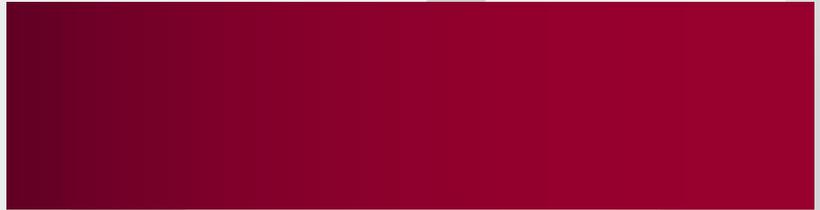




**THE HARRIS
CENTRE**
Memorial University







Report from the

Immigration and Settlement Workshop

Holiday Inn, St. John's

March 25, 2008

Leslie Harris Centre of Regional Policy and Development
Memorial University

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The Leslie Harris Centre of Regional Policy and Development is part of Memorial University. The Harris Centre co-ordinates and facilitates Memorial's educational, research and outreach activities in the areas of regional policy and development. The Centre does this by encouraging faculty members to undertake research in regional issues, by encouraging departments and faculties to offer more courses in regional policy and development, by organizing regional workshops between the University and stakeholders, and by acting as a catalyst between the University, all levels of government and non-governmental organizations.

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June 2, 2008

Ms. Marlene Holden
A/Provincial Manager, Newfoundland and Labrador
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Dear Ms. Holden:

Re: Letter of Transmittal

Please accept this document as the report on the Immigration and Settlement Workshop which was held in St. John's on Tuesday, March 25th, and which was funded by the Newfoundland and Labrador office of Citizenship and Immigration Canada. I hope that it faithfully captures not just the deliberations of the day, but also its spirit.

I wish to thank you for providing the funding for this event and hope that it achieved the objectives you had set for it. On behalf of the Harris Centre, I wish to thank you for having entrusted us with the task of organizing and facilitating this event. It was a great experience working with your office on this project, and the Harris Centre would be more than pleased to work with you and your staff on other projects. I want to thank you personally for all your help and advice over the course of the project, and also wish to recognize the invaluable help of Andom Gebru and Helen Ryan.

There are a number of important recommendations made in this report, recommendations which came from the participants in the workshop. Please feel free to call upon the Harris Centre should you require any assistance in implementing these recommendations.

Sincerely,

Michael Clair
Associate Director (Public Policy)

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Introduction

Immigration is becoming a pressing need for many countries around the world. Within Canada, more and more provinces are seeing the need for increased immigration as populations begin to age, birth rates drop, and labour needs increase. Statistics Canada predicts that by 2025, one hundred percent of Canada's population growth will be attributable to immigration. Within Canada, immigrants are primarily attracted to large urban areas, such as Montreal, Toronto and Vancouver, where immigrant populations are already established. However, within the Atlantic region there is a new need for immigration and by extension, a better understanding of how to attract, retain and settle new immigrants. In Newfoundland and Labrador specifically, the need for immigration has been realized by the Provincial Government. The province has a very low birth rate and an aging population. Coupled with that, the province will soon face a large group of retiring baby-boomers. To make matters worse, Newfoundland and Labrador is poised to undertake large-scale resource development projects requiring considerable manpower. The Provincial Immigration Strategy released in 2007 seeks to address these issues facing the province.

While the Immigration Strategy has made and continues to make great inroads in understanding the complexity of immigration and what it can do for the province, there is still a lot about the issue that policy-makers and practitioners do not understand. What is also misunderstood is how various organizations – governments, NGOs, businesses, universities, etc. – can work together to advance research in the field of immigration. To address this knowledge gap, Memorial University's Leslie Harris Centre of Regional Public Policy and Development hosted a day-long workshop on immigration and settlement on May 25, 2008. The event was made possible by financial assistance from the Newfoundland and Labrador office of Citizenship and Immigration Canada. The workshop brought together decision-makers, practitioners and academic researchers to discuss the current state-of- knowledge about immigration issues, and to identify key research questions relevant to immigration in Newfoundland and Labrador. The workshop provided the opportunity for discussions on various topics including: current trends in attracting, integrating and retaining immigrants; the knowledge gaps experienced by Provincial, Federal and non-governmental stakeholders; and opportunities for collaboration between governments, non-governmental organizations, immigrants and university researchers. The morning session allowed Federal and Provincial Government representatives, as well as members of the Association for New Canadians to provide information and an overview of key immigration issues. The afternoon began with a presentation by Memorial University's Dean of Arts and offered the opportunity for focused discussion with a diverse range of stakeholders.

Appendix 1 provides the agenda for the workshop while Appendix 2 provides a list of the participants to the workshop.

Immigration: Roles, Challenges and Prospects

“Canada needs immigrants, and we need them to be good citizens - to adopt and practice the values that not only attract them to this country in the first place, but that also define us as Canadians.”

– Tony Brothers

Tony Brothers, Atlantic Regional Director with Citizenship and Immigration Canada (CIC), brought the Federal perspective to the issue of immigration. CIC is the lead department on immigration issues in Canada, making decisions on who comes to Canada to live, work, study, or visit. There are three main goals Canada adheres to when choosing permanent residents: satisfying economic needs, reuniting families, and providing a safe haven. Lately, there has been significant pressure to be responsive to labour market needs. The Canadian immigration program allows foreign workers to enter Canada through two avenues: the permanent stream and the temporary stream.

Efforts are not limited to attracting immigrants to Canada. Extensive measures are also undertaken to ensure that they are properly integrated into society. The HOST program and the Foreign Credentials Referral Office assist in these initiatives. There are two key factors for a successful immigration program: attract the right people to the right places where they will find opportunity; and help them succeed by facilitating their settlement and integration.

Mr. Brothers’ full presentation is attached as Appendix 3.

Nellie Burke, Executive Director with the Newfoundland and Labrador Office of Immigration and Multiculturalism, presented the Provincial Government’s perspective on immigration. Within the province, unemployment is at its lowest recorded level, there are more job opportunities than ever, and wages are increasing. However, at the same time there are fewer young people entering the workforce and more retirees leaving it. Immigration is now being viewed as a necessity in the province. Newfoundland and Labrador primarily utilizes the Provincial Nominee Program (PNP) to recruit immigrants to the province. The PNP allows nominated immigrants in source countries to “jump the queue” and to be processed faster by the Federal immigration system.

The objectives of the PNP are threefold: to enhance the provincial economy; to address particular skills shortages and gaps in identified sectors and regions of the province; and to increase the population base and enhance social and cultural development. Program categories include skilled workers, entrepreneurs, and immigrant partners. The province is currently working on establishing a family connections and international graduate categories as well. Newfoundland and Labrador needs to continue to implement its program of increasing attraction activities and enhancing settlement, integration and retention services. And it must continuously look for new strategies and new partnerships for addressing immigration issues in the province.

