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Halton Region is dedicated to ensuring Halton is a welcoming community where we respect and celebrate the diversity and uniqueness of all residents. Recognized for its high quality of life, a growing number of newcomers are choosing to call Halton home. We welcome newcomers and invite them to be a part of all that makes Halton a great place to live.

To ensure Halton continues to be a welcoming, inclusive and attractive place for newcomers to settle, the Halton Newcomer Strategy Steering Committee (HNS), which consists of over 60 community partners, work together to plan for and support the needs of newcomers in Halton. Through research, collaboration and planning, the HNS identifies barriers and gaps to enhance settlement and labour market outcomes for newcomers.

The HNS’s 2017-2020 Strategic Plan, developed in consultation with over 100 community stakeholders, will direct the work of the HNS over the next three years. The Plan focuses on population outcomes including engagement, housing, safety, health, education, employment and a sense of connectedness and belonging.

Newcomers provide important contributions to our local economy and community. They keep our region vibrant through their invaluable skills and experience, international perspectives and a commitment to enhancing Halton. The HNS Strategic Plan will ensure that we continue to build an inclusive and welcoming community.

On behalf of Regional Council I would like to thank all our partners in the HNS for the exceptional work being done to support newcomers in Halton. Working together, we ensure Halton continues to be a great place to live, work, raise a family and retire.

Sincerely,

Gary Carr
Halton Regional Chair
Message from the Halton Newcomer Strategy Steering Committee

The Halton Newcomer Strategy Steering Committee (HNS) is pleased to present our 2017-2020 Strategic Plan. This roadmap for the future builds on the HNS’s extensive work since its establishment in 2010, and it supports our vision for a welcoming and inclusive Halton.

Newcomers play a critical role in building Halton’s economy and strengthening its communities. By focusing on education and awareness, research, collaboration and broader system planning, this plan represents our renewed commitment to ensuring the region of Halton continues to be welcoming and inclusive.

The recommendations that follow are the result of extensive research and community consultation. They reflect the input of over 100 community members and stakeholders, and will help ensure that Halton remains an attractive place for newcomers to live, work and settle.

The HNS currently has over 60 member organizations representing a wide range of service providers. Our success is the result of our continued partnership with residents, community stakeholders and government agencies, including Halton Region and the Ministry of Immigration, Refugees and Citizenship Canada. It takes all of us to build a strong and inclusive community – we look forward to working together to keep Halton the best place for newcomers to call home!

The Halton Newcomer Strategy Steering Committee
Acknowledgements

This report has been created in collaboration with the Halton Newcomer Strategy Steering Committee and Working Group Members, community partners and Halton Region.

The Halton Newcomer Strategy Steering Committee would like to acknowledge and thank all internal and external stakeholders whose contributions, through extensive consultation, led to the creation of this Strategic Plan, as well as its funders Immigration, Refugees and Citizenship Canada and Halton Region.
Executive Summary

When the Halton Newcomer Strategy Steering Committee (HNS) set out to define its vision in 2010, its core values and strategic priorities were anchored in a commitment to continue to meet the changing needs and improve the lives of Halton newcomers, refugees and immigrants by being responsive and adaptive to an ever-changing policy landscape. This is why, at its core, the HNS is rooted in community engagement and collaboration.

For the past seven years, the HNS, comprised of more than 45 community partners, has coordinated collaborative action, provided relevant sector research/data and facilitated broader system planning. The HNS continues to work towards building capacity in service coordination, equity and employment for newcomers in Halton Region so that newcomers feel welcomed, included, and supported in their community.

Building on the exceptional achievements of the 2010 – 2015 Strategic Plan, the HNS has identified areas for improvement and opportunities to further enhance service planning and coordination for the next three years. More than 110 community stakeholders supported and provided input into the development of population outcomes and actions that further the work of the HNS. Through consultation, the following eight population outcomes were supported and re-defined under three strategic priority areas:

**Newcomers are Welcomed**
- Newcomers are valued and engaged.
- Newcomers have access to affordable housing.
- Newcomers are connected to their community.

**Newcomers are Supported**
- Newcomers feel safe.
- Newcomers are healthy.
- Newcomer youth feel a sense of belonging.

**Newcomers are Employed**
- Newcomers are learning.
- Newcomers are employed to their full potential.

Strategic actions that will help the HNS achieve these outcomes were also identified. Achievement of these outcomes and actions will be attained through the ongoing leadership of the HNS who will continue to consult and engage with newcomers and partners over the long-term.

While building a more welcoming and inclusive community is the end goal, it is also a continuous journey that requires the responsive and adaptive support of the HNS and its community partners. Given the current context of meeting the needs of Syrian refugees, there has never been a more pressing time to come together to increase and intensify Halton’s community planning and coordination efforts.

This report is a call to action to all service providers across the region to join the efforts of the HNS to support the planning and achievements of its population outcomes. The HNS continues to look for partners to enhance its abilities in the areas of leadership, influence, and mobilization of people and resources. It is only through the strength of active community collaboration that Halton will become a more welcoming and inclusive community for all newcomers.
Background

Funded by Immigration, Refugees and Citizenship Canada (IRCC) and Halton Region, the Halton Newcomer Strategy Steering Committee (HNS) was launched in 2010 to act as the Local Immigration Partnership (LIP). Local Immigration Partnerships (LIPs) act as the fundamental mechanism with which to support, inform and implement new policies and partnerships in a regional context. In addition, LIPs take an active role in planning, coordinating and enhancing local services based on evolving community needs.

