



City of Ottawa Municipal Immigration Strategy 2016-2018

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1.0 Introduction

In 2013, Ottawa City Council approved its first City of Ottawa Municipal Immigration Strategy (2012-2014). The Municipal Immigration Strategy 2016-2018 will build on the successes of the first strategy while also aligning with the priorities of Ottawa City Council, the Ottawa Local Immigration Partnership (OLIP), the Ontario Ministry of Citizenship, Immigration and International Trade, and Immigration, Refugee and Citizenship Canada.

1.1 Vision and Mandate

The vision and mandate developed in the Municipal Immigration Strategy 2012-2014 will continue to guide actions through 2016-2018.

Vision: Ottawa is recognized as a municipal leader in attracting, retaining, and successfully integrating immigrants.

Mandate: To enable the City, within its mandate as municipal government, service provider, employer and funder to coordinate its efforts to attract immigrants and to provide the necessary support to enable newcomers to successfully integrate with a sense of belonging to Ottawa.

1.2 City of Ottawa Term of Council Strategic Priorities

The Municipal Immigration Strategy 2016-2018 is a Strategic Initiative in City Council’s Term of Council Strategic Priorities, more specifically supported by the following:

“Strategic Objective HC1: Advance equity and inclusion for the city’s diverse population.

Advance equity and inclusion for the city’s diverse population by effectively planning and implementing changes to infrastructure development and service delivery.

Strategic Initiative 31: Inclusive Community Initiative”

(City of Ottawa, 2015)

1.3 Achievements 2012-2015

The City of Ottawa implemented action on all initiatives identified in the Municipal Immigration Strategy 2012-2014 with work on priority areas continuing through 2015. The following highlights some of the achievements between 2012 and 2015:

- Implementation of 11 collaborative projects with OLIP including:
 - Health Skills, Health Smarts initiative which offered workshops to settlement counsellors and health care providers on how to assist newcomers to maintain health and seek initial health services.
 - Health Promotion through Language Training initiative providing 33 lesson plans on 11 health topics to English language instructors.
 - Housing Navigation Workshops which offered settlement counsellors information on housing and the social housing registry.
 - Creation of an “Introduction to Trades Manual” which provides newcomers with information about accessing jobs in the skilled trades.
- Creation of the Immigration Network, a cross-departmental planning table with 30 City staff representing 15 departments and representatives from OLIP and the Francophone Immigration Support Network of Eastern Ontario (FISNEO).
- Mayor Watson proclaimed Welcoming Ottawa Week (WOW) as an annual event in 2013. Between 2013 and 2015, the City has led 20 events and activities in support of the event’s mandate to celebrate diversity in Ottawa and welcome newcomers to the City.
- 400 people attended an International Student Celebration Event in 2015 which thanked international students for studying in Ottawa and provided them with information they would need to consider staying in the City post-graduation. The event received a 98% satisfaction rating.
- An Ottawa-Gatineau Discovery Day was hosted with 90 representatives from 36 Service Provider Organizations in 2015. The event gave attendees an opportunity to learn about settlement services available in both Ottawa and Gatineau, as well as identify service gaps and opportunities to collaborate to better serve newcomers in the region.
- ServiceOttawa’s Language Line offers support to clients at 3-1-1 and the Client Service Centres in over 170 different languages. The Language Line was used

343 times between 2014 and 2015, with usage increasing by 48% from one year to the next. The top languages accessed through the Language Line in 2015 were Arabic and Spanish.

- The Ottawa Immigration Portal received 445,136 unique page views since 2013. Many updates were also made to the website including:
 - Addition of 30 new videos welcoming immigrants to Ottawa and providing information to help them settle into the community.
 - Creation of a new International Student section with information to attract, integrate and retain international students.
 - Creation of a Francophone Community Profile which describes living in French in Ottawa with specific content developed by the Francophone community.
- Launch of the Professional Internship for Newcomers (PIN) program in 2013 which provides newcomers with Canadian work experience through short term City of Ottawa paid employment positions. There have been 14 PIN participants in 26 contracts across 4 departments to date.
- 233 City staff participated in one of 7 Diversity Cafes to learn about the experiences of newcomers and immigrants.
- The annual Immigration Entrepreneur Awards was launched in 2012, through which 15 award recipients have been recognized and 119 immigrants have been nominated for their contributions to the local economy.
- \$524,919 in professional and business development loans for newcomers were approved through the Ottawa Community Loan Fund.