A copy of Ms. Burke’s PowerPoint presentation is attached as Appendix 4.

Advancing Knowledge of Immigration Issues

No one group can work alone in advancing immigration policy and practice. Addressing the need for immigration and the needs of immigrants must be a collaborative initiative. Within Newfoundland and Labrador, the provincial government, the federal government, the Association for New Canadians, Memorial University, and numerous other non-governmental and business entities play a role in immigration.

The roles of government and of non-governmental settlement agencies are evident, but the university also has a great role to play, particularly in the area of research. Memorial University's Dean of Arts, Dr. Reeta Tremblay, sees a great deal of convergence between the provincial government's goal to pursue an immigration strategy for the province, and Memorial's recently developed strategic plan. The five pillars of this strategic plan include: students; research and scholarship; *the needs of the province* (emphasis added); conditions for success; and institutional responsibility. The University's strategic plan makes a clear commitment to playing a major role in the province's cultural, social and economic development. The University can bring its expertise out into the communities of Newfoundland and Labrador, actively engaging in a dialogue to learn more about the issues facing these areas. As well, the University can implement models to enable better knowledge and research transfer throughout the province. In addition to these actions, Memorial is undertaking efforts to grow international student enrolment and expand the international focus and opportunities to students.

Dr. Tremblay stated that she was setting up a network within the Faculty of Arts which would bring together faculty and students interested in immigration issues. This network would share knowledge, engage in research projects and generally build up the capacity of Memorial University to undertake work in the field of immigration. She also expressed the hope that this network would expand to the rest of the University in time.

Dr. Tremblay's presentation is attached as Appendix 5.

Key Research Areas and Gaps

In order to identify possible future research projects, it is important to know what research has already been undertaken, or is currently underway, in Newfoundland and Labrador. Appendix 6 lists the research projects completed in or underway in the province.

The pressing need for immigration cannot be ignored. In order to address these needs all immigration stakeholders need to work together. How can research in the field of immigration be advanced and utilized by those who both develop and implement policy and execute services on the ground? This question was addressed in the workshop as participants sought to illuminate research gaps in this field of research. During the morning plenary session, a number of research/information gaps were identified:

- The language barrier is the most important factor in whether an immigrant is qualified to work in Newfoundland and Labrador, according to employers;
- Spousal isolation is one of the more frequently cited reasons given by immigrants who eventually leave the province;
- “Cracks in the system” make it difficult for immigrants and for immigrant-serving organizations to achieve success;
- Refugee determination process: comparative study in other jurisdictions;
- Getting foreign credentials recognized remains a major challenge;
- There needs to be a way to match the skills of applicants with the needs of employers;
- Marketing the province to international markets; and
- Retaining foreign students in the province after they graduate.

A major issue identified by all was how to connect policy makers with university researchers, in order to address these issues.

In order to enhance and to facilitate each attendee’s participation in the discussion, the plenary group was divided into six break-out groups. The detailed results of each break-out group are listed in Appendix 7 and the results of the ensuing discussion in the plenary session are shown in Appendix 8.

Across the six break-out groups, four key issues were prevalent: (1) a lack of understanding of the issues surrounding immigration and the need for, and accessibility of, research; (2) the challenge of skills shortages and employment; (3) recruiting and retaining international students; and (4) the retention of immigrants in general. These four key issues are detailed in the following sections.

Understanding Immigration Issues

Immigration policy and practice is a complicated area with multiple intricacies. Unless people understand the immigration and settlement process in full, they can neither fix the problems nor advance the process. As outlined in the presentations of both the federal and provincial government, immigrants are not one homogenous group. Not only do immigrants come from different countries, but they come from different life situations. They may arrive as immigrants brought to the country as workers or entrepreneurs, or they may arrive as refugees. They can arrive through a variety of mechanisms, including the Provincial Nominee Program. There was a general consensus that these different classes of immigrants and the ways in which they arrive here are not fully understood, not only by the general public but by those involved with administering to new immigrants. A better and more accessible way of conveying this information is needed. As well, a multitude of services are available to immigrants, however, not all of those involved with immigrants are aware that these services exist. A comprehensive list of the services available is a necessity. Such an inventory would also highlight where there are voids in available services. It is beneficial not only to have increased access to information on immigration in the province but also

access to practices in other provinces. Knowing what works elsewhere can help improve practices within Newfoundland and Labrador.

While there is a need for better understanding of the immigration process in Newfoundland and Labrador, there are existing instruments that should be availed of. There is no need to reinvent the wheel. An “Immigration Toolkit” was developed by the provincial government to increase awareness of immigration and to engage communities. It would be useful to examine the uptake and effectiveness of this tool. It may serve as a good starting point for those inside and outside the process to more effectively understand it.

There needs to be a concerted effort to raise awareness both internally and externally of the benefits of immigration for Newfoundland in order to counteract any existing negative perceptions. It is hard for many Newfoundlanders and Labradorians to understand the need for immigration when so many residents are leaving the province for work. Is the province effectively communicating a positive message about immigration?

Contributing to the general lack of understanding by many of the immigration process is a failure to make known available research in the area. There is a need for an inventory of existing research. This may be generated from Memorial University, government, NGOs, or other sources¹. It may not be necessary to recreate work. This will also reduce the danger of duplicating research which already exists. At the same time, however, there is a need for new research. Researchers who can help interpret complex statistical data are a great asset. As well, there are many questions (some arising out of the workshop itself) which need answers. For example, how can the province ensure that spouses of recruited immigrants are happy and satisfied? How does the province recruit immigrants to rural areas and not only urban centres? How does one deal with racism that may arise from an increase in the immigrant population? University researchers and immigration practitioners working together can generate answers by researching these questions.

Skills Shortages and Employment

With an aging population and a decreasing birth rate, there is a great need for people to fill jobs in the province. This labour shortage can be partially filled by immigrants. Immigrants can bring skills and attributes to the province’s labour market that it may not possess internally. However, before the Provincial Government begins actively recruiting on a large scale, it needs to be determined where the skills shortages are and when they are expected to occur. There needs to be efforts made to match positions with skill sets. A skill sets database would be a valuable tool. As well, the transient labour force in the province must be understood - Who goes away and where? How many local people go away to work? If they come back to work how great will the skill shortage be then? This is a related piece of research that should be explored.

¹ The Harris Centre is currently putting the finishing touches to an online database that will capture research, teaching and outreach being done (or completed) by Memorial University faculty, staff or students.