With the support of Halton Region, in an effort to meet the changing needs and improve the lives of Halton newcomers, refugees and immigrants, the HNS will focus its broader mandate on research and data provision, coordinating collaborative action and broader system planning.

Working within the changing policy landscape and evolving community needs, the HNS strives to build a more welcoming Halton by meaningfully engaging settlement and non-settlement organizations in newcomer issues and solutions. Furthermore, the HNS is committed to ensuring that new Canadians settling in Halton Region experience social engagement, a sense of belonging, social cohesion, and strong citizenship. As a LIP, the HNS empowers its stakeholders to develop strategies and plans to address the opportunities and challenges associated with fostering inclusive and responsive environments catering to newcomer needs.

Partners involved in the work of the HNS include 65 individual committee members from a cross section of sectors including settlement, education, health, employment, business, police and government. See Appendix A for complete membership.

Local Immigration Partnership (LIP) goals

- Improve access to and coordination of settlement services including language training and labour market integration.
- Improve labour market outcomes for newcomers.
- Strengthen regional awareness and capacity to successfully integrate immigrants.

HNS is working to ensure

Halton is an inclusive community that values diversity and recognizes the mutual benefits and responsibilities of creating environments where newcomers can access supports and thrive.

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Since its inception in 2010, the HNS has made significant progress and reached key milestones in building its capacity to support newcomers. Through evidence-based research, tools and partnerships, the HNS has led the development of key initiatives that continue to support newcomers and the stakeholders that support them. The following is a comprehensive list of the HNS’s successes from 2010 – 2016.

Reports

- Reports to the Community (bi-annually)

Tools and resources

- Newcomer Portal and E-Mentoring in partnership with MCIIT and Halton Region
- Digital and Social Media Presence – Twitter, Facebook, Instagram and Video Testimonials online
- Equity Lens – a tool to ensure community standards for newcomer equity across all programs, services and organizations (2011 – 2012)

Community consultation

- Syrian Refugee Resettlement Community Plan
  * 110+ Community Stakeholders (consultation on plan)
  * 60+ newcomers/international students (development/implementation of both portal and e-mentoring)
  * 20+ employers (development/implementation of e-mentoring)
  * 20+ HNS members (consultation on framework)
  * 110+ Community Stakeholders (consultation on plan)
  * 8 focus groups (66 newcomer youth)
  * 28 survey responses from youth organizations
  * 10+ organizations (consultation on report)

Capacity building

- Training and Development to Halton Organizations Serving Newcomers
  * 4 training sessions (mental health, accreditation, social media, regional services)
  * 175+ attendees and 85% session satisfaction

Newcomer recognition

- Annual Event (2015 forward)
  * 74+ nominations/honourees, 8 newcomers profiled (video, social media)
  * 350+ recognition attendees

Over the last several years, a number of policy changes related to newcomers and immigration have been introduced. The following highlights a number of these changes as they relate to: civic engagement, housing, Syrian refugee resettlement, health and wellness, youth, education and employment as well as research and measurement.

Civic Engagement

2015

Changes to citizenship rules\(^2\)

- Date: January 2015
- *Citizenship Act* amendment limits citizenship by descent and provides exceptions to the first generation limit.

Ontario Immigrant Nominee Program (OINP)\(^3\)

- Date: June 2015
- Aligning with certain streams of the federal Express Entry system.
- Creation of two new streams:
  - Human Capital Priorities stream
  - French-Speaking Skilled Worker stream.

Implication for Halton

With changing citizenship rules it will be important to educate newcomers on their rights and responsibilities as well as their pathways to citizenship.

---


Implication for Halton

There will be a need for Halton to remain competitive in attracting newcomers and maintaining a large share of Ontario’s arrivals. This could include enhancing responsiveness of online tools and community services, access to affordable housing and strengthening labour market development strategies.

Ontario immigrant arrival numbers falling

- Date: 2006-2015
- The number of permanent residents (PRs) arriving to Canada are increasing each year, and Ontario continues to have the largest share of immigrants; however, the proportion of PRs arriving in Ontario is decreasing.
  - As funding formulas are based on a rolling three-year average of permanent resident arrival numbers, the loss of Ontario’s share of immigrant numbers has resulted in lower settlement funding allocations to the province – changes to settlement funding allocations may have had impacts to settlement programs such as youth programming.
  - In 2006, Ontario had 50 per cent of the total number of permanent residents in the country – by 2015, this number decreased to 38.1 per cent (11.9 per cent loss).

Figure 1: Number of Permanent Residents in Ontario and Canada Overall

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Resource: Canada – Permanent residents by province or territory and urban area, Number distribution. 
http://open.canada.ca/data/en/dataset/2fbb56bd-eae7-4582-af7d-a197d185fc93
Rebranding: Immigration, Refugees and Citizenship Canada (IRCC)\(^6\)

- Date: January 2016
- Changed from Citizenship and Immigration Canada to Immigration, Refugees and Citizenship Canada (IRCC).