2.0 Immigration in Ottawa

Immigration continues to contribute new skills, experiences, and cultures to the overall vibrancy of the City. Ottawa welcomes approximately 12,000 new immigrants every year including roughly equal numbers of permanent residents and temporary residents. Temporary residents include temporary foreign workers and international students, the number of which grew by 43% between 2008 and 2012 (CIC, 2012).

Newcomers come to Canada through a variety of immigration streams. As **Table 1** illustrates, Ottawa's share of economic immigrants has been steadily decreasing.

Between 2010 and 2012, 25% of the immigrants arriving in Ottawa came through the Economic Class (Haan & Prokopenko, 2015) compared to almost 64% of all immigrants admitted to Canada during the same time period (CIC, 2015a).

Table 1: Newcomers to Ottawa by Admission Class, 2004-2012

Admission Class	2004-2006	2007-2009	2010-2012
Economic Class	36%	33%	25%
Family Class	34%	35%	32%
Refugee	22%	17%	24%
Other	9%	15%	18%

Source: Haan & Prokopenko, 2015

The City of Ottawa is a diverse community with over 90 languages spoken (Statistics Canada, 2013). As **Table 2** illustrates, there are concentrations of recent newcomers from China, Philippines, Lebanon and Haiti (Haan & Prokopenko, 2015).

Table 2: Top 5 Countries of Origin for Immigrants to Ottawa, 2004-2012

Country	2004-2006	Country	2007-2009	Country	2010-2012
China	10%	China	9%	Haiti	10%
Philippines	6%	Philippines	8%	China	9%
Lebanon	5%	Lebanon	5%	Philippines	9%
India	5%	India	5%	India	4%
Other	74%	Other	73%	Other	68%

Source: Haan & Prokopenko, 2015

- 25% of Ottawa’s population was comprised of immigrants in 2011 (Statistics Canada, 2013)
- 44% of Ottawa’s population in 2011 consisted of immigrants or the children of immigrants (Labour Market Ottawa, 2015b)
- 80% of net population growth between 2001 and 2006 was due to immigration (Statistics Canada, 2007)

2.1 Ottawa Settlement Sector

There are over 13 local agencies focused on the successful settlement of newcomers in Ottawa. Staff across City departments work with the agencies daily to provide referrals and mutual support. In 2016, the City will invest \$796,762 in 10 community based organizations providing a range of social support services to newcomers and immigrants.

The City is also a co-founder and active participant in the Ottawa Local Immigration Partnership (OLIP). OLIP brings together over 60 local agencies serving immigrants and community partners, in order to facilitate community-wide strategic alignment and the development of effective responses to immigrant attraction, settlement, and integration. OLIP's ultimate goal is to maximize the contribution of immigrants to Ottawa's economic and social development.

OLIP and its partners launched an Ottawa Immigration Strategy (OIS) in 2011 and are expected to release an updated version of the strategy in 2016. The Municipal Immigration Strategy has been developed together with the OIS and is designed to align and support the greater community effort.

The City is also a participant on the Francophone Immigration Support Network of Eastern Ontario (FISNEO). The FISNEO facilitates a process of local consultation and encourages partnerships for the development of projects aimed at the integration of francophone immigrants.

3.0 Strategic Areas & Priorities

The Municipal Immigration Strategy 2016-2018 will continue to work on the following strategic areas: Planning and Coordination of Service Delivery; Communication and Public Awareness; and Employment and Economic Initiatives. Strategic Priorities have been identified under each Strategic Area, and actions related to each Strategic Priority are identified in *Section 4.0: Action Plan 2016-2018*.

3.1 Planning and Coordination of Service Delivery

Almost one in four residents in Ottawa is an immigrant (Statistics Canada, 2013) and over 12,000 new immigrants arrive in Ottawa each year (CIC, 2015). Given this large and increasing portion of the population, the planning and delivery of services should reflect immigrant's needs and preferences. However, in 2015, consultations with newcomers in Ottawa found that navigating towards and accessing appropriate services continues to be one of most commonly cited challenges.

The City of Ottawa will contribute to successful immigrant integration by improving the accessibility of its programs and services and leveraging its strategic position to contribute to community-wide initiatives.

Strategic Priority #1: Build Internal Capacity to Respond to Immigrant's Needs

In a recent survey of immigrants across Ontario, 62% reported having problems in accessing general settlement services, including community services (OCASI, 2012). The City of Ottawa offers a variety of excellent programs and services and there is a need to ensure immigrants can take full advantage of those opportunities.