Since the province intends to actively recruit immigrants for the labour market, there are a number of issues that will need to be addressed. Foreign Credential Recognition is essential. It is very frustrating for immigrants when they are not qualified for a job in Canada for which they are qualified in their country of origin. Being engaged in meaningful employment is crucial for one's personal well-being and weighs heavily on their decision to stay in a particular place. Immigrants recruited for work should fit the job criteria before they arrive in Canada or be able to engage in on-the-job training once they have arrived.

In addition, there should be some form of employer education undertaken by either the government or an immigrant service organization. Before immigrants can be hired for work, it needs to be determined whether employers are open and receptive to immigrants in their workplace. Newfoundlanders and Labradorians view themselves as an open and accepting population; is this real or perceived?

Lastly, in addressing skills shortages and employment in general, it is important to look at the urban/rural nature of the problem. Can immigrants be encouraged to work and settle in rural areas and thereby help to revitalize struggling communities? For example, could the agriculture and agrifoods sector be supported through immigration? On the urban side, how has immigration contributed to the growth and development of the oil and gas sector?

Immigration can be a very useful and valuable tool for dealing with labour market issues in Newfoundland and Labrador, but this requires more research on what the province's labour needs are, what the best way to address shortages is and how to accommodate immigrants in workplaces.

Recruiting and Retaining International Students

One of the biggest international communities in Newfoundland and Labrador is centered at Memorial University. Students come to Memorial from across the globe to study and learn. This is a great pool of individuals from which the province may receive new immigrant residents. Given Memorial's strategy and the new Provincial Nominee Program, they are an important group to study. Memorial actively recruits around the world and will be doing so more intensively in the future. As the university seeks to attract more and more international students, new strategies will need to be formed to do so. There must be incentives and opportunities to motivate international students to make Newfoundland and Labrador their home. The primary incentive for a graduating student is work. Therefore, retaining international students and filling gaps in the labour market go hand in hand.

Many of the challenges that face all immigrants in finding work will confront international students as well, such as the attitudes of employers. Foreign Credential Recognition will not be an issue if they have been educated at Memorial or another Canadian institution. A clearinghouse of information for international students seeking employment would be a progressive step toward helping the students find jobs and, ultimately, staying in the province. Internships and other work opportunities granted to international students during their time at university may lead to permanent work. Such opportunities should be increased and enhanced.

What are their interests in staying? Do they want to return to contribute to their own countries? Are certain sectors more attractive? What can we learn from those who have stayed? The research that could be generated from such questions as these would be a great asset in the drive to retain students and other immigrants.

Retention of Immigrants

Overall, the biggest issue regarding immigration in Newfoundland and Labrador, according to workshop participants and many others in the field, is the retention of immigrants already in the province. While it takes significant time and effort to bring immigrants to the country and the province, it is a considerable task to keep them here in Newfoundland and Labrador. The province does not boast a large established immigrant community like Montreal, Toronto or Vancouver, and the number of available jobs is also much lower. Many immigrants who land in Newfoundland and Labrador eventually move on to other provinces. The development and implementation of a strategy to keep immigrants in the province is therefore very important.

A welcoming host community is one of the key ingredients in retaining immigrants in the province. Just as employers need to be receptive to multiculturalism in the workplace, so too do entire communities. In a province where there is not a significant immigrant population, Newfoundlanders and Labradorians need to take on the role that an immigrant enclave in a more metropolitan area would and make the newcomers feel welcome and at home. There should be more education on immigration for the general population, as well as efforts to better understand and combat racism and discrimination. Instilling tolerance in children is crucial in this endeavor. Immigrants already living within the province and the agencies that support them can be very knowledgeable teachers. Their experience, skills and insights should be utilized in efforts to make Newfoundland and Labrador more receptive to new immigrants. As well, connecting immigrants with each other from the start should lead to greater levels of retention.

The business community needs to be engaged and receptive to this new workforce. In addition, businesses can work towards catering to multicultural needs as well as those of Newfoundlanders and Labradorians. The availability of specialized goods and services for immigrants also assists in creating a welcoming community and one more likely to retain its new arrivals.

When immigrants come to Canada they often arrive with the prospect of quickly finding work. In fact, many are recruited to the country and the province, through the Provincial Nominee Program, for just that reason. Finding and maintaining work, hopefully in their field of study/work, is a critical factor in determining where immigrants choose to stay settled. Are immigrants currently in the province engaged in employment? Is this employment meaningful to them? Can they see themselves staying in their current line of work? These are some questions that need to be researched and answered. It is also extremely important that spouses and families have the opportunity to find work and are supported. One member of an immigrant family might be recruited to work in the province but they will not stay if the rest of their family feels isolated. The entire family unit needs to feel welcomed and have access to opportunities such as work.

In addition to researching the experience of immigrants within the province who are staying, there is also a need for investigation into why immigrants leave. To date, a continual tracking and interview system has not been developed. If the factors motivating new immigrants to leave can be determined, processes can be created to see that these issues are addressed. For example, if immigrants are leaving because there is no work, maybe a firm can be established to assist in this matter. It also must be understood whether the inability to retain immigrants is due to push or pull factors: are prospects in other provinces and countries luring them away or, more negatively, are processes, practices and a lack of opportunities in Newfoundland and Labrador pushing them away? Exit interviews would be a useful instrument in finding answers to these and other questions. Comparison across provinces of what practices work and which do not can be helpful for Newfoundland and Labrador in developing its own best practices.

The plenary report back for the workshop only reaffirmed the importance of addressing these core immigration issues in Newfoundland and Labrador. In addition, there were multiple recommendations which could be put into practice sooner rather than later. To facilitate the research process and to coordinate existing research, an inventory of research was viewed as a logical step forward. Dr. Reeta Tremblay suggested that the Faculty of Arts research cluster on immigration could assist in this task. It was felt that such a tool would assist in better sharing of information about immigration and settlement. There is need for an “honest broker.”

Finally, with respect to specific immigrant groups, it was felt that a survey of international students would be a useful tool in helping improve the services provided to this group. As well, there was discussion on whether there is a need for an “umbrella organization” representing all the multicultural groups in Newfoundland and Labrador. The existence of such a body would ease the dissemination of information on new programs and processes undertaken by the three levels of government and other organizations.

Conclusion

Newfoundland and Labrador has come a long way in addressing the issue of immigration but it still has a long way to go. The release of the provincial immigration strategy was an extremely positive undertaking and one that will continue to see positive results. However, to keep moving forward, there needs to be more interaction, collaboration and research undertaken by the Federal and Provincial governments, the university, non-governmental organizations and businesses. The Federal-Provincial Interchange Program facilitates knowledge-sharing but knowledge sharing should reach other institutions as well. Groups like the Coordinating Committee on Newcomer Integration (CCNI) which consists of representation from government, the Association for New Canadians, and the university is an excellent example of collaboration and information-sharing that should be emulated on an even greater scale. Above all, a focus on broad-based, curiosity-driven research in the area of immigration is critical; only from the generation and sharing of new research can immigration efforts within Newfoundland and Labrador be better understood and improved for the future.

