialized services [e.g., health services, recreational services, leisure services, etc.] are designed and accessible for certain categories of newcomers which are often missed such as elementary and high school students, stay at home mothers with young children, women, and seniors.

### **5[g]: Establishing Innovative Integration Programs and Services by Ethno-Cultural Associations**

- Considerations should be given to the type of innovative programs and services which ethno-cultural associations could design and deliver to assist newcomers with their community integration needs.

**5[h]: Establishing Innovative Integration Programs and Services by Community Associations**

- Considerations should be given to the following: [a] the type of innovative programs and services which neighbourhood community associations could design and deliver to assist newcomers with their community integration needs; [b] the ways that such associations could ensure that their general programs and services are accessible to and accessed by newcomers; and [c] the involvement of newcomers as volunteers either with such associations or other associations in the community.

**5[i]: Establishing Innovative Integration Programs and Services by School Parent Councils**

- Consideration should be given to the type of innovative programs and services which School divisions in Saskatoon [Public, Separate, and Fransaskois] and school parent councils could undertake to assist students and their families with their community integration needs. For that purpose consideration should be given to profiling and promoting the innovative programs and services which have been undertaken by the Greystone Elementary School Parent Council.

**5[j]: Establishing Innovative Integration Programs and Services by Religious Institutions**

- Consideration should be given by religious organizations to the type of innovative programs and services which they could design and delivery in assisting newcomers with their community integration needs.

**5[k]: Improving Orientation of Newcomers Regarding Aboriginal Communities and Rights**

- Consideration should be given by governmental and non-governmental agencies providing services to newcomers to ensure that they devote sufficient attention to orienting them to the nature of Aboriginal communities and the rights of Aboriginal peoples. For that purpose such agencies should consider partnering with Aboriginal agencies.

**5[l]: Creating Partnerships Between Aboriginal and Immigrant Serving Organizations**

- Considerations should be given to facilitating the creation of partnerships between the immigrant serving agencies, intercultural organizations, and Aboriginal organizations to develop and offer intercultural and cross-cultural orientation programs which have as their objective:
  - [a] ensuring that newcomers understand the history, rights and continuing contributions and challenges of Aboriginals to Canada; and
  - [b] fostering intercultural understanding and social cohesion.

**5[m]: Improving Cultural Diversity Management in Governmental and Non-Governmental Agencies**

- Consideration should be given by all governmental and non-governmental agencies to building upon their cultural diversity management capacity and strategies to address the needs of persons from different cultural backgrounds and to capitalize on their knowledge and skills for such agencies. For that purpose the City of Saskatoon should consult the Saskatchewan Human Rights Commission on means of :
  - to improve the organizational policies, programs and processes of all such agencies with the needs and rights of newcomers in mind; and
  - to increase the orientation of human resources officers of all such agencies to help newcomers with employment applications and success.

**5[n]: Designing Housing to Meet the Diverse Housing Needs and Preferences of Newcomers**

- Considerations should be given by public and private organizations in the housing industry to find innovative and creative ways to meet the diverse housing needs and preferences of newcomers. In doing so, special attention should be devoted to the availability, affordability and cultural aspects of housing in relation to both the existing housing and any housing projects planned in the future. Special consideration should be given to the availability of affordable and adequate “transitional housing” for newcomers which will serve their needs when they first arrive until they are able to find more permanent housing arrangements.

**5[o]: Increasing Participation in Recreational and Leisure Services**

- Consideration should be given to finding ways to increase participation of newcomers in recreational and leisure activities. Toward that considerations should be given to increasing awareness regarding recreational and leisure activities among newcomers and encourage them to participate in such activities through various means including:
  - creating awareness about the purpose and use of the “Leisure Guide” among newcomers;
  - supplementing the “Leisure Guide” with other sources of information which are easier for newcomers to access and read; and
  - ensuring that financial need does not become a major obstacle for any newcomers, but particularly newcomer children, to participate in recreational and leisure activities.

**5[p]: Increasing Awareness of and Access to Public Libraries**

- Consideration should be given to ways that public libraries could increase awareness of and access to their materials and programming for newcomers. To maximize such awareness and access consideration should be given to carrying or establishing links to materials of interest to newcomers such as popular reading, music and audiovisual materials in their language. Providing such materials and linkage will help newcomers with an opportunity to establish a connection to the public libraries which will prove useful for them while living in Saskatoon.

