



CANADA

Good Ideas from Successful Cities

Municipal Leadership on Immigrant Integration



FEDERATION
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MAYTREE

For Leaders. For Change.



Cities of Migration

A Maytree idea

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The Maytree Foundation

Ratna Omidvar, President

Cities of Migration

Kim Turner, Project Leader

Markus Stadelman-Elder, Communications Manager

Layout and design: Sarah Gledhill

The Maytree Foundation
170 Bloor Street West
Suite 804
Toronto, Ontario
Canada M5S 1T9
+ 416 944 2627
citiesofmigration@maytree.com

citiesofmigration.org
www.maytree.com

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About Cities of Migration

Cities of Migration is led by the Maytree Foundation in partnership with international foundations active in the migration and integration field: the Barrow Cadbury Trust (United Kingdom), Bertelsmann Stiftung (Germany), the Tindall Foundation (New Zealand) and the Fundación Bertelsmann (Spain). In the United States, the project is supported by the Carnegie Corporation of New York and the J.M. Kaplan Fund. In Europe, the project is supported by Open Society Foundations' At Home in Europe.

Community partnerships also help sustain our work: The Runnymede Trust (United Kingdom); OMEGA (New Zealand); National League of Cities (United States).

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Good Ideas from Successful Cities: Canada

Getting immigration policy right has never been more important to Canadians and the communities we live in. Canada is counting on newcomers to replace retiring workers, keep our businesses growing, and help meet the needs of an aging population. With an aging population and slowing birth rates, by 2015-2016, Human Resources and Skills Development Canada notes that 100% of our net labour growth will come from new immigrants¹.

What draws immigrants to a particular place? Canadian-based studies consistently identify “family or friends” as the top reason for a newcomer’s choice of city, with “job or job prospects” typically identified next. The reality is that in their first years here, newcomers are first and foremost settling into life in a city where people, employers and organizations can make a real difference in creating that sense of community.

Canadian municipalities are at the very heart of the immigrant experience in Canada. Cities are the unofficial welcome wagon, directly and indirectly providing services, and delivering a quality of life that is essential to creating welcoming communities and ensuring the success of new Canadians.

Our economic future depends on attracting, retaining and integrating immigrants into our communities over the long-term. The sooner new Canadians can find their feet and put their skills to work, the better it is for our entire country.

Locally delivered services like housing, recreation, library services, child care, and public transit are being used by new immigrants and play a significant role in their settlement process.

For example, without stable housing, families experience greater difficulties finding jobs, and enrolling children in school and becoming part of community life. Inadequate transit service affects where newcomers can live and work and whether they connect to the community. Municipalities are finding innovative ways to remove these and other

barriers to successful settlement and engage newcomers to ensure their meaningful participation in our communities.

In a competitive world where talented workers are highly mobile, Canadian cities are working to meet these needs, deliver the core services that ensure newcomers start on solid ground, and have the greatest opportunity to establish roots in our communities.

The Federation of Canadian Municipalities is pleased to support the work of Cities of Migration to highlight leadership in cities and communities across Canada in the Canadian edition of *Good Ideas from Successful Cities: Municipal Leadership in Immigrant Integration*.

New immigrants are essential to maintaining strong communities in a prosperous Canada. Helping newcomers to achieve their potential and their dreams is a role that many communities perform well, and sharing best practices such as the initiatives explored in this report will help communities everywhere to embrace and foster all that newcomers have to offer.



Karen Leibovici
FCM President
Councillor, City of Edmonton

The Federation of Canadian Municipalities (FCM) has been the national voice of municipal government since 1901. FCM represents close to 90% of the Canadian population – almost 2,000 municipal governments across the country.

¹ Human Resources and Skills Development Canada
www.hrsdc.gc.ca/eng/publications_resources/research/categories/llsd/2002/km_slc/page07.shtml

Acknowledgements

Cities of Migration tells stories about cities that are animated by the energy and opportunity that immigration brings, cities that are working in innovative and practical ways to foster inclusion, diversity, and shared urban prosperity.

In *Good Ideas from Successful Cities: Municipal Leadership in Immigrant Integration*, and a series of companion country reports, we share more than 70 good practices that highlight how local governments can contribute to the prosperity and future well-being of their cities through wise investments in immigrant integration. In *Practice to Policy: Lessons from Local Leadership*, international experts offer policy insights and a set of practical recommendations for city leaders and their community partners.

In this report, *Canada: Good Ideas from Successful Cities*, you will find a snapshot of municipal leadership and excellence in Canada; each of the 12 city profiles includes a selection of international comparators.

Our work draws on the evidence of good practice offered by the local councils, municipal departments, agencies and community partners who generously shared their stories with us, so that we could promote the excellence and innovation they represent with cities around the world. Throughout the municipal series, we have also benefited enormously from the insights and experiences of leaders in this field. In all of our work, we are honoured to work with partners, like-minded institutions and networks of city and community leaders, experts, practitioners and activists whose daily work challenges us all to transform good ideas into effective levers of change.

Thank you also to the team at Maytree who worked to put this series together: Markus Stadelmann-Elder and Sarah Gledhill for communications and design; Piali Roy, Bonnie Mah, Marco Campana, and an international web of contributors, for researching and writing the good ideas that are at the core of this report and other volumes in the series, and Evelyn Siu for coordinating the myriad ways that we share these stories with others. The full set of publications in this series is available at www.citiesofmigration.org.