The following are some possible research topics which were identified by the participants at this Immigration and Settlement Workshop:

Attraction of immigrants: How can Newfoundland and Labrador attract more immigrants? From which countries are immigrants coming to Newfoundland and Labrador today, and what are some other promising source countries? What strategies must the province adopt if it is to compete against other destinations (including other Canadian destinations)? What are the factors which determine whether an immigrant is likely to settle in rural areas vs. in urban areas? What are Newfoundland and Labrador's competitive advantages when it comes to attracting immigrants?

Retention of immigrants: What are the factors which determine whether an immigrant will remain where he or she has settled: career opportunities, family factors, the lack of other immigrants from his/her home country, etc.? Are there regulatory, attitudinal or other impediments to retaining skilled workers and highly-educated workers? Is it possible to track immigrants over an extended period of time? In an age of increasing globalization, it is reasonable to expect that highly-skilled and highly-educated workers will remain in one place throughout their careers? How many years will it take, on average, for an immigrant to bridge the wage gap with Newfoundland and Labrador workers?

Labour market issues: How efficient and equitable is the process of recognizing foreign credentials? How can the skills of immigrants be inventoried, and matched against the needs of local employers? What relative weights are applied to language, technical/managerial skills, cultural "fit" and other factors in whether immigrants are offered jobs?

Welcoming communities: What sets some communities apart from others when it comes to retaining immigrants? How prevalent is the incidence of racism or discrimination against visible minorities in Newfoundland and Labrador? What role can the educational system and other social structures play in creating a tolerant society?

Dealing with refugees: What special needs do refugees bring to the host society? Is Newfoundland and Labrador ready to provide these needs? What are the educational and job prospects of refugees, who may have come to Canada with very low educational levels?

Social capital: Is there a need for an "umbrella organization" which brings together all governmental, non-governmental, academic, business and other entities, to share information about immigration and settlement issues? Is there a need for an annual conference or workshop where new information could be shared and discussed?

Appendix I: Agenda for the Workshop on Immigration and Settlement

Workshop on Immigration and Settlement March 25th, 2008, Holiday Inn, St. John's AGENDA

- 8:30am** **Registration; Coffee/Tea and Refreshments**
- 9:00am** **Introduction and Welcome**
Mike Clair, Associate Director (Public Policy), Harris Centre
- 9:15am** **Immigration: Roles, challenges and prospects**
*Tony Brothers, Regional Director (Atlantic), Citizenship and Immigration
Canada*
- This session will address the Canadian immigration system, the programs of the Government of Canada that deal with immigration, and the prospects for immigration in Atlantic Canada.
- 10:00am** **Update on the Provincial immigration strategy**
*Nellie Burke, Executive Director, Office of Immigration and Multiculturalism,
Department of Human Resources, Labour, & Employment*
- This session will provide an update on the Province's immigration strategy since its launch in 2007, including enhancements to the Provincial Nominee Program, immigration fairs abroad, and related labour market trends in Newfoundland and Labrador.
- 10:45am** **Refreshment Break**
- 11:00am** **Research on immigration to date, and research gaps**
*Bridget Foster, Executive Director, Association for New Canadians
Mike Clair, Associate Director (Public Policy), Harris Centre*
- What research has been done in Newfoundland and Labrador in the field of immigration and settlement in the past? What recommendations have been made for future research?
- 11:15am** **Discussion session**
- The session provides an opportunity for participants to clarify points made in the presentations and to gain further insight into immigration in Newfoundland and Labrador.
- 12:00pm** **Lunch**
- 1:00pm** **"An immigrant success story"**
Remzi Cej, 2008-2009 Rhodes Scholar for Newfoundland and Labrador

Remzi will talk about his experience immigrating to Newfoundland and Labrador from Kosovo.

- 1:15pm** **Memorial University's involvement in immigration and settlement issues**
Dr. Reeta Tremblay, Dean of Arts, Memorial University
This presentation will outline Memorial University's experience to date with immigration, explain the research process from a university perspective, and outline the future direction of immigration and international students at Memorial.
- 2:00pm** **Research gaps break-out groups**
Participants will have the opportunity to discuss with one another gaps in the research on immigration, how decision-making can be improved in drafting policy on immigration, and what questions have yet to be asked.
- 3:30pm** **Plenary report back**
- 4:00pm** **Adjournment**

Appendix 2: List of Attendees to the Immigration and Settlement Workshop

Immigration Workshop, April 25, 2008 – Participant List and Contact Info

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Appendix 3: Presentation by Tony Brothers

OVERVIEW

Citizenship & Immigration, as you know, is responsible for managing Canada's immigration system and citizenship program. The connection between these two responsibilities is obvious. Canada needs immigrants, and we need them to be good citizens - to adopt and practice the values that not only attract them to this country in the first place, but also define us as Canadians.

Over the years, we have been remarkably successful. Since Confederation, more than 15 million people have immigrated to Canada.

As a result of many decades of successful immigration policy, and because of the harmony we've achieved, we have built a country and society in which people of many cultural backgrounds, many religions, and many social viewpoints can live side by side in acceptance and peace.

CIC makes over 2 million decisions a year about who can Come to Canada, to live, to work, to study, or to visit. For those seeking to come here to be permanent residents, we have three goals that we balance through our immigration program:

1. Bringing people in to meet economic needs,
2. Reuniting families, and
3. Continuing our humanitarian tradition to provide safe haven to refugees.

IMMIGRATION PROGRAM AND LABOUR MARKET

We have been under increasing pressure to ensure that our immigration program is responsive to labour-market pressures.

In some areas of Canada, we are seeing some very serious labour and skill shortages. And when you look at the long-term trends, with the combined impact of our economic growth, aging workforce, and low birthrate, Statistics Canada predicts that, in as little as five years, immigration could account for virtually all growth in our labour force.

While there are things such as training and other ways to increase labour-market participation of Canadians, clearly, immigration has a role to play.

The immigration program allows foreign workers to enter Canada through two streams:

1. **The permanent stream**, which admits workers in such Categories as Federal Skilled Workers that help to build Canada's long-term labour force; and
2. **The temporary stream**, which allows Canadian employers to bring in foreign workers to fill immediate, short-term labour-market needs.

The permanent stream has been criticized on two fronts. One, it's not responsive. Our immigration system allows anyone to apply, and more people apply than we have room for. This has resulted in a large inventory. And in assessing those applications, we work on a first come, first served basis. So, as a result, applicants in the federal skilled worker class can wait several years before a decision is made on whether they can immigrate to Canada. It is a challenge that we need to address and we are looking at it.