Settlement of Syrian Refugees to Canada\(^7\)

- Date: January 2016
- Pledge to welcome 25,000 refugees in 2016.
  - Between November 2015 and July 2016 almost 30,000 Syrian refugees arrived via government and private sponsorship; as of January 29, 2017, 40,081 Syrian refugees resettled in Canada.
  - To reflect Canada’s ongoing commitment to refugee and humanitarian settlement.

Implication for Halton

These commitments underscore the need to work with community stakeholders to improve and develop a more comprehensive plan that ensures the unique needs of this vulnerable population are met.

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Health and Wellness

2017

Changes to the Parent and Grandparent Program (PGP)\(^8\)

- **Date:** January 2017
- **IRCC provided a 30-day period (January 3 – February 2, 2017) for Canadian citizens and permanent residents to apply as sponsors for their parent(s) or grandparent(s), after which IRCC will randomly invite 10,000 individuals to apply to the PGP.
- **Lottery system to replace the first-come, first serve immigration policy. Increase fairness, remedy backlog and shorten wait times.**

Implication for Halton

Opportunities exist to evaluate overall impacts of family separation and changing family structure, as well as exploring newcomer health and encouraging greater community and civic engagement.

Youth

2017

Raise maximum age of dependent children\(^9\)

- **Date:** Changes effective in Fall 2017
- **Raise maximum age of dependent children to 22 years of age from 19 years of age.**
- **Marks an improved commitment to family reunification; reverts back to pre-2014 eligibility.**

Implication for Halton

These commitments to family reunification in supporting older youth to apply with their families warrant the need to monitor education outcomes, encourage youth serving organizations to support this population and involve newcomer youth in the community.

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Progress on the Foreign Credential Recognition Program (FCRP)\textsuperscript{10}

- Date: Renewed 2012 (Ongoing)
- As of December 2011, the FCRP has funded over 170 agreements worth $120 million.
- Involves 500 professional regulatory authorities and numerous credential assessment bodies in Canada, hundreds of post-secondary and vocational institutions, and countless numbers of employers, immigrant serving agencies, and internationally-trained immigrants.

Progress on the Pan Canadian Framework for the Assessment and Recognition of Foreign Qualifications\textsuperscript{11}

- Date: 2012 (Ongoing)
- Implementation strategies: Enhancing pre-arrival supports, assessment and recognition, addressing workforce participation needs, target occupations, governance and accountability.
- Pathways to Recognition include: direct pathway to certification, pathway to skills upgrading, and alternate pathway to related occupations.


2013

**Start-up Visa Program launched**

- **Date:** April 1, 2013
- Pilot program will run for up to five years.
  - Enables immigrant entrepreneurs to launch innovative companies that will create jobs in Canada and compete globally.

2014

**Foreign Credentials Recognition Loans Pilot Project**

- **Date:** Mid-2014
- Provides eligible internationally-trained workers (ITWs) with microloans to help them pay for credentialing activities and living expenses as they work towards foreign credential recognition.
  - As of December 31, 2013: 1,133 unique loans awarded; $6,065,584 in total value; average approved amount was $7,622.
  - Enables participants to pay for fees and expenses, and to take time off from survival jobs to get their credentials recognized.

**Implication for Halton**

There are opportunities for the HNS to work with newcomer entrepreneurs to raise awareness of subsidies, promote Halton as an attractive destination to establish a small business, and engage these employers through consultation, training and recognition of their accomplishments.

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Changes to the International Student Program\(^\text{14}\)

- **Date:** June 1, 2014
- New rules to reduce potential for fraud, protect Canada’s international reputation for high-quality education and improve the services available to genuine students.
- New rules make it easier for study permit holders to work off campus and may affect eligibility to work in a co-op or internship program.

Express Entry launched\(^\text{15}\)

- **Date:** January 2015
- Canada’s application management system for certain economic immigration programs including the Federal Skilled Worker Program, Federal Skilled Trades Program, Canadian Experience Class and a portion of the Provincial Nominee Program.
- Allows flexibility in selection and application management; responsiveness to labour market and regional needs; speed in application processing.
- Provides employers a greater role by being able to recruit economic immigrants; and is favourable to international students and post-graduate work permit holders.

Implication for Halton

There is a need to assist Halton employers to tap in to this highly skilled talent pool and help international students understand the local labour market, ultimately improving their employment outcomes and pathways to citizenship.

Implication for Halton

There is an opportunity for the HNS to educate employers on Express Entry and engage them on how best to use the system to attract professional with international perspectives. Employers can be recognized as champions for their achievements in this area.