Kim Turner
Project Leader
Cities of Migration

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“Vancouver is a global leader and as Mayor
I’m committed to ensuring Vancouver
becomes one of the most open and civically
engaged cities in the world”

Mayor Gregor Robertson
Vancouver, Canada



Introduction: Leading with Ideas

Ratna Omidvar
President, Maytree



Cities play a leading role on the stage of global migration. As places that exercise an enormous pull on the imagination of immigrants in search of better lives, they are magnets for the skills, talents and energy of an increasingly mobile global population. The most successful cities tap into the hopes, dreams and aspirations of immigrants and, by helping them succeed, they create prosperity in their communities for all.

Around the world, cities are on the front lines of immigrant integration because they understand that the lived experience of settlement is intensely local and that the success or failure of immigrant integration has a significant impact on their communities. These cities build inclusion into public policy, develop services that are essential, provide new opportunities for business development and pay attention to infrastructure design. As Jane Jacobs wisely observed, the level of government closest to the people is best positioned to serve the people.

Resilient city leadership matters. City mayors and councilors hold the keys to a progressive agenda which can create a foundation for future urban prosperity for all city residents. The most enlightened city leaders understand that the sheer necessity of living and working side by side and getting on with the business of daily life is a natural driver for solutions, good ideas, new arrangements and compromises. Leading cities are listening, responding and learning from each other.

Whatever the legal and jurisdictional framework, cities have a range of levers which they can deploy to introduce change – through policy instruments (equality, inclusion,

nondiscrimination), as service providers (settlement, education, housing, police, etc.), as employers and diversity managers, and as the drivers of the local economy – from infrastructure and procurement to support for investment, entrepreneurship and small business incubation.

Leadership is about change. It is not about preserving the status quo, but finding new opportunities to allow all residents to thrive. For example, Montreal's city charter promotes urban citizenship, and Vancouver's new inclusionary take on multiculturalism brings together immigrant and Aboriginal communities. Toronto City Council's surprise decision to enact the Access Without Fear policy makes Toronto Canada's first city of sanctuary for irregular and non-status residents or temporary workers whose status is in flux.

Cities are places of accident, experiment and design; their "genius" is their capacity to leap across the chaos and inherent complexity to accommodate the ordinary business of people living together. And they do it in myriad ways! Through the usual and less usual suspects, meaning not just diversity officers and settlement workers, but also police, business, emergency workers, planners, unions, banks, airports, sport and recreation, hospitals, schools, parks and city streets. In Canada, new gateway cities like Saskatoon, are getting it right, from the top down; Toronto is looking at municipal voting, taking a page from Dublin and Oslo. Together these stories provide a compelling narrative about the new urban mainstream and how it's transforming how we live, work and play in today's cities.

In “*Canada: Good Ideas from Successful Cities: Municipal Leadership in Immigrant Integration*,” we are pleased to present a tasting menu of some of the best integration practices from cities across Canada. In this publication, you will read about how cities and immigration are key to Canada’s future prosperity. How cities like Halifax and Calgary are working with employers and local businesses to ensure recent immigrants find employment in their field. How public institutions like the Toronto Public Library can play an important role in the integration of immigrants and their families. Why the Toronto Police Service has changed itself to reflect the new demographic reality of the most diverse city of Canada. How Richmond Hill is creating governance structures that are both responsible and representative. How employment practices in Saskatoon are changing the city’s organizational culture and modelling good governance to the institutions, industries, employers and ordinary citizens across the urban landscape.

Cities are learning from cities. Some of the cities featured in this report are old hands at integration – such as Toronto, Montreal and Vancouver. Others are newer immigrant gateways – regional capitals like Saskatoon and Halifax, or newly minted suburban cities like the Town of Richmond Hill. These emerging leaders are leap-frogging over traditional steps in integration policy and making immigrant inclusion a top priority. They are welcoming their newest residents and facilitating their social, economic and political participation.

We believe that these practices will excite you, and we hope you will be interested in adapting and replicating some of them to your local context. After all, cities have a unique capacity to learn from each other, regardless of where they are located. ■

“Cities of Migration illuminates these stories of municipal leadership and successful practice. It has built an international network of local practitioners sharing their work. It connects them in a variety of ways, so that good ideas travel at the speed of light, with the click of a button, or the sound of a voice over a telephone line. What a wonderful opportunity, then, for Canadian municipalities to share their best ideas in immigrant integration while learning from the experience, on the ground solutions and success of cities outside Canada - in Europe, the United States, in New Zealand and Australia and beyond. We hope you will find new ideas to inspire your work in your own city.”

Alan Broadbent
Chairman, Maytree

CALGARY, ALBERTA

Calgary's Employment Forums Go Face-to-Face

Bringing the city's hiring managers face-to-face with immigrant job-seekers

Cheryl Goldsmith, a human resources advisor at the City of Calgary, believes that many immigrants to Canada want to work for municipalities because government jobs are held in high regard in their countries of origin.

The challenge is to ensure that those who are enthusiastically applying to work at the City are a good match for the jobs.

Goldsmith and her colleagues worked with the Immigrant Sector Council of Calgary to establish the Immigrant Employment Partnership Project. Their mandate is to “promote employment for newcomers and other immigrant stakeholders in Calgary, and to educate these groups about the careers available with the City of Calgary,” says Goldsmith.

The project has been an outstanding success. This is partly due to the emphasis on employment forums – a “one-stop shop” for new Canadian professionals interested in a career with the City.

Each forum provides direct interaction with City of Calgary hiring managers. A typical forum begins with a presentation on the recruitment process, followed by individual hiring managers presenting information on how their profession is practised within the municipality. Ultimately, managers sit down one-on-one with the immigrants, who get a chance to ask questions. “This is valued as one of the best parts of the forum,” says Goldsmith.