In 2015, City of Ottawa staff participating on the Municipal Immigration Network identified the types of information that would assist them to better plan and deliver services to immigrants. These included an increased internal awareness about City initiatives targeting newcomers as well as greater availability of data specific to immigrants.

2016-2018 Action Items

- i. **Inventory of City Services Geared to Newcomers:*** An annual scan and documentation of programs, services and initiatives geared to newcomers will be conducted in order to identify areas of new/enhanced service delivery, opportunities for internal collaboration and any potential gaps.
- ii. **Staff Awareness Events:*** Events will help staff to better understand the needs of immigrants as well as recognize the skills, experiences and knowledge that immigrants bring to the community.
- iii. **Data and Measurement Project:*** The City will participate in an initiative to be led by OLIP to develop a database of current and comprehensive statistics and information regarding the immigrant community and their level of integration.

Strategic Priority #2: Collaborate and Contribute to City-wide Planning

Changes in federal funding policies and programs over the last ten years have resulted in a reduction to local settlement service funding (Pathways to Prosperity, 2013). There is also an increasing variety of agencies offering settlement services (Pathways to Prosperity, 2013).

These factors emphasize the need for a systematic and coordinated approach to settlement and integration and for the City of Ottawa to act as a partner in the collective community effort to address newcomer's settlement and integration needs.

2016-2018 Action Items

- iv. *Continue the City's Immigration Network:*** The Immigration Network is a working group comprised of 30 City staff representing various departments and staff from the Ottawa Local Immigration Partnership (OLIP) and the Francophone Immigration Support Network of Eastern Ontario (FISNEO). Through the Network, current information regarding newcomers and immigrants is shared, and cross-departmental initiatives geared to newcomers are identified and developed.
- v. *Participation in the Ottawa Local Immigration Partnership (OLIP):*** The City of Ottawa actively participates on the OLIP Executive Committee and its various sector tables. This participation will be continued in order to align the City's efforts with those of the community and identify opportunities for increased collaboration.
- vi. *Participation in Francophone Immigration Support Network of Eastern Ontario (FISNEO):*** The FISNEO encourages partnerships and coordination to facilitate the integration of Francophone immigrants. The City will continue to participate in the committee to identify opportunities for alignment and collaboration.

Strategic Priority #3: Support the Settlement Sector to Integrate Priority Groups

In the next few years, Ottawa is positioned to receive increasing numbers of refugees, international students and francophone immigrants. As such, the City will support the community settlement sector's efforts to facilitate the integration of these specific groups of residents.

Refugees

The United Nations Refugee Agency reports that the number of people forcibly displaced at the end of 2014 had risen to a 59.5 million worldwide, a 16% increase from the previous year (UNHCR, 2014).

The Canadian Government has committed to welcoming Syrian Refugees in 2015 and 2016 including 25,000 government assisted refugees (GARs) and additional privately sponsored and Blended Visa Office-Referred (BVOR) refugees (Government of

Canada, 2015). It is anticipated that immigrating Syrian Refugees may require services such as language training and interpretation, trauma counselling, employment assistance, and programs to create social connections in the community (Cultural Orientation Resource Centre, 2014).

Ottawa receives approximately 2,000 refugees annually and could receive up to 2,000 additional Syrian Refugees by the end of 2016 (IRCC, 2016). This could result in an increased demand for both community and municipal services over time.

Refugees in Ottawa

- 25% of the immigrants who arrived in Ottawa between 2010-2012 were refugees
- 5% of refugees in Canada settled in Ottawa, as of 2012
- The proportion of refugees admitted to Canada who settle in Ottawa increased by 2% between 2004 and 2012

Source: Haan & Prokopenko, 2015

2016-2018 Action Item

- vii. Support the Integration of Refugees:* The City will continue to support the community's efforts to welcome, settle and integrate refugees, and participate on community-led and internal planning tables to ensure coordination of actions. For example, in 2015, the Mayor hosted a Public Forum on Refugee Resettlement Efforts which brought together approximately 1,000 residents, faith leaders and community groups who wished to help, and provided them with the information and contacts to make their involvement possible.

International Students

Federal and provincial governments, as well as other municipalities, have recently identified international students as an important source of immigration. In 2014, the Government of Canada introduced its International Education Strategy which aims to double the size of the Canadian international student base by 2022 (Government of Canada, 2014). In Ontario, the number of international students in 2012 was 111,171 nearly double the number 10 years prior (CIC, 2012).

With numerous post secondary institutions, including educational institutions offering programming in French, the City of Ottawa can benefit from international students as future highly skilled residents and/or global ambassadors for the region.