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2016 Immigration Levels Plan\textsuperscript{16}

\begin{itemize}
\item Date: March 2016
\item Plan to welcome 305,000 new permanent residents in 2016.
\begin{itemize}
\item The highest projected immigration level in decades and a 7 per cent increase over the 2015 plan.
\item Compared to 2015 targets, there is an 11.4 per cent decrease to economic immigrants, 17.6 per cent increase to family class and 98.6 per cent increase to refugee and humanitarian classes.
\end{itemize}
\end{itemize}

\textsuperscript{16} CIC News, Canada Immigration Newsletter, March 2016.
2017 Immigration Levels Plan\textsuperscript{17}

- Date: October 31, 2016
- Plan to welcome 320,000 new permanent residents in 2017.
  - Economic immigration to make up largest share (57.5 per cent in 2017 compared to 53.3 per cent in 2016); Refugee and humanitarian immigration to decrease significantly from 2016 to 2017 targets.
  - Compared to 2016 targets, there is a decrease to refugee and humanitarian classes of 26.8 per cent; 7.41 per cent increase to economic immigrants and a 5 per cent increase to family class.

Implication for Halton

Local data will be imperative to ensure evidence-based decision plans and policies are in place to support the growing newcomer population in Halton and their changing needs.

Figure 2: Proportion of Permanent Residents in Ontario to Canada\textsuperscript{18}


Halton Context: Data and Implications

With a decreasing birth rate and an aging population, Canada will become more dependent on immigration in order to remain an economically prosperous nation. Based on latest projections, by 2031 roughly 3 in 10 Canadians (between 29 per cent and 32 per cent) could be visible minority individuals\(^\text{19}\). Almost 96 per cent of visible minority persons will live in one of the 33 census metropolitan areas (CMAs) between now and 2031, and more than 71 per cent of all visible minority persons will live in Canada’s three largest CMAs: Toronto, Vancouver and Montreal\(^\text{20}\).

Halton Region is increasingly becoming a destination of choice for newcomers to Canada. Statistics Canada reports that between 2000 and 2012, the annual number of permanent residents landing in Halton increased by more than 160 per cent, with many coming from non-European countries.

Newcomers in Halton

In 2011, of Halton’s total population, 14,575 or 3 per cent were recent immigrants.

- The percentage of recent immigrants to the total population is highest in Oakville and Milton, where they account for 4 per cent of the total population in those municipalities.
- About 50 per cent of Halton’s recent immigrants (7,300) reside in Oakville, which also has the highest foreign born population (57,815).
- 25 per cent (3,690) of all recent immigrants live in Burlington.
- 22 per cent (3,185) of all recent immigrants live in Milton.
- 3 per cent (395) of all recent immigrants live in Halton Hills.

### Table 1: Total Population by Immigrant Status and Period of Immigration\(^\text{21}\)

<table>
<thead>
<tr>
<th>Period of immigration</th>
<th>Halton</th>
<th>Oakville</th>
<th>Burlington</th>
<th>Milton</th>
<th>Halton Hills</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>#</td>
<td>%*</td>
<td>#</td>
<td>%*</td>
<td>#</td>
</tr>
<tr>
<td>Total population</td>
<td>495,445</td>
<td>180,430</td>
<td>173,490</td>
<td>83,575</td>
<td>57,950</td>
</tr>
<tr>
<td>Non-immigrants</td>
<td>362,695</td>
<td>73%</td>
<td>120,355</td>
<td>67%</td>
<td>134,555</td>
</tr>
<tr>
<td>Non-permanent residents</td>
<td>4,010</td>
<td>1%</td>
<td>2,255</td>
<td>1%</td>
<td>1,070</td>
</tr>
<tr>
<td>Immigrants</td>
<td>128,740</td>
<td>26%</td>
<td>57,815</td>
<td>32%</td>
<td>37,860</td>
</tr>
<tr>
<td>Before 1971</td>
<td>31,005</td>
<td>6%</td>
<td>12,460</td>
<td>7%</td>
<td>12,320</td>
</tr>
<tr>
<td>1971 to 1980</td>
<td>19,115</td>
<td>4%</td>
<td>8,690</td>
<td>5%</td>
<td>5,655</td>
</tr>
<tr>
<td>1981 to 1990</td>
<td>18,275</td>
<td>4%</td>
<td>8,295</td>
<td>5%</td>
<td>5,060</td>
</tr>
<tr>
<td>1991 to 2000</td>
<td>26,360</td>
<td>5%</td>
<td>12,130</td>
<td>7%</td>
<td>6,645</td>
</tr>
<tr>
<td>2001 to 2011</td>
<td>33,990</td>
<td>7%</td>
<td>16,250</td>
<td>9%</td>
<td>8,180</td>
</tr>
<tr>
<td>2001 to 2005</td>
<td>19,415</td>
<td>4%</td>
<td>8,950</td>
<td>5%</td>
<td>4,490</td>
</tr>
<tr>
<td>2006 to 2011</td>
<td>14,575</td>
<td>3%</td>
<td>7,300</td>
<td>4%</td>
<td>3,690</td>
</tr>
</tbody>
</table>

\(^*\)% of total population


\(^{21}\) Statistics Canada, Table 99-010-X2011026 - Citizenship (5), place of birth (236), immigrant status and period of immigration (11), age groups (10) and sex (3) for the population in private households, National Household Survey, 2011.
Halton region is one of the fastest growing regions in Ontario. Halton’s population is projected to increase from 556,000 in 2016 to one million by 2041 (growth of 60.4 per cent). This is more than double the provincial growth rate of 28.6 per cent.

Between 2006 and 2011, Halton welcomed 62,463 new residents including 1,000 newcomers to Canada. The latest data from the 2016 Census report indicates that Halton has welcomed 46,766 new residents since 2011. In 2011, 4,050 residents reported living in a different country one year earlier.