While in the past the forums have focused on the immigrant professionals and immigrant employment counsellors, the partnership now will also focus on employers. “We always make sure to keep a balanced



focus on our partners in the immigrant employment and settlement sector,” Goldsmith explains.

An upside to this multifaceted approach to immigrant recruitment has been an overall improvement in human resources services at the City of Calgary. The City now has International Qualifications Assessment Services guides available online, which allows both human resources and hiring managers to quickly check international credentials.

Related Good Ideas at citiesofmigration.org

- COPENHAGEN, DENMARK

Engaging in Copenhagen

Taking a diversity charter to the business community

- HAMBURG, GERMANY

We are Hamburg! Won't you join us?

An innovative marketing campaign recruits diversity into local government while promoting inclusion across the city

- MUNICH, GERMANY

Reaching out to Migrant Entrepreneurs in Munich

Recognizing the contribution of immigrant entrepreneurs helps promote small business success and build a network of business leaders

Contact

City of Calgary

Human Resources

P.O. Box 2100, Stn. M

Calgary, AB T2P 2M5

www.calgary.ca

EDMONTON, ALBERTA

Racism Free Edmonton

A municipal commitment to end racism creates space for conversations about race, diversity and inclusion

In the increasingly diverse city of Edmonton, Alberta, 24,000 residents have pledged to speak up for a city free from racism. “Eliminating racism is another step towards making Edmonton a great place to live for everyone,” explains Ann Mah, Edmonton Public Schools.

Racism Free Edmonton explicitly names the racism and discrimination that many Edmontonians face, challenging the polite Canadian conversation on multiculturalism and the idea that racism is no longer a problem in Canada. It makes a clear statement that racism is unacceptable, and has created a space to talk about experiences of racism openly, and to explore how widespread these experiences are.

When the Canadian Commission for UNESCO launched the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD), Edmonton was among the first cities to join. In 2007, Racism Free Edmonton (RFE) was established and incorporated into the Deputy City Manager’s Office as an expression of the city’s commitment to action.

Racism Free Edmonton is a collaboration between 16 government departments, educational institutions and community organizations committed to working together to build an inclusive community across the areas of education, employment, housing, media, policing and justice, and youth.

“Edmontonians affirmed their commitment to being an inclusive city,” says City councillor Amarjeet Sohi. “We must work together to continue our strategic work to identify and prevent discrimination. This work calls for courage, and, above all, partnership.”

In 2010, RFE launched its public awareness campaign, “I’m Committed to a Racism Free Edmonton.” Partners



distributed postcards and large scrolls around the city, and residents committed to specific actions to eliminate racism. Today, partners share best practices, while RFE offers public events and anti-discrimination training to public institutions and community organizations like the Edmonton Police Services, where all senior leaders have received training.

Related Good Ideas at citiesofmigration.org

- BARCELONA, SPAIN

Fighting Fiction with Facts: the BCN Anti-Rumour Campaign

City Council enlists community agents to dispel myths about immigrants and fight discrimination with facts and good humour

- FORT WAYNE, UNITED STATES

Gateway to Little Burma

New gateway cities make newcomer communities count -and be counted.

- VALONGO, PORTUGAL

Do not Judge a Book by Its Cover

A living library uses life stories to engage young people and break down prejudice and stereotypes about diversity

Contact

City of Edmonton

8th Floor CN Tower, 10004-104 Avenue

Edmonton, AB T5J 0K1

Kaylin.Betteridge@edmonton.ca

www.racismfreedmonton.ca

HALIFAX, NOVA SCOTIA

Making Connections

Business needs talent. Talent needs opportunity.
A networking program completes the equation

Most highly skilled newcomers face a common challenge when looking for work – a lack of local connections and networks. Recognizing that the availability of jobs is the primary factor in a newcomer’s decision to stay or leave, Halifax Regional Municipality (HRM) has made workforce recruitment and retention a primary goal and has engaged the Greater Halifax Partnership (the Partnership), the city’s lead economic development organization, to deliver a winning local solution – the Halifax Connector Program.

The Connector Program is designed to meet recruitment and retention goals by building and expanding networks between newcomers to Halifax and established members of the community.

While the challenge is complex, the program provides a simple solution and creates an opportunity for an immigrant to engage with the business community.

Partnership President and CEO Paul Kent explains: “Connectors meet one-on-one with participants, at their office or for coffee, to share their knowledge about their organization or industry sector and current labour market demands. And then they give the participant referrals to three other contacts in their network.”

The low tech, high touch approach is working. As Prasad Ranay, a program participant, puts it: “For me, being a person from outside of Halifax, it makes a lot of sense for the initial touch and contact with the community. It’s expanded my network as well as expanded my skills and reach in the community.”

According to Paul Kent, the Connector Program illustrates the power of relationships. More than 500 local connectors



representing some 300 organizations have already participated, working with 428 international students and newcomers. Further, 177 new immigrants have found jobs in Halifax through the program. It’s no surprise that the program is being replicated in 14 other cities across Canada.