International Students in Ottawa

- Ottawa was the 4th largest international student destination in Canada in 2012 (CIC, 2012)
- There was a 43% increase in the number of international students in Ottawa between 2007 and 2012 (CIC, 2012)
- Over 8,500 international students were studying in Ottawa in 2012 (CIC, 2012)
- 20% of the permanent residents admitted to Ottawa in 2013 were students (Labour Market Ottawa, 2015a)
- 49% of international students surveyed in 2014 said that they would stay in Ottawa after graduation if they found employment (in their field)

2016-2018 Action Item

viii. Support the Integration of International Students: The City will implement one initiative per year in support of the community's efforts to integrate international students. For example, in 2015, the City hosted an International Student Celebration Event which celebrated the successes of graduating international students while connecting them to municipal, community, and employment services and employers.

Francophone Immigrants

The Canadian government is exploring options to increase Francophone immigration outside Quebec (CIC, 2015b) and the Province of Ontario has set a target to double the percentage of immigrants who are Francophone from the 2.5% reported in 2013 (MCIIT, 2014) to the 5% target (MCIIT, 2012). Ottawa has already shown that it is in a strategic position to attract new Francophone immigrants given its bilingual nature and proximity to Gatineau/Quebec.

Francophone Immigrants in Ottawa

- 11% of immigrants arriving in Ottawa between 2010 and 2012 declared French as their first language
- The number of French first language immigrants to Ottawa has increased by 4% between 2004 and 2012

Source: Haan & Prokopenko, 2015

2016-2018 Action Item

- ix. Support the Integration of Francophone Immigrants:* The City will implement one initiative per year in support of the community's efforts to attract and integrate Francophone immigrants. For example, recognizing language as one of the primary barriers to accessing settlement services, the City partnered with the City of Gatineau to host a Discovery Day in 2015. Ottawa and Gatineau settlement service providers were invited to learn about services available in each community, identify service gaps and identify opportunities for collaboration.

3.2 Communication and Public Awareness

Between 2004 and 2014, the percentage of Canada's permanent residents attracted to Ottawa decreased slightly, whereas the number of permanent residents in other similarly sized cities in Canada grew by up to 3% (CIC, 2015a).

A community's ability to attract and retain newcomers is influenced by access to basic needs and services, participation in community life, and having a welcoming community (AMO, 2008). Ottawa is a prosperous, healthy and safe city that offers abundant natural beauty, great job opportunities, and world-class post-secondary institutions. The City will actively pursue strategies to continue to compete to attract and retain immigrants.

Strategic Priority #4: Provide Timely Information about Services Available to Newcomers.

The primary reason why interested newcomers did not access settlement/community services was a lack of awareness about their availability (OCASI, 2012). Focus groups and consultations conducted in 2015 with Ottawa's newcomers confirmed that obtaining concise, timely and easily understandable information was a primary challenge in integration.

2016-2018 Action Items

- x. Maintain and Promote the Immigration Portal on Ottawa.ca:* As a recognized and well used source of information, the Portal remains one of the City's most effective methods of communicating with immigrants. The City will continue to update and focus on promoting the Immigration Portal.

Strategic Priority #5: Promote and Position Ottawa as a Welcoming Community.

With the introduction of the Federal Express Entry immigration system and the growing emphasis on international students at the provincial and federal levels, employers and post secondary institutions will play an increasingly important role in the attraction of newcomers to Ottawa. This highlights the need for community wide promotional tools, messaging and supports.

In consultations with settlement service providers in 2015, one of the top three themes identified for making Ottawa more welcoming was celebrating cultural diversity and the contributions of newcomers. In 2014, Ottawa was identified by the Conference Board of Canada as an attractive place to live based in part on evidence of strong multilingualism and growing diversity (CBC, 2014). This presents an opportunity for attracting and retaining newcomers.

2016-2018 Action Items

- xi. Develop a Talent Attraction Initiative:*** The City will contribute to the development of supports to attract talent (including internationally trained professionals and international students) to Ottawa.
- xii. Participate in Welcoming Ottawa Week (WOW):*** WOW is an annual, week-long series of dialogues, cultural and celebratory events designed to convey a genuine welcome and hospitality to newcomers, sponsored by OLIP. The City will continue to contribute both as a participant and as an event host.
- xiii. Participate in National Francophone Immigration Week:*** National Francophone Immigration Week includes events to showcase Francophone immigration while building and strengthening the relationship between community service providers and Francophone immigrants. The City will participate and host activities as part of the event.
- xiv. Incorporate Celebrations of Newcomers and Diversity into Ottawa 2017:*** The Ottawa 2017 Office, in conjunction with community partners, will identify and develop initiatives that celebrate multiculturalism, diversity and immigrants in as part of Canada's 150th anniversary of Confederation.