The second criticism is that the criteria we use to assess applicants, which give points, for example, for education and language skills, make it difficult for some lower-skilled applicants to succeed. And in many areas of the country, there is a need for these workers.

However, in a world where technological change is the norm and industries appear and disappear seemingly overnight, it is increasingly difficult to micro-manage labour-market supply and demand.

It is important to have a system that not only responds to the urgencies of today, but also builds upon Canada's long-term labour force by bringing in immigrants with the kinds of characteristics that will allow them to adapt and thrive in a modern, knowledge-based economy.

CIC is aware, however, that many employers are having difficulty filling positions and that building a long-term labour force matters little to companies that can't access the labour they need to compete today.

Our Temporary Foreign Worker Program is better equipped to meet the short-term labour-market needs of employers. We have made efforts to streamline the program for employers so that, in many cases, they can bring in foreign workers very quickly where there is a demonstrated shortage of Canadian workers to fill positions. The volume of temporary foreign workers has increased dramatically in recent years, with 112,000 last year, an increase of 12,000 from the year before.

There were two interesting developments in the past year with regards to the temporary foreign worker program. One was an investment of \$50 million to improve monitoring and compliance, to ensure that these workers are working in the jobs they were brought in for, while being treated and paid fairly.

The second was the announcement that a program would be developed that would allow temporary foreign workers and foreign students, who have graduated from a Canadian Institution, to apply for permanent resident status within Canada. Prior to this, they had to leave the country and join the queue applying for permanent resident status from outside.

However, it makes sense to tap into this pool of people who have skills we need and have demonstrated they can succeed in our economy and our society. So we are working on developing that program further.

FAMILY CLASS AND REFUGEES

As I mentioned, our immigration program balances economic goals with humanitarian objectives and the goal of reuniting families. Each of these areas has its challenges as well.

In the family class, we place a priority on reuniting spouses and children, and this happens fairly quickly, in most cases. But for those looking to bring over their parents and grandparents, the wait is often quite long.

Our refugee program takes in refugees who cross our borders seeking asylum. And we also select refugees for resettlement from abroad.

On the resettlement side, last year we made a significant commitment to take in 2,000 Karen refugees, many of whom have arrived. We also made a commitment to take in up to 5,000 Bhutanese refugees over the next several years, and to increase our intake of refugees from Iraq.

INTEGRATION

Once people have been selected to come to Canada as permanent residents, we realize that it's not enough to say, welcome, good luck. So an important part of what we do at CIC is to support integration efforts.

The recent budget made a commitment of \$1.3 billion over five years for integration, which is a substantial increase.

We help with integration in a number of ways. One of the key programs with which we assist is language training. Canada is a bilingual country and those who are proficient in English and/or French have a greater chance of succeeding.

Among the integration programs we support is one called HOST, which pairs newcomers with community members. It's by and large social interaction but it helps people adjust to life in their new community.

And in some cases, there are mentoring programs that pair up people in the same employment field, to help them navigate the job market.

The HOST program recognizes that there is an obligation on all of us to help newcomers succeed.

We also opened the Foreign Credentials Referral Office this year. This initiative helps people with foreign training navigate our complex system of getting their foreign credentials assessed and recognized here in Canada. In many cases this information will help applicants get a head start on this process before they even come to Canada.

CITIZENSHIP

These investments in integration are very worthwhile. When newcomers succeed, Canada succeeds. The ultimate goal of our immigration system is to have well-integrated newcomers become Canadian citizens.

Last year, some 230,000 permanent residents became Canadian citizens. Part of the mandate of our department is to promote citizenship, and the rights and obligations citizenship entails.

Last year we celebrated the 60th anniversary of Canadian citizenship.

IMPROVING IMMIGRATION POLICY AND PROGRAMS

While the success of our immigration program depends on several factors, two are key:

- One is attracting the right people to the right places where they are needed and where they will find opportunity;
- The other is helping them succeed by facilitating their settlement and integration into Canadian society.

ATTRACTING THE RIGHT PEOPLE TO THE RIGHT PLACES

As you are well aware, we live in a highly competitive global marketplace. To continue to compete, we need to improve the way we attract and retain newcomers who want to work in their fields and contribute to society.

Tony Brothers
Regional Director (Atlantic)
Citizenship and Immigration Canada

Appendix 4: Presentation by Nellie Burke

Please see the PowerPoint slides on the following pages.

Nellie Burke
Executive Director
Office of Immigration and Multiculturalism
Department of Human Resources, Labour and Employment
Government of Newfoundland and Labrador



Update on Immigration Strategy Immigration Workshop March 25, 2008



1

Purpose

- Labour Market Trends
- Current Status
- Provincial Nominee Program



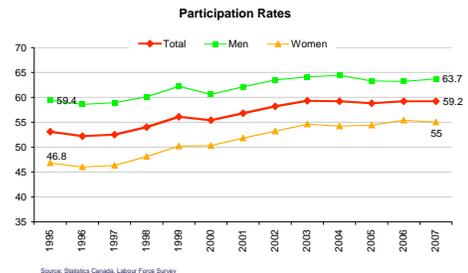
2

The labour market is changing...



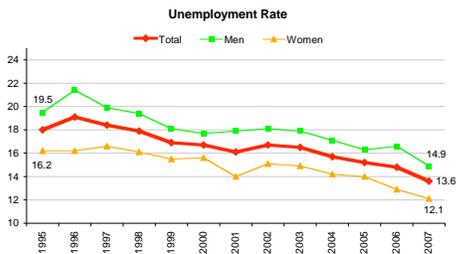
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Participation Rates are Increasing



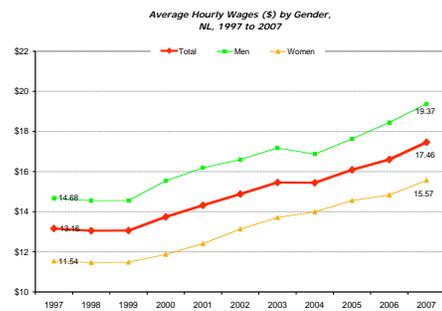
4

Unemployment is at lowest level in 25 years...



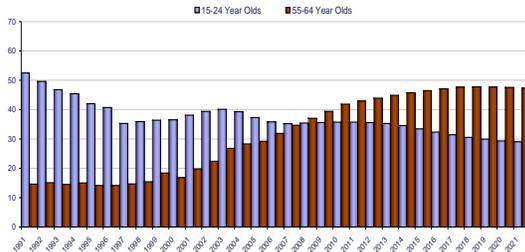
5

Wages are Increasing...