Related Good Ideas at citiesofmigration.org

- AUCKLAND, NEW ZEALAND

From Alpha to Omega: Innovating in the Workplace

Importing a successful labour force integration model saves time and money

- NEW YORK CITY, UNITED STATES

Competition THRIVE: Making the City Stronger

A business plan competition to help immigrant entrepreneurs with small business ventures

- WOLVERHAMPTON, UNITED KINGDOM

Wolverhampton India Project

Immigrants and transnational networks give a city a strategic advantage in an ever more globalized world

Contact

Greater Halifax Partnership

1969 Upper Water Street

Purdy’s Tower II, Suite 2101

Halifax, NS B3J 3R7

ddelong@greaterhalifax.com

www.greaterhalifax.com

MONTREAL, QUEBEC

A Charter of Rights for Urban Citizens

A Charter of Rights and Responsibilities comes to Montreal

Montreal occupies a unique position within Canada, providing services that respect its French and English heritage in a province that is officially French-speaking. It is also Quebec's economic hub, and receives the majority of the province's immigrants.

In 2006, Montreal became the first North American city to take the step of establishing a municipal Charter of Rights and Responsibilities, following the lead of many European cities. For former Montreal Mayor Gérald Tremblay, the charter and its translation into Spanish, Mandarin and Arabic represents an important moment in the life of the city: "It's a legacy because it's our values that unite us as a people and if we have those values and we start focusing on what's essential – family, the community, proper housing, parks, cultural activities – we are sharing our values."

The Charter lays out responsibilities that the municipal government and citizens have towards each other. It also lays out the city's common principles and values. It advocates that active citizenship is necessary to build trust and belonging in the city. Diversity is seen as a resource that "is further enhanced by fostering the inclusion of and harmonious relations among its communities and persons of all origins."

The Charter outlines the rights and responsibilities under seven broad themes, including democratic life, environment and sustainable development, and municipal services. It also empowers an independent ombudsman to investigate complaints based on the charter.

An innovation for North America, the Montreal Charter follows in the footsteps of many European cities that have embraced the "Right to the City." The Montreal Charter has



received much international attention, including recognition in 2005 by UNESCO and UN HABITAT as a ground-breaking document. In October 2011, Montreal placed fifth out of 40 cities in the Intercultural Cities Index (Council of Europe).

Related Good Ideas at citiesofmigration.org

- BARCELONA, SPAIN

From Neighbours to Citizens: the Barcelona Interculturality Plan

A roadmap to the intercultural city based on common values, civic participation and everyday interactions

- BOSTON, UNITED STATES

Mayor's Office of New Bostonians

An agency dedicated to helping the city's newcomers connect with city government services

- STUTTGART, GERMANY

The Stuttgart Pact for Integration: the Power of Planning

Urban leadership creates an inclusive integration strategy for full community participation

Contact

Ville de Montréal

275 rue Notre-Dame Est, Suite 3.108

Montreal, QC H2Y 1C6

jpatenaude@ville.montreal.qc.ca

www.ville.montreal.qc.ca

MONTREAL, QUEBEC

Internships, ‘Canadian’ Experience and Employment

Program helps newcomers integrate into the city’s workforce through on-the-job training, mentoring and coaching

New immigrants to Canada face a challenging dilemma when trying to find jobs commensurate with their skills and experiences: they can’t get a job without Canadian experience, but they can’t get that experience without a Canadian job.

With nearly two million inhabitants, the Montreal region is home to more than 120 cultural communities, 21% of whom are immigrants (2006 census) and the City of Montreal is the region’s largest employer. With more than 25,000 employees, it recognized that “Canadian experience” was a barrier preventing many bright and talented individuals from fully participating in the local labour force.

To help newcomers, as well as recent graduates, overcome that barrier and help the City be more reflective of the population it serves, the City launched the Professional Sponsorship Program (Programme de parrainage professionnel) in 2006.

The program includes a six-month paid internship with the City of Montreal and aims to increase the workforce integration of ethnic and visible minorities, who account for nearly 85% of participants. To be eligible for the program, applicants must have a post-secondary degree or diploma and less than one year of work experience in Quebec in a field related to their education.

The work placements include a wide range of positions and give participants the opportunity to be mentored by an employee, develop their skills in a stimulating job related to the field in which they trained, and learn to adapt to a new workplace culture.



“This program promotes intercultural and intergenerational understanding while promoting careers in Montreal’s public service,” says Mary Deros, a member of the City’s executive committee responsible for diverse communities.

Since the launch of the program in 2006, 269 people have participated and 58% have found permanent jobs after their internships. Within this group, 76% have been employed by the City of Montreal.

Related Good Ideas at citiesofmigration.org

- BARCELONA, SPAIN

Innovation, Entrepreneurship and Immigrants

What’s good for business is good for new immigrants and entrepreneurs

- BREMEN, GERMANY

You Are the Key: Your Future, Your City

A youth recruitment campaign to bring diversity into a city’s future workforce

- WUPPERTAL, GERMANY

From Asylum to Employment: The Wuppertal Participation Network

A multi-sector job readiness initiative that helps asylum seekers access the labour market

Contact

Ville de Montréal

801 rue Brennan

Pavillon Duke Nord, Suite 5151.09

Montreal, QC H3C 0G4

clairebradet@ville.montreal.qc.ca

www.ville.montreal.qc.ca

RICHMOND HILL, ONTARIO

Welcoming Diverse Leadership

A growing municipality takes steps to improve minority representation on civic boards

The suburban community of Richmond Hill has doubled in size to 185,000 within 20 years, its growth largely fuelled by immigration to the Greater Toronto Area. Today visible minorities constitute almost 50% of its population. Rapid change is not without challenges. Some long-time residents resist the change. Some newcomers report feeling unwelcome.

In 2009, local leaders met the challenge head-on with a new strategic plan guided by a single phrase, “We are a welcoming community.” Over 2,000 residents had participated in the community consultation. Outreach to diverse communities became a top priority and key to making the Town of Richmond Hill and its governance more inclusive and reflective of its diversity.