3.3 Employment and Economic Initiatives

Employment is consistently identified as the most important factor in attraction, integration and retention of newcomers, as well as the most challenging. As **Table 3** demonstrates, 2014 unemployment rates suggest that newcomers can experience unemployment rates over twice that of the Canadian born population, especially during their first few years in Canada.

Table 3: 2014 Unemployment Rates of Immigrants in Canada by Period of Arrival

Region	Immigrants Arrived 5 years or less	Immigrants Arrived 5 to 10 years	Immigrants Arrived 10 + years	Canadian Born
Ontario	12.5%	9.0%	6.2%	5.1%
Canada	11.5%	7.4%	6.3%	5.2%

Source: Statistics Canada, 2015

The City of Ottawa will contribute to successful immigrant integration by improving access to City jobs and supporting economic integration through entrepreneurship.

Strategic Priority #6: Provide Canadian Work Experience to Newcomers through City Positions.

Recent research has highlighted a disparity between employer and immigrant's perceptions of labour market barriers. While immigrants identify Canadian work experience as the number one barrier to obtaining employment in their desired field, employers have indicated that the greater concern is communication and soft skills (i.e. awareness of Canadian business culture). Paid internships continue to be a best practice as they provide valuable Canadian work experience, while allowing employers greater time to assess and develop soft skills (Allies, 2015).

2016-2018 Action Item

- xv. **Promote Participation in the Professional Internship for Newcomers (PIN) Program:** The City will increase the number of participants, placements and departments in the PIN program, an initiative which offers newcomers short term paid employment opportunities at the City of Ottawa.

Strategic Priority #7: Support Economic Integration through Entrepreneurialism.

The Province of Ontario has identified and prioritized an opportunity to leverage the global connections of immigrants to grow international trade (MCIIT, 2012). One of two noted approaches for reaching that objective is fostering immigrant entrepreneurialism.

Immigrants are almost twice as likely to start a business as their Canadian born counterparts (BDC, 2013). Small-medium enterprises begun by immigrants who have arrived in Canada within the past five years are 5% more likely to export goods and services with countries other than the U.S (Toronto Region Board of Trade, 2015).

One of the four pillars in the City of Ottawa's Economic Development Strategy is entrepreneurialism. This represents an opportunity to support the economic integration of immigrants while aligning with provincial priorities and plans.

2016-2018 Action Item

- xvi. **Build the Immigrant Entrepreneur Award Program:*** The Immigrant Entrepreneur Awards are an annual recognition of immigrant's contributions to the local economy. The City will implement one initiative per year to enhance the program and provide more support to local immigrant entrepreneurs.

4.0 Action Plan 2016-2018

In the following Action Plan, Lead Departments are responsible for coordinating the action. Supporting Departments are responsible for participating in one or more activities/initiatives in support of the action. Where “ALL” is indicated as the Supporting Department, it is expected that all departments would participate as such.

Strategic Area 1: Planning and Coordination of Service Delivery

The City of Ottawa will contribute to successful immigrant integration by improving the accessibility of its programs and services and leveraging its strategic position to contribute to the successes of community-wide initiatives.

Table 4: Strategic Priority #1- Build Internal Capacity to Respond to Immigrant’s Needs

2016-2018 Action Items	Lead Dep’t(s)	Supporting Dep’t(s)	Implementation Indicators	Timeline
i. Inventory of City services geared to newcomers	CSSD	ALL	<ul style="list-style-type: none"> Completed annually Number of services geared to newcomers 	Annual
ii. Staff awareness events	HR CSSD	ALL	<ul style="list-style-type: none"> 2 events focused on newcomers per year Number of staff participating in events % of participants who are satisfied or very satisfied with the event 	Annual
iii. Participate in the development of a community data and measurement project led by OLIP	EDI	CSSD	<ul style="list-style-type: none"> Baseline data and measurement completed 	2017

Table 5: Strategic Priority #2 - Collaborate and Contribute to City-Wide Planning and Coordination