### Distribution of recent immigration in Halton

While most communities throughout Halton have seen an increase, areas in Milton have had the highest percentages of recent immigrants. The map below shows recent immigration as a percent of the total population over a five year period.

**Figure 3: Per cent of Recent Immigrants by Census Tract Halton Region, 2006-2011**

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### Implication for Halton

Halton’s network of government agencies, settlement support organizations, public services, housing stakeholders and local employers need to be prepared for the influx of newcomers projected to arrive at a faster rate than any other Census Division in Ontario.

The Halton Newcomer Strategy’s actions will need to support all municipalities across the region. Close monitoring of newcomer participation and access to services/supports is needed for Milton as it is the municipality experiencing the largest increase of immigrants in Halton.

---

**Per cent Recent Immigrant Population**

- > 0.15%
- 0.10%-0.14%
- 0.05%-0.09%
- 0.01%-0.04%
- 0%
- No data

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22 Statistics Canada, Table 99-010-X2011026 - Citizenship (5), place of birth (236), immigrant status and period of immigration (11), age groups (10) and sex (3) for the population in private households, NHS, 2011.
Visible minorities in Halton

In 2011, 70 per cent of Halton’s recent immigrants identified themselves as a visible minority, making up 18 per cent of the Region’s population, which is up from 13 per cent in 2006.

Between 2006 and 2011, Halton’s overall visible minority population increased by 57 per cent, from 57,360 to 89,835 people.

- General population change between 2006 and 2011 was 14.2 per cent, meaning that Halton’s visible minority population is increasing four times faster than the growth rate of Halton.
- The largest visible minority group is South Asian, which represents 35 per cent of the total visible minority population in Halton. They are followed by Chinese (12 per cent), Black (12 per cent), Filipino (9 per cent), Latin American (7 per cent) and Arab (7 per cent) groups.

**Figure 4: Top Visible Minority Groups in Halton**

<table>
<thead>
<tr>
<th>Group</th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Asian</td>
<td>31,760</td>
<td>35%</td>
</tr>
<tr>
<td>Chinese</td>
<td>11,045</td>
<td>12%</td>
</tr>
<tr>
<td>Black</td>
<td>10,805</td>
<td>12%</td>
</tr>
<tr>
<td>Filipino</td>
<td>7,805</td>
<td>9%</td>
</tr>
<tr>
<td>Latin</td>
<td>6,195</td>
<td>7%</td>
</tr>
<tr>
<td>Arab</td>
<td>5,865</td>
<td>7%</td>
</tr>
</tbody>
</table>

As Halton’s visible minority population grows, cultural understanding, supports and outreach must increase to promote social cohesion and inclusion.

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Languages used in Halton

One-fifth of Halton’s population reported speaking a non-official language as their mother tongue. The top languages in 2011 were Polish, Spanish, Portuguese, Italian, Urdu and Arabic.

Implication for Halton

To foster a welcoming community, public serving organizations should, where possible, ensure services are available in the top non-official languages, through access to translation services and multi-lingual staff and resources.

Table 2: Top Languages in Halton (2011)\(^\text{24}\)

<table>
<thead>
<tr>
<th>Languages</th>
<th>Halton</th>
<th>Oakville</th>
<th>Burlington</th>
<th>Milton</th>
<th>Halton Hills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Polish</td>
<td>8,425</td>
<td>3,540</td>
<td>2,280</td>
<td>1,815</td>
<td>795</td>
</tr>
<tr>
<td>Spanish</td>
<td>7,660</td>
<td>3,465</td>
<td>2,035</td>
<td>1,760</td>
<td>395</td>
</tr>
<tr>
<td>Portuguese</td>
<td>6,750</td>
<td>3,530</td>
<td>1,335</td>
<td>1,145</td>
<td>745</td>
</tr>
<tr>
<td>Italian</td>
<td>7,215</td>
<td>3,530</td>
<td>1,865</td>
<td>1,170</td>
<td>660</td>
</tr>
<tr>
<td>Urdu</td>
<td>6,255</td>
<td>1,870</td>
<td>705</td>
<td>3,620</td>
<td>55</td>
</tr>
<tr>
<td>Arabic</td>
<td>4,895</td>
<td>2,400</td>
<td>1,350</td>
<td>1,105</td>
<td>40</td>
</tr>
</tbody>
</table>

\(^{24}\) Statistics Canada, Census Profile, 2011.
**Education level of recent immigrants in Halton**

Between 2006 and 2011, half of all recent immigrants held a university certificate, diploma or degree at a bachelor level or above. Around 18 per cent graduated from high school or attained an equivalent diploma, 14 per cent held a college or other non-university certificate or diploma and less than 10 per cent of newcomers to Halton have no certificate, diploma or degree.

**Implication for Halton**

Enhanced research is needed to better understand if recent immigrants are employed in positions commensurate with their education and experience, and/or if newcomer youth are enrolled in continuing education. If not, consideration should be given to developing a coordinated approach to improve outcomes for newcomers in this area.