To ensure its diverse communities were represented on its citizens committees, the Town approached DiverseCity onBoard (DoB) for assistance. Launched in 2005, DoB works to bridge the growing gap between the diversity of Toronto’s population and its leaders, and to help connect public institutions to the talent they need.

The DoB program identifies qualified pre-screened candidates from visible minorities and immigrant communities for professional appointments on the governance bodies of public agencies, boards, commissions, committees and voluntary organizations. DoB’s highly successful community engagement process has matched over 600 individuals to board and committee positions to date.

The Town partnered with DoB on its public appointment process, hosting an open house to deepen outreach to potential committee members, while creating an opportunity to help residents learn about the roles and responsibilities



of committee members and how to become active in their local government.

Richmond Hill’s new appointments process opened doors to citizens who might otherwise have never become involved in municipal governance. Visible minorities now account for 22% of the membership of all citizen committees.

Related Good Ideas at citiesofmigration.org

- ANTWERP, BELGIUM

Minding Minority Interests at City Hall

A city council invites a federation of minority groups to improve community relations

- DUBLIN, IRELAND

Did You Know You Can Vote? Cities and Democracy at Work

A city framework for integration makes voting rights the key to immigrant empowerment

- BERLIN, GERMANY

Berlin: Testing Diversity in City Councils

Monitoring diversity in local democratic institutions

Contact

Town of Richmond Hill

225 East Beaver Creek Road

Richmond Hill, ON L4B 3P4

officemayor@richmondhill.ca

www.richmondhill.ca

SASKATOON, SASKATCHEWAN

Reflecting the City: Employment Equity at Work

Building a workforce that is representative of a newly diverse population through community outreach, partnerships and pre-employment coaching

Once faced with a declining population, today Saskatoon is Canada's fastest growing city. Thanks to a booming provincial economy and an influx of immigrants targeting the city through government of Saskatchewan-led immigration programs, the number of visible minorities has more than doubled in less than a decade, up to almost 8% from 3% in a population of 260,000. For the City of Saskatoon, this presents not only economic opportunities but also a new civic responsibility to ensure its government reflects the population it serves.

The City of Saskatoon recognized that to recruit skilled newcomers into public service, they had to remove the barriers to employment perceived by newcomers. The City devotes resources to developing partnerships within immigrant communities, conducting outreach and information sessions through well-established organizations like the Saskatchewan Intercultural Association and the International Women's Association. This way, both applicants and community workers learn about the hurdles that can be part of the employment application process – and how to overcome them.

One of the biggest obstacles to employment is obtaining recognition of foreign credentials, something that must be done before the job application process can even begin. The City of Saskatoon helps potential applicants through the pre-employment maze by providing information that ranges from how to get degrees assessed to what additional courses of study may be needed for certification. A human resources diversity coordinator is available to provide additional coaching and ongoing support throughout the application process itself.



photo: Tourism Saskatoon

Compared to cities like Toronto, Vancouver and Montreal, Saskatoon's new demographic profile puts it at the infancy stage of diversity. However, like many new gateway cities, the city is getting it right from the start. In 2013, the City of Saskatoon was recognized as one of Canada's Best Diversity Employers for the second year in a row.

Related Good Ideas at citiesofmigration.org

- PHILADELPHIA, UNITED STATES

The Philadelphia Story: Economic Integration through Integrated Services

Access to capital and business counselling promotes entrepreneurial success and helps revitalize city neighbourhoods

- OSLO, NORWAY

Oslo Extra Large

Making city leadership accountable to its policies for inclusion

- AACHEN, GERMANY

Relying on Immigrant Networks: Business Network Aachen

The city establishes local immigrant network to develop international economic opportunities

Contact

City of Saskatoon

222 3rd Ave North

Saskatoon, SK S7K 0J5

Mubarka.Butt@Saskatoon.ca

www.saskatoon.ca

TORONTO, ONTARIO

Doing It Right: Recruiting Diversity into Police Ranks

Delivering police services in partnership with the city's diverse communities keeps Toronto safe

To remain relevant in increasingly diverse communities, a growing number of police services around the globe have recognized the importance of diversity in their own ranks. This is particularly the case in Canada's largest city, Toronto, where over 140 languages and dialects are spoken and 49% of residents belong to a visible minority.

When Chief Bill Blair took office in 2005, he quickly realized that the Toronto Police Service (TPS), the largest municipal police service in Canada, did not reflect the city's growing diversity.

He took decisive action and appointed the city's first black deputy chief, Keith Forde. "Not because it was morally the right thing to do," Blair explained, "but because it was the smart thing to do. It was good business practice and it was going to make us more competent, smarter and better able to serve the communities we are mandated to serve and protect." Deputy Chief Forde's role was not token – he was put in charge of the organization's transformation.

And transformed it was. Since 2005, the proportion of visible minorities has increased by 86% and Aboriginals by 38%. TPS' Employment Unit is guided by a new "recruiting, hiring, and customer relations" strategy that includes an ambassador program, a media and communications plan, and an enhanced mentoring and recruiting plan.

Today TPS actively recruits in Toronto's diverse communities, emphasizing the importance of language skills, cultural competencies and diversity of perspectives. The recruit class of 2009 is a great example. It was made up of 16% women and 33% visible minorities. A total of 60% spoke a language other than English, with 22% speaking



two languages or more, including American Sign Language, Arabic, Cantonese, Farsi, French, Hindi, Italian, Korean, Polish, Portuguese, Russian, Spanish, Tagalog, Tamil, to name just a few.