6

Fewer Young Workers & Increasing Retirees



Source: Department of Finance Populations Projections, HRLE Preliminary Labour Force Projections



7

Employment opportunities ...

- 5,600 job vacancies advertised publicly for positions in NL between October and December 2007 (preliminary data HRLE)
 - Public advertisements reflect only a percentage of total vacancies
- Recent survey release indicated that NL's long-term job vacancy rate doubled from 2.6 in 2006 to reach 5.1 in 2007, above the national rate (Canadian Federation of Independent Businesses)



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Immigration in Atlantic Canada Facts and Figures 2006

- highest proportion in prime labour market age 25-44 (51%)
- highest proportion intending to work (55%)
- lowest proportion of retirees & non-workers (12.5%)
- similar proportion with post-sec (61%)
- highest provincial proportion of temporary foreign workers (55.5%)



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Immigration Strategy: Current Status

- Office of Immigration and Multiculturalism established.
- Recruitment of Staff completed
- Awareness Building commenced
- Attraction and Promotion underway
- Provincial Nominee Program enhanced
 - Additional Employees
 - Fees reduced
 - New categories under development



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Promotion and Recruitment

- Destination Canada Mission:
 - Paris
 - Lyon
 - Brussels
 - Tunisia
- Immigration Fairs:
 - Edinburgh
 - London
 - Utrecht
 - Belfast



11

Provincial Nominee Program: Objectives

- To enhance the provincial economy through the immigration of skilled workers and entrepreneurs.
- To address particular skill shortages/gaps in identified sectors and regions of the province.
- To increase our population base and enhance our cultural and social development.



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Program Categories

- **Skilled Worker** - guaranteed job offer from a local employer or are currently employed on a work permit with a local employer.
- **Entrepreneur Category:** establish a new business or purchase an existing business, intend to be self-employed in the business and reside in the province.
- **Immigrant Partner Category:** invest in a local company.



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New Categories Under Development

- **Family Connections** – immigrants can sponsor family members:
 - Sponsors provide financial support, if necessary.
 - Sponsors provide settlement and integration support to the newcomer.
- **International Graduate** – attachment to the labour market and a post graduate work permit required.



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Next Steps

- Continue implementation of the immigration strategy
- Increase attraction and promotion activities
- Enhance Settlement and Integration services with a focus on rural areas
- Foster Multiculturalism
- Participate in partnerships in order to achieve goals



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Appendix 5: Presentation by Dr. Reeta Tremblay

Memorial University is already involved in issues of immigration and settlement. On the one hand, it attempts to recruit international faculty and students, and on the other, it is involved with studying these issues and their impact on public policy. In fact, there is a great deal of convergence between the Government of Newfoundland and Labrador's new Immigration Strategy and Memorial's recently developed Strategic Plan.

Memorial's Strategic Plan includes five priorities: (1) students, (2) research and scholarship, (3) the needs of the province, (4) conditions for success, and (5) institutional responsibility. Immigration issues touch all of these priorities.

In particular, the Strategic Plan makes a commitment to continue playing a major role in the province's development and to its cultural, social and economic needs. The commitment is to bring its expertise out to the communities of Newfoundland and Labrador, and to actively engage in a dialogue to learn more about the problems the communities face. To do this, it must continue to establish a strong presence throughout the province, and it must improve the way it transfers its knowledge and research expertise. The Strategic Plan specifically mentions immigration in Goal 17.

The Strategic Plan also makes mention of attracting and retaining international faculty, and in enhancing its research capacity and capability. While the recent abolition of mandatory retirement means that Memorial won't be hiring as many new faculty as first planned, there are still about 30 percent of faculty who are of retirement age. This means that we will be hiring new faculty, but it also means that we will be competing for them with other countries, like the United Kingdom, the United States, Australia and South Africa. Recruitment and retention of faculty depend on three factors: the reputation of the university, its vision and its commitment to excellence.

St. John's has many advantages in recruiting new faculty. It is relatively small yet still cosmopolitan. It has a strong sense of itself, and has a vibrant culture. And it has a growing multicultural community.

Memorial's Strategic Plan talks about recruiting more international students. Memorial University is already Atlantic Canada's largest university, but we want to grow our student body even more, from the current 17,500 to 26,500. Given the province's declining birth rate and declining population, this increase will have to come mainly from graduate students and from students from other countries. This is an ambition goal, in light of competition from other Canadian universities; everyone is looking for graduate students – mainly in China.

We have made steady strides in our international recruitment efforts; right now, we have students from 80 countries at Memorial. But we are working to diversify our student body even more and are intensifying our international recruitment activities. Several steps have been taken by the Government of Newfoundland and Labrador to help in this area:

- The Province and the Government of Canada signed a memorandum of understanding in 2005 which allows international students to work in the province for up to two years after graduation.
- Government extended health insurance privileges to international students.
- Government's Provincial Nominee Program is currently working on creating an "international student" category.

But there are still two major areas where we need to enhance our efforts. In the first case, we need to decrease the time required for processing student visas. At the present time, we cannot compete with Australia, New Zealand, the United States or the United Kingdom. And in the second case, we need to enhance our efforts to create a culture of tolerance. We need to work with our partners in government and in the NGO community to ensure welcoming communities and equal opportunities for all.

Research is another important part of our Strategic Plan. Our approach to research should be to make the results of research more widely available and accessible to both the public and to policy makers. Our goal should be to present new ideas and analyses to help Newfoundlanders and Labradorians make effective policy choices based on accurate information. It seems logical to me to suggest that public policy would be better constructed if policy makers have access to the best research.

Research on immigration and citizenship in this province is very limited. Fortunately, in the Faculty of Arts, we have recently hired faculty in Religion, Political Science, Anthropology, French and English, and many of these new hires have research interests in issues dealing with immigration and citizenship.

I should say a few words about the types of research which universities carry out. There are essentially two kinds: contract research and curiosity-driven research. Contract research is where a faculty member is hired by a client to undertake a specific piece of research. The client has drafted the terms of reference and is seeking a qualified person to carry out the research. And the client owns the intellectual property. This means that the faculty researcher does not have the right to publish the research nor perhaps even to divulge the findings.

Curiosity-driven research, on the other hand, is characterized by its independence, objectivity and non-partisanship. It aims to apply high standards of scientific rigour, is often multidisciplinary, and is dedicated to improving policy making on the major issues of the day. It undergoes strict peer review, through publications, conferences or other academic forums. It is evidence-based research, and it attempts to build on the global body of knowledge. The process of research allows academics to think about the complexity of problems and to successfully generate a cross-fertilization of ideas.