**Table 3: Highest Certificate, Diploma or Degree of Recent Immigrants in Halton (Immigrating between 2006 and 2011)**

<table>
<thead>
<tr>
<th>Highest certificate, diploma or degree</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>#</td>
<td>%</td>
<td>#</td>
</tr>
<tr>
<td>No certificate, diploma or degree</td>
<td>695</td>
<td>7%</td>
<td>315</td>
</tr>
<tr>
<td>High school diploma or equivalent</td>
<td>1,720</td>
<td>18%</td>
<td>735</td>
</tr>
<tr>
<td>Registered apprenticeship certificate</td>
<td>350</td>
<td>4%</td>
<td>200</td>
</tr>
<tr>
<td>or other trades certificate or diploma</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>College, CEGEP or other non-university</td>
<td>1,305</td>
<td>14%</td>
<td>570</td>
</tr>
<tr>
<td>certificate or diploma from a program</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>of three months or more</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>University certificate or diploma</td>
<td>695</td>
<td>7%</td>
<td>270</td>
</tr>
<tr>
<td>below bachelor level</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>University certificate, diploma or</td>
<td>4,890</td>
<td>51%</td>
<td>2,450</td>
</tr>
<tr>
<td>degree at bachelor level or above</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

25 Statistics Canada, Table 99-010-Custom 5 CSD pt4 - Income in 2010 (28), income status in 2010 (6), period of immigration (7), age groups (5), sex (3) and highest certificate, diploma or degree (7) for the population aged 15 years and over in private household, NHS, 2011.
Labour force involvement and occupation of recent immigrants to Halton

Ninety-one percent (91 per cent) of recent immigrants who are of working age, able and willing to work are currently employed, though possibly under-employed. The top occupations by industry for newcomers were: sales and service (27 per cent); business, finance and administration (19 per cent); and, management occupations (15 per cent).

Figure 5: Top 5 Occupations of Recent Immigrants (Immigrating between 2006-2011)26

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales and service</td>
<td>1,975</td>
<td>27%</td>
</tr>
<tr>
<td>Business, finance, and administration</td>
<td>1,395</td>
<td>19%</td>
</tr>
<tr>
<td>Management</td>
<td>1,100</td>
<td>15%</td>
</tr>
<tr>
<td>Natural and applied sciences and related occupations</td>
<td>875</td>
<td>12%</td>
</tr>
<tr>
<td>Education, law and social, community and government services</td>
<td>685</td>
<td>9%</td>
</tr>
</tbody>
</table>

Implication for Halton

A coordinated approach is needed to engage and educate employers on the value/benefit of and how best to go about hiring individuals with foreign education, training and experience.

26 Statistics Canada, National Household Survey 2011.
Housing affordability in Halton

Newcomer families are twice as likely to live in rented dwellings than non-newcomer families in Halton. Newcomer family households in Milton have the highest homeownership (89 per cent) and those living in Burlington have the lowest rate (71 per cent)\(^{27}\).

- The 2011 National Household Survey recorded 179,015 private households in the Region\(^{28}\).
- Regional housing data shows that the Assisted Housing Income Threshold – the minimum income required to maintain housing in Halton without government support – is $43,000.
- The Affordable Housing Income Threshold – the minimum income required to secure housing without exceeding the affordability criteria of 30 per cent gross income – is $98,410.
- The average single income earner with less than post-secondary education can barely afford non-subsidized housing, while the average earner with post-secondary education cannot access market housing without spending more than 30 per cent of gross income.
- The Federation of Canadian Municipalities Immigration and Diversity in Canadian Cities and Communities Report indicates that for renter households in Halton, 41.1 per cent of non-immigrant households were spending more than 30 per cent of their income on rent, with the percentage of established immigrant households at 47.9 per cent and newcomers at 48.5 per cent.

Implication for Halton

Access to affordable housing is critical for successful integration within the community. Enhanced local research is needed to better understand the current state of newcomers and housing, with recommendations that engage stakeholders to improve outcomes for newcomers in this area.

\(^{27}\) Halton Newcomer Strategy, Profile of Newcomers in Halton, 2012.

\(^{28}\) Statistics Canada, National Household Survey 2011.
Community Participation in Creating the HNS’s Strategic Plan

Understanding that the LIP mandate is shaped and complemented by local and emerging issues, the HNS greatly relies on partnerships with settlement and non-settlement organizations to understand the needs of the community. The HNS’s role is to work with community stakeholders to champion newcomer issues and improve the broader system, leading to successful social and economic integration of newcomers to Halton.

To ensure the plan represents the perspectives of the diverse stakeholders, the HNS carried out a variety of member and community consultations over the past year. Aligned with the population outcomes, the top eight key priorities highlighted during the consultations were the following:

- Civic Engagement
- Housing
- Syrian Refugee Resettlement
- Safety
- Health and Wellness
- Youth
- Education
- Employment

To learn as much from stakeholders as possible, the HNS community consultations included the following questions:

- How can the HNS enhance support for newcomers to the community?
- How can the HNS best align future activities with existing organizations and/or community strategies?
- How can the HNS identify potential participants and resources to support its work and next steps?