Related Good Ideas at citiesofmigration.org

- MADRID, SPAIN

On the Front Lines of Integration

Creating confidence in community policing through consultation and local recruitment

- CHRISTCHURCH, NEW ZEALAND

Community First: Christchurch's Emergency Response

Cultural outreach and community engagement helps police and social services be prepared to help newcomers during crisis

- NEWPORT NEWS, UNITED STATES

Police Take Community Outreach to City Hall

Community policing transforms crime reduction into a city-wide commitment to quality service delivery and community trust

Contact

Toronto Police Service

40 College Street

Toronto, ON M5G 2J3

peter.sloly@torontopolice.on.ca

www.torontopolice.on.ca

TORONTO, ONTARIO

Move Over Hockey? Cricket's in Town

A mayor's cricket tournament brings youth and community partners together to support diversity, team building and leadership development

With more than 50 school teams across the city and pitches in public parks, fans call cricket the fastest growing sport in Toronto.

In 2011, the City of Toronto initiated the Chartered Institute of Management Accountants' (CIMA) Mayor's School Cricket Tournament to recognize the city's thriving public school cricket program. The tournament builds on the success of a Mayor's Tournament that has brought the city and corporate and community partners together every summer since 2005 to enjoy the centuries-old game of cricket.

The success of this 2011 pilot program was all it took to persuade the Toronto Catholic School Board (TCDSB) and the Toronto District School Board (TDSB) to join the partnership and promote the 2012 tournament within the school system.

Youth and cricket are a winning combination. CIMA chairman Amal Ratnayake explains: "As good management accountants, our members understand the value of partnerships in community building. We are delighted to be able to build a strong partnership between TDSB, TCDSB, the City of Toronto and CIBC to engage our young people through the game of cricket."

The CIMA School cricket program has raised the game's profile and introduced cricket as a vehicle for team building, cross-cultural communication and leadership development. It also provides Toronto's diverse population of young cricketers with an opportunity to continue playing a game they have grown to love while raising the profile of young stars across the community.

In 2012, the CIMA Tournament brought some 40 school cricket teams from across Toronto together to compete.



Eight teams qualified to play in the finals and around a thousand people attended.

City of Toronto spokesperson Ranil Mendis notes the growing number of influential community partners. In 2012, organizations such as Go Transit, CBC, the Toronto Sun and the Toronto Star newspaper, and the Toronto Police Service all fielded cricket teams.

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Contact

CIMA Canada

36 Toronto Street, Suite 850

Toronto, ON M5C 2C5

members@cimacanada.org

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TORONTO, ONTARIO

The Great Equalizer: Toronto Public Library

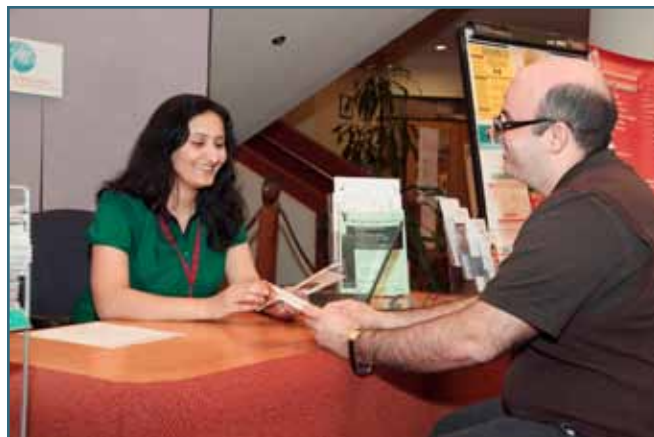
Public libraries reach out to new immigrants with tailor-made settlement services

Few institutions reflect and serve the diversity within the City of Toronto better than the Toronto Public Library (TPL). It is one of the busiest urban public library systems in the world, with 98 branches, 1.3 million card-holders and a collection of 11 million items. Recent immigrants are among the library's regular patrons – in fact, more new Canadians are logged as “frequent users” than the overall Toronto average.

Why? Because TPL has worked hard to reach out to new immigrants, building a collection of materials in more than 40 languages, hosting English as a second language (ESL) classes in library branches, and dedicating a section on their website to newcomers to Canada.

For all Torontonians, the public library is an open, free and accessible community space that has been called “the great equalizer” in a recent report by the Canadian Centre for Policy Alternatives-Ontario. For recent immigrants, the library is also a space to meet others and access the resources that can help them settle into their new home.

In particular, TPL hosts a Library Settlement Partnership (LSP), funded by Citizenship and Immigration Canada, which places settlement workers in public libraries. The workers provide multilingual one-on-one information and referral services, as well as group information sessions to new immigrants on a range of topics, such as how to get provincial health insurance and driver's licences, register children in school, and where to find job search help and programs. Settlement workers also connect clients to library staff for assistance with library programs and special services, such as TPL's Business Development Centre or income tax clinic.



TPL was one of three public library systems selected by Citizenship and Immigration Canada to pilot LSPs in 2007. Following the success of the pilot programs, LSPs have expanded to include eleven public library systems in the province of Ontario.

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Library services reflect the city's growing diversity and tomorrow's information needs

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The Open Library Welcomes the World at Home

Multilingual services and bilingual intercultural mediators create inclusive public space and a sense of welcome for new communities

- NEW YORK CITY, UNITED STATES

Staying in Touch: The Library Responds to a Changing Community

Tracking community demographics helps a city library change with the times

Contact

Toronto Public Library, Library Settlement Partnerships

789 Yonge Street

Toronto, ON M4W 2G8

jhoward@torontopubliclibrary.ca

www.torontopubliclibrary.ca

TORONTO, ONTARIO

Access Without Fear: Building a City of Sanctuary

Non-status or undocumented immigrants can access city services without fear of deportation

On February 21, 2013, Toronto became the first Canadian municipality to formally provide a sanctuary for non-status or undocumented immigrants. While the City of Toronto has long had an informal *Don't Ask, Don't Tell* policy that meant city staff could do their jobs without asking about immigration status, it is now implementing a formal *Access Without Fear* policy.