The question is: how does curiosity-driven research connect with decision-makers and non-governmental actors in influencing policy. That is, how do research and policy connect? Policy makers will agree with me that, without external influences on policy sectors, there is an innate bias in the policy-making process with regard to instituting change. Curiosity-driven research allows policy makers to innovate. Research can be seen as an external impact which creates a policy window, which can in turn bring dramatic development in policy areas. Immigration and settlement,

a new policy area, can benefit greatly from independent, objective and non-partisan research. It is important to remember that curiosity-driven research moves in a dynamic process, and that there is not always agreement among researchers, but that high quality research needs contending ideas.

Therefore I come to the workshop to hear your ideas about future research, about non-traditional sources of funding for this research, about access to decision-makers for information and data gathering, and about connecting with decision-makers in order to communicate the results of our research.

The Faculty of Arts is prepared to accompany you on this journey of discovery. I am pleased to say today that we will be creating a cluster on immigration research within the Faculty, which will bring together faculty and students interested in issues of immigration, settlement and citizenship, who will use the network to exchange information and to form partnerships for new research. It is hoped that eventually this cluster will expand to include people in other faculties and centres at Memorial who have an interest in the topic.

In conclusion, policy makers and the community at large must have access to the best research available, if they are to make effective policy choices which will lead to forward-looking policies which will lead to growth and development for our province.

Dr. Reeta Tremblay
Dean of Arts
Memorial University

Appendix 6: List of Research Projects Already Undertaken on Immigration and Settlement in Newfoundland and Labrador

Please see the PowerPoint slides on the following pages.

Eileen Kelly-Freake
Employment and Career Services Manager
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Michael Clair
Associate Director (Public Policy)
Leslie Harris Centre of Regional Policy and Development
Memorial University

The Association for New Canadians

Foreign Credential Recognition Initiative

Connecting Immigrants with Opportunities

Workshop on Immigration and Settlement

March 25, 2008

Funded by HRSDC



Project Background

- April 2005 – Government of Canada launched the *Internationally Trained Workers Initiative*.
- June 2005 – Provincial Government hosted a Policy Development Table.
- Participants – HRSDC, regulatory bodies, educational representatives, business and community organizations.
- ANC was designated as the lead organization to develop a proposal for a community based strategy to address FCR.
- Phase I of this project was approved August 1, 2006.



Phase I – Employer Feasibility Study

Research focused on:

- Assessing skills shortages faced by provincial employers
- Examining barriers encountered by immigrants
- Determining employer incentives to support labour market integration



Key Findings

- Non-Recognition of International Credentials
- “Perceived” Economic Conditions in NL
- Insufficient English Language
- Other Significant Barriers
 - Lack of Canadian Work Experience
 - Lack of Canadian Workplace Practices
 - No Employer Information
 - Financial Requirements



Phase II – Taking Action:

Connecting Immigrants with Opportunities in Newfoundland and Labrador



Phase II – Taking Action

Key Goals

- Help reduce labour market shortages
- Promote the benefits of an international workforce
- Provide relevant Canadian experience to immigrants
- Provide employers with a connection to the international workplace
- Support the Provincial Immigration Strategy



Phase II – Taking Action

3 Projects

- Knowledge Mobilization
- Skills-Matching Database
- Internships



http://www.anc-nf.cc/fcr_project.html





Known Research on Immigration and Settlement at Memorial University

As of March 25, 2008



Harris Centre-sponsored studies

- *A Survey of the Attitudes of Employers in Newfoundland and Labrador toward the Recruitment and Employment of New Canadians and International Workers*, by Dr. Wade Locke and Scott Lynch (2005)
- *The Role of International Medical Graduates in the Provision of Physician Services in Atlantic Canada*, by Dr. Rick Audas, Amanda Ross and David Vardy (2004)



Other Memorial University studies

- *Mental Health Needs of Visible Minority Immigrants in a Small Urban Center: Recommendations for Policy Makers and Service Providers. Journal of Immigrant and Minority Health*, Reitmanova, S. & Gustafson, D.L. 2008
- *Health Insurance for International Students: Taxation Without Representation. Policy Options*, Reitmanova, S. (2008)



Other Memorial University studies

- “They can’t understand it”: *Maternity Health and Care Needs of St. John’s Immigrant Muslim Women. Maternal and Child Health Journal*, Reitmanova, S. & Gustafson, D.L. (2008)

Appendix 7: Break-out Group Discussion Notes

Table 1

Facilitator: Andrew Kim

Rapporteur: Sonja Knutson

Major issues:

1. Increase in the number of refugees and accommodation of special needs
Refugee – not prepared, not necessarily motivated
Immigrant – prepared, motivated
2. Employment for international students (labour market integration)
3. Accountability and availability of information
4. Children-centered initiatives

Gaps regarding these issues:

Issue 1

- Need for specialized knowledge to serve refugees and immigrants
- Control of refugees to prepare for them
- Support services for refugees (e.g. advisory)

Issue 2

- Understanding of racism and discrimination
- Clearinghouse for information for international students seeking employment
- Employer attitudes and knowledge toward international employees
- Student involvement (ambassadors)
- Foreign credential recognition

Issue 3

- Access to and knowledge of groups in Newfoundland and Labrador
- Access to practices in other provinces regarding immigrants
- Providing information through different channels (e.g. e-mail distribution lists, websites)

What can government, academia and civil society do to ensure that decisions are based on accurate information? How can these groups share information?

- Open database of information between provinces to identify best practices and overcome geographical barriers to increase accessibility of information – we can't all travel to National or Atlantic conferences

Table 2

Facilitator: Muhammad Iqbal

Rapporteur: Neil Penney

Major issues:

1. Inventory of research. What is happening and where?
2. Review of procedures and the environment re: immigration. Also, clarification on the various classes of immigrants
3. Retention
4. Why are our admission numbers so low?

Gaps regarding the issues:

Issue 1

- Lack of inventory on immigration, integration and multiculturalism

Issue 2

- Accessible information to immigrant procedures; FAQs; one-window approach to guide the user

Issue 3

- Need tracking system for NL immigrants to enable longitudinal research
- Employment

What can government, academia and civil society do to ensure that decisions are based on accurate information? How can these groups share information?

- Provincial representation/information at Canadian embassies abroad
- Look at best practices/streamline procedures
- Coordinating Committee on Newcomer Integration (CCNI) – a good practice
- Faculty retention and recruitment person to assist spouses at MUN

What haven't we thought of?

- International student recruitment
- Disconnect between federal and provincial recruitment requirements
- Embassy – different sets of rules at the different levels
- Exploring what has changed in immigration system/process over the past 30 years

Table 5

Facilitator: Not listed

Rapporteur: Carmel Wyse

Major Issues:

1. Increasing knowledge of the immigration tool kit
2. Statistical research
3. Retention
4. International students
5. Racism

Gaps regarding the issues:

Issue 1

There are a range of tools that have been or are being created to increase awareness and engage communities

- Research to examine uptake and the effectiveness
- Who is using the tools?