More than 110 community stakeholders representing all major service sectors, including not-for-profit settlement and non-settlement service providers, corporate/business sectors, individuals with lived experience and all levels of government participated in the consultation and expressed their perspectives on the existing gaps and challenges.
Strategic Enablers

In examining the priorities, stakeholders indicated the need to leverage the following five strategic enablers and provided insight on how these enablers could enhance and accelerate the work of the HNS. These enablers inform, guide and support the work of the collaborative and are essential to community impact.

Strategic Enablers

- Newcomer voice
- Communication
- Partnerships
- Research and measurement
- Capacity building

Newcomer voice

To help develop future priorities and activities, more understanding is needed of the newcomer experience from their own perspectives. Furthermore, the service delivery sector needs to understand these perspectives and embed them into program planning and delivery to best support integration into the Halton community.

Communication

More efforts on communication, marketing and outreach across the Region will continue to raise the levels of awareness about the needs and supports available to newcomers, refugees and immigrants.

Partnerships

Partnerships are critical to providing a holistic approach to supporting newcomers. Although collaboration in this sector is improving, there is more work to be done through actively engaging partners beyond the settlement sector, including private-sector companies, volunteer/faith-based organizations and private citizens. The urgent needs of Syrian refugees has further highlighted the need to establish an even more comprehensive network reflecting the full range of supports and services to create a welcoming community.

Research and measurement

Developing metrics that capture newcomer-specific information is a challenge, but needs to be a priority. Through the various consultations carried out by the HNS during early 2016, one clear theme repeatedly arose – although there is some data available concerning the needs and experiences of newcomers, much more information is needed.

Capacity building

With rapidly changing community demographics and government policies, capacity building across the settlement sector remains a critical priority in areas such as relevant professional development for frontline staff, examining best practices from other communities and increasing awareness and knowledge of non-settlement supports and services.
## Strategic Priorities and Population Outcomes

<table>
<thead>
<tr>
<th>Strategic Priority</th>
<th>Population Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Newcomers are Welcomed</strong></td>
<td>Neewcomers are valued and engaged.</td>
</tr>
<tr>
<td></td>
<td>Neewcomers have access to affordable housing.</td>
</tr>
<tr>
<td></td>
<td>Neewcomers are connected to the community.</td>
</tr>
<tr>
<td><strong>Newcomers are Supported</strong></td>
<td>Neewcomers feel safe.</td>
</tr>
<tr>
<td></td>
<td>Neewcomers are healthy.</td>
</tr>
<tr>
<td></td>
<td>Newcomer youth feel a sense of belonging.</td>
</tr>
<tr>
<td><strong>Newcomers are Employed</strong></td>
<td>Neewcomers are learning.</td>
</tr>
<tr>
<td></td>
<td>Neewcomers are employed to their full potential.</td>
</tr>
</tbody>
</table>

### Newcomers are Welcomed

**What the policy says:**

- With changing citizenship rules it will be important to educate newcomers on their rights and responsibilities as well as their pathways to citizenship.
- There will be a need for Halton to remain competitive in attracting newcomers and maintaining a large share of Ontario's arrivals. This could include enhancing responsiveness of online tools and community services, access to affordable housing and strengthening labour market development strategies.
- Federal commitments underscore the need to work with community stakeholders to develop a plan that ensures the unique needs of Syrian refugees are met.

**What the data says:**

- As the region of Halton's visible minority population grows, cultural understanding supports and outreach must increase to promote social cohesion and inclusion.
- To foster a welcoming community, public serving organizations should, where possible, ensure services are available in the top non-official languages, through access to translation services and multi-lingual staff and resources.
- Access to affordable housing is critical to successful integration within the community. Enhanced local research is needed to better understand the current state of newcomers and housing, with recommendations that engage stakeholders to improve outcomes for newcomers in this area.
The population outcomes and associated actions identified in the following table support the strategic priority, "Newcomers are Welcomed”

<table>
<thead>
<tr>
<th>Population Outcomes/Actions</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Newcomers are valued and engaged.</strong></td>
<td></td>
</tr>
<tr>
<td>• Create a data development agenda to measure the population outcome.</td>
<td>2017/2020</td>
</tr>
<tr>
<td>• Establish opportunities for newcomers to share their culture.</td>
<td>2018/2019</td>
</tr>
<tr>
<td>• Create an orientation to the Halton community that includes an increased awareness of the role of all levels of government, community associations, volunteering opportunities, etc.</td>
<td>2018/2019</td>
</tr>
<tr>
<td><strong>Newcomers have access to affordable housing.</strong></td>
<td></td>
</tr>
<tr>
<td>• Create a data development agenda to measure the population outcome.</td>
<td>2017/2020</td>
</tr>
<tr>
<td>• Work with stakeholders to develop a plan to improve supports for newcomers across the housing continuum.</td>
<td>2018/2019</td>
</tr>
<tr>
<td>• Work with partners to implement strategies to support newcomers across the housing continuum.</td>
<td>2019/2020</td>
</tr>
<tr>
<td><strong>Newcomers are connected to the community.</strong></td>
<td></td>
</tr>
<tr>
<td>• Create a data development agenda to measure the population outcome.</td>
<td>2017/2020</td>
</tr>
<tr>
<td>• Work with community stakeholders to support refugees experiencing trauma and stress of separation and conduct outreach to reduce the stigma of mental health.</td>
<td>2017/2018</td>
</tr>
<tr>
<td>• Enhance promotion and use of the Halton Newcomer Portal by newcomer families and service providers – coordinated access to accurate service information.</td>
<td>2017/2018</td>
</tr>
<tr>
<td>• Create a high level map of services and a broader/collaborative system approach to planning for newcomers.</td>
<td>2017/2018</td>
</tr>
<tr>
<td>• Work with community stakeholders to coordinate events specific to Syrian refugee and newcomer families.</td>
<td>2018/2019</td>
</tr>
<tr>
<td>• Work with partners to support opportunities for service integration to better serve newcomers.</td>
<td>2018/2019</td>
</tr>
<tr>
<td>• Work with partners to develop opportunities for informal mentorship, newcomer student connections and cultural exchange events.</td>
<td>2019/2020</td>
</tr>
</tbody>
</table>
Newcomers are Supported