As Toronto Star reporter Nicholas Keung wrote, “Council’s vote was significant at a time when the undocumented population is expected to surge in 2015, when many legal but temporary foreign workers will see their four-year work permits expire under a new federal law and potentially move ‘underground.’”

City staff is reviewing ways to implement the decision, including ensuring that all residents have access by removing identification requirements to a wide range of core service areas, such as healthcare, education, income support programs, employment protection, affordable housing, settlement services, social assistance and legal services. At the time of the vote, Toronto City Council also requested the Federal government establish a regularization program for undocumented residents and that the Provincial government review opening access to its funded services.

Staff will consult widely with community groups, some of whom were instrumental in bringing this policy change to Council. Many are part of the Solidarity City Network, an informal collective of Toronto residents who advocate for regularization of undocumented people. Their key argument, supported by the City, is that undocumented people need access to services to reduce fear, increase public



health and safety of all residents, and contribute to the city’s prosperity. After all, most of them pay taxes.

With Access Without Fear, Toronto joins 36 American cities, adopting a formal policy allowing all residents access to municipal services, regardless of immigration status. As a result of Toronto’s decisions, the city of Hamilton is also considering such a policy.

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Cities of Sanctuary, Communities of Welcome

An official city policy to welcome those in need builds a community supportive of refugees and new immigrants

Contact

City of Toronto

100 Queen Street West

Toronto, ON M5H 2N2

flewisd@toronto.ca

www.toronto.ca

VANCOUVER, BRITISH COLUMBIA

The Vancouver Dialogues Project

Increasing intercultural understanding and connection between Aboriginal and immigrant communities

Vancouver's earliest Chinese immigrants referred to Canada as a place of opportunity – the Gold Mountain. Less well-known, Turtle Island is the legendary name used by many First Nations people. As one of Canada's three founding nations, Aboriginal communities are largely absent from conversations about diversity and Canada's official multicultural policies. Immigrant communities have little chance for interaction and often maintain outdated stereotypes. Yet both groups have much in common, rich cultural histories as well as the experience of displacement, racism, and living outside of the mainstream.

In Vancouver, where almost half the population is foreign-born, immigrants and Aboriginal peoples represent the two fastest growing demographic groups. Seeking a new approach to the city's diversity and multicultural identity, in 2007 the City of Vancouver adopted an immigration plan that recognized the importance of First Nations and urban Aboriginals. By 2010, the innovative "Dialogues Project" was launched to create "understanding and a strong relationship between indigenous and immigrant communities with the City."

Developed by the Social Planning Division in collaboration with 27 community partners, "Dialogues Between First Nations, Urban Aboriginal and Immigrant Communities in Vancouver" aims to "build mutual understanding and respect" through activities that include dialogue circles, community research, and a youth and elders program. Culture exchanges are an especially rich opportunity for exploring new and shared histories. The Musqueam and Tsleil-Waututh Nations welcome visitors to their reserves, as do the Chinese, Jewish and Ismaili communities, while First Nations and Mayan communities meet to share traditional healing practices.



The success of the Dialogues Project has inspired others. The Vancouver School Board Settlement Program started its own cultural exchange project, involving more than 200 families to examine the ties between the Aboriginal and Chinese communities. The City of Vancouver also has plans for a new online Newcomers' Guide to First Nations, the first of its kind (to be launched in 2014).

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- BLACKBURN WITH DARWEN, UNITED KINGDOM

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Promoting interaction and understanding through inter-faith dialogue

Contact

City of Vancouver

Woodward's Heritage Building

Suite 501 – 111 West Hastings Street

Vancouver, BC V6B 1H4

www.vancouver.ca

Historical Context and Background on the Canadian Experiment

Alan Broadbent

Chairman and CEO,
Avana Capital Corporation
Chairman, Maytree



Canada's immigration story ebbs and flows like the great tides, receding in troubled and leaderless times, and flowing strongly during robust periods of nation building by some of our visionary political leaders.

In the early settlement period, the numbers of immigrants arriving to the land that would one day become Canada were remarkably small and influenced by events, such as the Irish Famine and the American Revolution, in other countries. But the War of 1812 between Britain and the United States led a new attitude toward immigration. As the British governors began to mount their defense, the small size of Canadian population was a military liability. As a result the governors at the time began an active campaign to attract immigrants using land grants and other

concessions as incentives. To some extent this strategy worked, and it attracted immigrants from Europe and the United States.

It was not until the early 20th century, however, that the first dramatic increase in immigration took place. After officially becoming a country in 1867, Canadian officials began to look at how it could protect the vast and sparsely populated western part of the country. They felt it was vulnerable to the aspirations of American expansionism, or “manifest destiny” which proposed to see the U.S. take over the entire continent. After taking power in 1896, Sir Wilfred Laurier included Clifford Sifton in his national cabinet. In this role he took on a number of tasks for Laurier, but none more famous and long lasting than the great effort to populate the west.

Sifton did two main things as Minister of the Interior. First, he changed the incentives for immigration officers. Rather than being paid a salary, he paid them on commission, on the basis of how many immigrants they could attract. This made them much more ambitious and aggressive in recruiting immigrants.