Issue 2

- Knowing what is available
- A thorough mining of what is available
- Important to have hard core solid data

Issue 3

- Very complex
- Those who leave, often difficult to say why they have left
- Why do people stay?
- Can community groups/minority groups offer insights? What is their function in retention?
- Important to devote sufficient funds; not a small undertaking to understand this

Issue 4

- Given Memorial's strategy and the new PNP category, they are an important group to study
- What are their interests in staying? Do they want to return to contribute to their own countries? Are certain sectors more attractive? What can we learn from those who have stayed?

Issue 5

- Study of how families assist their children in responding to racial incidents

Table 6

Facilitator: Cecily Pantin

Rapporteur: Natasha Clark

Major issues:

1. Skill shortage in the province
2. Promotion of province in the midst of competition
3. Retaining immigrants

Gaps regarding the issues:

Issue 1

- Matching positions with skill sets; skill set database mentioned

Issue 2

- Historical analysis of immigration
- From what countries do we currently attract immigrants?
- Why are people attracted to this particular province?

Issue 3

- Spousal support
- Is it a push or a pull factor? What are the reasons?
- Exit interviews; Not easy to track immigrants once they are established elsewhere

What can government, academia and civil society do to ensure that decisions are based on accurate information? How can these groups share information?

- Conduct and fund cross-disciplinary research
- Establish cross-disciplinary committees; work together and form partnerships

Table 8

Facilitator: Marlene Holden

Rapporteur: Smita Joshi

Major Issues:

1. Skills shortage/Employment opportunities
2. Services available; networks and information on settlement services; awareness of what we can offer
3. Retention

Gaps regarding the issues:

Issue 1

- Specific information re: skills shortages; Where? When?
- Credentials; Foreign credential recognition site (Service Canada)

Issue 2

- Internal – employers, stakeholders in the province
- External – must market ourselves in Canada and around the world

Issue 3

- Reasons why people stay and leave; reasons for success
- Who stays? Who leaves?
- What are others doing well? What works elsewhere?

What can government, academia and civil society do to ensure that decisions are based on accurate information? How can these groups share information?

- CCNI – fund research; collaborate and share information and findings; list research that maintains integrity, independence and relevance

What haven't we thought of?

- “political will” and “commitment”

Tables 7/10

Facilitator: David Moores

Rapporteur: Allison Catmur

Major Issues:

1. Rural development (vs. urban); spreading the benefits of immigration evenly across the province
2. Need to raise awareness of the benefits of immigration for NL to counteract negative perceptions
3. Retention

Gaps regarding the issues:

Issue 1

- What industries would need to be priorities to address rural development?
- Which populations could be targeted as potential immigrants?
- How do we provide cultural supports to individuals in rural communities?
- What can we learn from the Manitoba model?
- How can the agriculture and agrifoods sector be supported through the immigration strategy? – Other sectors as well. How has immigration contributed to growth and development of the oil and gas sector, for example?

Issue 2

- General attitudinal survey of what people think
- Communication strategy – how to get the message out there
- What gaps exist in the job market?
- Need to grasp the transient labour force in the province – Who goes away and where? How many local people go away to work? (this is a related piece of research)
- Are we as open and accepting as people think we are? Is this real or perceived?
- Attitudes of employers – are they open to hiring immigrants?

Issue 3

- Are immigrants engaged in meaningful employment?
- What resources will we have to devote to settlement?
- How do we go about engaging the business community in immigration issues? E.g. how are they addressing the new needs and demands of the immigrant community for specialized goods and services? – responding to new multicultural needs
- Research into the average income of immigrant families

What can government, academia and civil society do to ensure that decisions are based on accurate information? How can these groups share information?

- Focus on broad-based, curiosity-driven research – not too focused or contract driven because then dissemination is limited.
- Collaboration is key – working groups, steering committees
- Policy internships and intergovernmental exchanges. E.g. exchange of employees between government (i.e. Office of Immigration and Multiculturalism) and a non-governmental organization or community group (i.e. the ANC) for an “internship”-like experience. This would be for 6 months to a year so we can learn from one another
- Federal-provincial interchange facilitates knowledge-sharing
- Harris Centre is a good catalyst for collaboration and dissemination – need to strengthen this
- CCNI –representatives from different organizations work with each other; this is a great initiative
- Need to engage the private sector
- Don’t want to overlap or duplicate

What haven’t we thought of? The “unknown unknowns”?

- We need to come to grips with realistic expectations. There has to be an awareness of setting realistic expectations
- What information is out there about Canada and Newfoundland and Labrador? – The “land of opportunity;” What are the perceptions of Newfoundland? What is our image? Need to get good information out to overseas posts.
- Aboriginal communities and immigration – What are the attitudes towards immigration among aboriginal populations in NL?

Appendix 8: Results of the Plenary Report Back

Questions and issues to investigate:

- Accessibility and availability of information. Where is the information? How can newcomers access it?
- Retention and added focus on rural Newfoundland; Spouses in rural communities. How do we spread the benefits of immigration to rural areas?
- Employment opportunities and skills shortages. There is need for an information exchange between employers and immigrants.
- How do we raise awareness in the host community about immigration? What tools and methods should be utilized?
- Promotion of Newfoundland and Labrador within immigrant markets. From where and why do they come?
- How do we better prepare graduates for entry into the workforce?
- What are the needs that emerge in a multicultural society? (e.g. traditional foodstuffs)
- Case studies of success stories (here and elsewhere). Extract common factors that can affect policy development
- What are the benefits of immigration in the absence of full employment?
- Reasons for low retention – is it a push or a pull factor?
- Are immigrants from small towns more likely to move to and stay in rural Newfoundland? What about the stage in the life cycle?
- What is the role of the “immigrant-host” community in retaining new immigrants?
- Gaps in practice (e.g. MDs from Colombia – how to address this issue? “Gap training options”)
- Family and spousal isolation
- How do we mobilize the new knowledge that is generated every year? (an annual conference similar to ARAISA in NL?)
- How can we inculcate “international values” to NL-born and bred children?
- What are the advantages of coordinating immigration policy in smaller centres?
- How can we connect immigrants with each other, and with the host community?

Some recommendations arising from the afternoon discussion:

- Create an inventory of available research from all sources. Dr. Reeta Tremblay said that the Faculty of Arts research cluster on immigration that she is starting, would assist in this task
- Better sharing of information about settlement: funding, players, etc. Need for an “honest broker”
- Better collection and sharing of statistical information for policy development (“dashboard”)
- Survey international students to improve services

- Is there a need for an “umbrella organization” representing all the multicultural groups in NL?



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