**5[q]: Improving Accessibility to and Affordability of Facilities**

- Consideration should be given to establishing a system which maximizes the accessibility to and the affordability of buildings owned by the City of Saskatoon or the school board by agencies in the immigration sector for special programming purposes.

**5[r]: Improving Accessibility to and Affordability of Transportation Services**

- Consideration should be given to establishing a system which maximizes the accessibility to and the affordability of transportation services owned by the City of Saskatoon by agencies in the immigration sector for special programming purposes.

**5[s]: Creation of Partnerships to Promote and Facilitate Civic Participation**

- Consideration should be given to the creation of partnerships between various governmental and non governmental agencies to develop and deliver programs which promote and facilitate the civic participation of newcomers. For that purpose the agencies involved in such a partnership should ensure the following:
  - that newcomers are provided with information regarding various matters which will facilitate such participation, including the following:
    - social norms, values, and conventions
    - governmental institutions
    - non-governmental institutions
    - participation in civic activities
    - volunteering in civic activities
  - that newcomers with young children who wish to volunteer as a means of participating in civic and community activities are provided with childcare

**5[t]: Increasing Participation of Newcomers in Community Celebratory Events**

- Consideration should be given to undertaking special initiatives to increase the participation of newcomers in community celebratory events such as, for example, Folkfest, Canada Day celebrations, La Fête Fransaskoise, New Year celebrations, the Children's festival, the Fringe Festival, and the Jazz Festival.

**5[u]: Improving Funding for and Fundraising by Agencies Providing Community Integration Services**

- Considerations should be given to finding ways to improve both [a] the funding for agencies in the immigration sector involved in providing community integration services, and [b] the fundraising initiatives of such agencies.

**5[v]: Increasing Awareness and Participation in HOST Program**

- Consideration should be given to increasing awareness and participation in the Host Program, which matches newcomers with trained volunteers who help them adjust to life in the community.

**5[w] Establish a Recognition or Appreciation Program**

- Consideration should be given to establishing a recognition or appreciation program for individuals and agencies contributing to the community integration of newcomers.

## **7. RECOMMENDATIONS**

Various sections of this report reveal that there is much that must be done in building capacities within Saskatoon for addressing various needs in the immigration sector. To build these capacities, some important first steps can be taken to provide focus and energy to the task.

Seven recommendations articulated in this section of the report will focus on what the City of Saskatoon must do either on its own or in consultation and collaboration with others in the sector to ensure that the requisite first steps are taken, so that other essential steps can be taken in the near and distant future.

### **7.1 Establish a Mayor's Task Force on Immigration**

The City of Saskatoon should establish a Mayor's Task Force on Immigration to overcome a major problem with the immigration sector, namely too much fragmentation and insufficient coordination. The consultations revealed that many organizations and individuals are engaged in attracting, integrating and retaining immigrants. While as separate entities they provide many valuable programs and services, there is not always sufficient coordination among them in maximizing the positive effects of their efforts. The Mayor's Task Force will be an important mechanism in facilitating the creation of such coordinative mechanisms and processes.

The key features of the Mayor's Task Force – composition, mandate, tasks, administrative support, and reporting – are outlined below.

- ***Composition of Mayor's Task Force***
  - His Worship the Mayor,
  - Two additional members of City Council, and
  - Other appropriate individuals and representatives of various sectors.
  
- ***Mandate of Mayor's Task Force***
  - Facilitating the development and implementation of local and regional strategies and initiatives;
  - Facilitating and supporting the coordination efforts of various governmental and non-governmental agencies to develop and implement special programs and projects;
  - Engaging in appropriate dialogue with senior levels of government;
  - Engaging in appropriate dialogue with neighbouring municipalities and governmental and non-governmental agencies in the Saskatoon city-region;
  - Recommending appropriate programs and services to be delivered by the City of Saskatoon;