Second, he mounted a relentless and seemingly ubiquitous marketing campaign. He aimed it at the United States in the first place. There, he knew, were former Canadians as well as a cohort of farmers experienced in cold weather farming, and both would bring hard assets with them from their current farms. Less successfully, he aimed his efforts at British farmers, but most Britains wanted to move to cities

At the end of the 20th century and the start of the 21st, the Canadian economy is based on information and design, the underpinnings of the modern world economy. Our immigrants are being admitted based on their suitability to succeed in this new economy. They have high levels of education and experience in the modern economy, and want to work at such jobs in Canada. Typically, they are coming from cities to cities, contributing to urban diversity and dynamism.

which did not yet exist in the West. When he expanded his recruitment campaign to include northern Europeans, he struck pay dirt. Thousands of European farmers settled in the prairies in the first decade of the century.

In those target countries, Canada seemed to be everywhere. Accounts of the time said you couldn't pass a lamp post in any rural village without seeing Canadian recruitment posters. It was one of the great marketing campaigns of the time, seemingly everywhere, targeted at rural folk with dreams of a greater future.

To attract immigrants, Sifton made land available either cheaply, or in some cases he provided land free through grants. The railway was expanded to provide dependable transportation of crops to markets, the railway companies were encouraged to free up some of their holdings for settlement, and the new farmers were attended to in any way that would likely lead to their successful immigration.

The success of the program was reflected in the fact that from 1891 to 1902, over three million people arrived. Based on a population of just over five million, this is an extraordinary increase, and one that seemed to be absorbed with equanimity. It would be many decades, and two world wars, before such levels would be achieved again.

During the First World War and in its aftermath, there was very little immigration. Even through the 1920s there was well less than half the numbers of that booming period in the first dozen years of the century. From about 1930-50, immigration was negligible, reflecting the troubled decades of the depression and the Second World War.

Starting in the 1950s, the numbers of immigrants, and Canada's population began to rise again. By the middle of the century, many more immigrants had skills best suited to urban areas, like brick and tile laying, tool and dye making, electrical and mechanical skills, and financial and commercial background and training. Immigration in this period became about growing Canada's urban centres.

The dramatic rise in population in our three main cities from 1950 to the present shows this gravitation.

	1950	1980	2000
Toronto	1,250,000	3,000,000	4,650,000
Montreal	1,525,000	2,800,000	3,400,000
Vancouver	575,000	1,250,000	1,950,000

From about 1950 to 1975, between 100,000 and 150,000 immigrants arrived each year, two-thirds of them from Britain and Europe, and about 10% from Asia.

Whereas Canada had once done its best to attract people, the country now faced a new challenge: managing the flow of people. In 1967, under the direction of Prime Minister Lester Pearson, Tom Kent developed a point system which evaluated potential immigrants to Canada based on their education, language skills, work experience, and other attributes thought to contribute to successful integration. It served another useful purpose which was to discontinue the practice of selecting immigrants on the basis of their country of origin or ethnic and racial background.

In the mid 1980s, the number of immigrants jumped to about 200,000 per year, and as a result of the point system the countries of origin had shifted dramatically so that less than 20% were from Britain, almost half were from Asia, and about 30% were from Africa, the Mideast, or South America. The "face" of Canada changed in this period, as it is common to say, because almost 80% of immigrants to Canada after 1980 were visible minorities, a category used to describe those who are not Caucasian or white.

What's more, most immigrants who arrived in this period settled in three urban regions, Montreal, Vancouver and Toronto. The combined increase in population of these three cities (through immigration from other countries and from rural to urban migration) in 50 years is about 6.7 million people. By comparison, the population of Canada increased over the same period by about 15 million. In

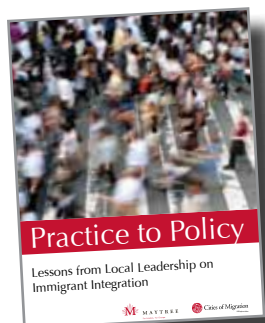
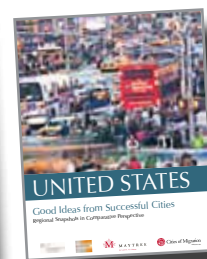
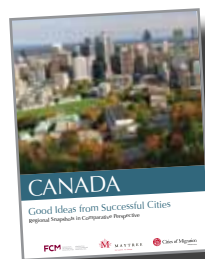
other words, these three cities accounted for almost 45% of the country's population growth. Over that same 50-year period, Canada accepted about nine million immigrants, accounting for 60% of that population growth.

The Sifton era and the era since 1980 have two similarities. First, Canada welcomed high numbers of immigrants both in actual terms and on a per capita basis. Second, immigrants were strategically chosen based on the needs of the Canadian economy. In Sifton's time, the strength and promise of the economy was farming, and his populating of the west led to the development of Canada's wheat industry. At the end of the 20th century and the start of the 21st, the Canadian economy is based on information and design, the underpinnings of the modern world economy. Our immigrants are being admitted based on their suitability to succeed in this new economy. They have high levels of education and experience in the modern economy, and want to work at such jobs in Canada. Typically, they are coming from cities to cities, contributing to urban diversity and dynamism. ■

Canada's immigration story ebbs and flows like the great tides, receding in troubled and leaderless times, and flowing strongly during robust periods of nation building by some of our visionary political leaders.



In *Good Ideas from Successful Cities: Municipal Leadership in Immigrant Integration*, we share international good practices from cities across Canada, the United States, Europe and Australasia.



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