2016-2018 Action Items	Lead Dep't(s)	Supporting Dep't(s)	Implementation Indicators	Timeline
iv. Continue the City's Immigration Network	CSSD	ALL	<ul style="list-style-type: none"> • Number of staff participating • % of members who are satisfied or very satisfied with the Immigration Network 	Ongoing
v. Participate in OLIP	CSSD coordinating	OPH, EDI PRC, HR, OPL	<ul style="list-style-type: none"> • Number of collaborative projects under development or implemented • Number of departments participating 	Ongoing
vi. Participate in FISNEO	CSSD	-	<ul style="list-style-type: none"> • Number of collaborative projects under development or implemented • Number of departments participating 	Ongoing

Table 6: Strategic Priority #3 - Support the Settlement Sector to Integrate Priority Groups

2016-2018 Action Items	Lead Dep't(s)	Supporting Dep't(s)	Implementation Indicators	Timeline
vii. Refugees	CSSD coordinating	OPH, EDI, PRC, OPL, HR	<ul style="list-style-type: none"> • Number of initiatives implemented per year 	Annual
viii. International students	CSSD	EDI CC	<ul style="list-style-type: none"> • One initiative per year implemented • % of international students and/or participating partners who are satisfied or very satisfied 	Annual
ix. Francophone immigrants	CSSD	ALL	<ul style="list-style-type: none"> • One initiative per year implemented • % of francophone immigrants and/or participating partners who are satisfied or very satisfied 	Annual

Strategic Area 2: Communication and Public Awareness

The City of Ottawa will provide effective communication and public information that supports successful integration of newcomers and actively promotes the city to potential immigrants.

Table 7: Strategic Priority #4 - Provide Timely Information about Services Available to Newcomers

2016-2018 Action Items	Lead Dep't(s)	Supporting Dep't(s)	Implementation Indicators	Timeline
x. Maintain and promote the Immigration Portal on Ottawa.ca	CSSD	SO, CC	<ul style="list-style-type: none"> Number sessions to the Immigration Section Number of featured articles 	Annual

Table 8: Strategic Priority #5 - Promote and Position Ottawa as a Welcoming Community

2016-2018 Action Items	Lead Dep't(s)	Supporting Dep't(s)	Implementation Indicators	Timeline
xi. Develop an initiative to enhance talent attraction	EDI	HR	<ul style="list-style-type: none"> Project defined Number of partners engaged 	2016
xii. Participate in Welcoming Ottawa Week	CSSD coordinating	ALL	<ul style="list-style-type: none"> Number of participating departments Number of activities/events hosted 	Annual
xiii. Participate in National Francophone Immigration Week	CSSD coordinating	ALL	<ul style="list-style-type: none"> Number of participating departments Number of activities/events hosted 	Annual
xiv. Incorporate celebrations of newcomers and diversity into Ottawa 2017	Ottawa 2017	-	<ul style="list-style-type: none"> Number of activities/events hosted Participant satisfaction levels (where available) 	2017

Strategic Area 3: Employment and Economic Initiatives

The City of Ottawa will contribute to successful immigrant integration by improving access to City jobs and supporting economic integration through entrepreneurialism.

Table 9: Strategic Priority #6 - Provide Canadian work experience to newcomers through City positions

2016-2018 Action Items	Lead Dep't(s)	Supporting Dep't(s)	Implementation Indicators	Timeline
xv. Promote participation in the Professional Internship for Newcomers Program	HR	ALL	<ul style="list-style-type: none"> • Number of PIN participants • Number of PIN placements • Number of months covered by placements • Number of departments with PIN participants • % of applicants who self-identified as immigrants when hired • Number of PIN program updates to the Diversity and Inclusion Management Working Group 	Annual

Table 10: Strategic Priority #7- Support Economic Integration through Entrepreneurialism

2016-2018 Action Items	Lead Dep't(s)	Supporting Dep't(s)	Implementation Indicators	Timeline
xvi. Build the Immigrant Entrepreneur Award Program	EDI	-	<ul style="list-style-type: none"> • Immigrant Entrepreneur Awards hosted annually • Implement one initiative per year to build the Immigrant Entrepreneur program • Number of Immigrant Entrepreneurs engaged (recipients and nominees) • Evaluation metrics for the Immigrant 	Annual

2016-2018 Action Items	Lead Dep't(s)	Supporting Dep't(s)	Implementation Indicators	Timeline
			Entrepreneur Awards	

Acronyms

ALL: All Departments

CC: Corporate Communications

CSSD: Community and Social Services

EDI : Economic Development and Innovation

HR: Human Resources

OPH: Ottawa Public Health

OPL: Ottawa Public Library

PRCS: Parks, Recreation and Cultural Services

SO: Service Ottawa

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