- Evaluating and communicating statistical and other information pertaining to the needs of newcomers to the Saskatoon city-region;
  - Monitoring immigration and integration activities by other municipalities and communities to identify best practices which could be adopted in Saskatoon.
- ***Tasks of Mayor’s Task Force***
    - Review the “Framework for an Immigration Action Plan” outlined in this report and consider how to convert it into an immigration action plan for Saskatoon.
    - Identify priorities within the action plan for immediate attention by the Task Force.
    - Establish appropriate processes and mechanisms [e.g., consultation processes, working groups, coordinative committees] that can provide advice and assistance to the Task Force in conducting its work.
- ***Administrative Support for Mayor’s Task Force***
    - The Task Force should be supported by staff consisting of an individual or individuals knowledgeable of several sets of key matters related to the attraction, integration and retention of immigrants.
- ***Reporting by Mayor’s Task Force***
    - The Task Force should report at least annually to City Council on the outcomes of its work. Such reports should provide information not only on its activities but also on how those activities have contributed either directly or indirectly in, among other things, the attraction and retention of immigrants to the Saskatoon region.

## **7.2 Develop and Implement an Immigration Action Plan**

The Mayor’s Task Force on Immigration should develop and implement an immigration action plan. The overarching purpose of this action plan is to improve planning and coordination among all sectors and agencies involved, either directly or indirectly, with various aspects of the attraction, integration, and retention of immigrants. The action plan should be developed and implemented pursuant to the community –based framework articulated in this report.

### **7.3 Develop and Implement Sectoral-Based and Agency-Based Strategies**

The various sectors and agencies [including settlement agencies, ethno-cultural agencies, human-services agencies, faith agencies, educational agencies, business agencies, and labour agencies] that have interests or roles in immigration should develop and implement both sectoral-based and agency-based strategies. The proposed Mayor's Task Force on Immigration should make special efforts to promote an understanding of the following in relation to these sectoral-based and agency-based strategies:

- the value of producing, implementing, monitoring and updating such strategies and the processes by which to do so;
- the importance of harmonizing such strategies in relationship to each other and also in relationship to "Saskatoon's Immigration Action Plan".

Collectively the sectoral-based and agency-based strategies will help to ensure that there is sufficient planning and coordination within the immigration sector so that it is "firing on all cylinders" in producing the requisite thrust and direction needed for making substantial progress.

### **7.4 Harmonize the Immigration Action Plan and Other Strategies**

The City of Saskatoon should harmonize any action plan produced by the Mayor's Task Force on Immigration with other major municipal and community strategies developed in advancing various community and economic goals and objectives. This includes strategies pertaining to:

- expanding overall community and economic development;
- expanding employment and services for First Nations and Métis residents;
- expanding employment and services for equity designated groups and youth;
- creating greater appreciation of cultural diversity within our community.

### **7.5 Develop and Implement a Population and Development Strategy**

A "population and development strategy" should consist of two major components: one devoted to population growth and the other related to community and economic development in the Saskatoon region. The strategy would articulate a vision as well as a set of goals, objectives, and initiatives related to population growth, community development, and economic development. This strategy would build upon, but be somewhat broader than, the existing Corporate and Business Plan.

### **7.6 Develop and Implement an Awareness and Involvement Campaign**

The City through its political and administrative leaders must take the message to Saskatonians about the following matters:

- how immigration can contribute to the community's future prosperity; and
- how individuals, groups, agencies and associations [e.g., community associations] can contribute in increasing the attraction, integration and retention of immigrants.

### **7.7 Create an Intergovernmental Committee on Immigration**

The City of Saskatoon and the other orders of government should establish an intergovernmental committee on immigration. The principal function of the committee should be to ensure that communication, coordination and collaboration among the various orders of government is institutionalized.

Such a committee should include senior administrative officials who have a central role in managerial and operational matters related to the immigration sector. The committee should meet at least twice each year to review and make decisions on major issues, within the Saskatoon region, related to communication, coordination and collaboration between the various orders of government.

These recommendations are very important first steps for establishing the initial mechanisms and processes needed to move forward in attracting, integrating and retaining immigrants. In particular, they are important for creating the mechanisms and processes needed for developing and implementing an action plan which will make it possible to address, efficiently and effectively, the community's issues and options for consideration which are listed in this report.