What the policy says:

- Opportunities exist to evaluate overall impacts of family separation and changing family structure, as well as exploring newcomer health and encouraging greater community and civic engagement.
- Federal commitments to family reunification in supporting older youth to apply with their families warrant the need to monitor education outcomes, encourage youth serving organizations to support this population and involve newcomer youth in the community.

What the data says:

- Halton’s network of government agencies, settlement support organizations, public services, housing stakeholders and local employers need to be prepared for the influx of newcomers projected to arrive at a faster rate than any other Census division in Ontario.
- The HNS’s actions will need to support all municipalities across the region. Close monitoring of newcomer participation and access to services/supports is needed for Milton as it is the municipality experiencing the largest increase of immigrants to Halton.

The population outcomes and associated actions identified in the following table support the strategic priority, “Newcomers are Supported”

<table>
<thead>
<tr>
<th>Population Outcomes/Actions</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newcomers feel safe.</td>
<td></td>
</tr>
<tr>
<td>• Create a data development agenda to measure the population outcome.</td>
<td>2017/2020</td>
</tr>
<tr>
<td>• Develop a partnership plan with Halton Regional Police Service (HRPS) for supporting newcomers.</td>
<td>2017/2018</td>
</tr>
<tr>
<td>• Work with HRPS to increase outreach to faith-based organizations.</td>
<td>2018/2019</td>
</tr>
<tr>
<td>• Engage with HRPS for educational opportunities about Canadian law.</td>
<td>2019/2020</td>
</tr>
<tr>
<td>Newcomers are healthy.</td>
<td></td>
</tr>
<tr>
<td>• Create a data development agenda to measure the population outcome.</td>
<td>2017/2020</td>
</tr>
<tr>
<td>• Encourage the use of the HEIA (Health Equity Impact Assessment) tool.</td>
<td>2017/2018</td>
</tr>
<tr>
<td>• Work with partners to support the development of an ‘activity passport’ program to increase participation in community activities.</td>
<td>2019/2020</td>
</tr>
<tr>
<td>• Work with health partners to organize public wellness fairs that are accessible to communities.</td>
<td>2019/2020</td>
</tr>
<tr>
<td>Newcomer youth feel a sense of belonging.</td>
<td></td>
</tr>
<tr>
<td>• Create a data development agenda to measure the population outcome.</td>
<td>2017/2020</td>
</tr>
<tr>
<td>• Establish a Newcomer Youth Advisory Council to support the implementation of the Newcomer Youth Report recommendations.</td>
<td>2017/2018</td>
</tr>
<tr>
<td>• Work with partners to develop a plan for increased outreach/promotion and awareness of youth supports and opportunities on social media.</td>
<td>2017/2018</td>
</tr>
<tr>
<td>• Support the development and delivery of cultural competency training.</td>
<td>2018/2019</td>
</tr>
<tr>
<td>• Strategize with youth-oriented community organizations to expand on offerings for recreation, academic and family activities.</td>
<td>2018/2019</td>
</tr>
<tr>
<td>• Collaborate with other groups servicing the same target population and share best practices, research, service delivery and funding opportunities.</td>
<td>2019/2020</td>
</tr>
</tbody>
</table>
Newcomers are Employed

What the policy says:

- There is a need to work with professional associations and regulatory bodies to promote and leverage this program for acceleration of Foreign Credential Recognition.
- There are opportunities for the HNS to work with newcomer entrepreneurs to raise awareness of subsidies, promote Halton as an attractive destination to establish a small business, and engage these employers through consultation, training and recognition of their accomplishments.
- There is a need to assist Halton employers tap in to this highly skilled talent pool and help international students understand the local labour market, ultimately improving their employment outcomes and pathways to citizenship.
- There is an opportunity for the HNS to educate employers on Express Entry and engage them on how best to use the system to attract professionals with international perspectives. Employers can be recognized as champions for their achievements in this area.

What the data says:

- Enhanced research is needed to better understand if recent immigrants are employed in positions commensurate with their education and experience, and/or if newcomer youth are enrolled in continuing education. If not, then a coordinated approach must be developed to improve outcomes for newcomers in this area.
- A coordinated approach is needed to engage and educate employers on the value/benefit of and how best to go about hiring individuals with foreign education, training and experience.

The population outcomes and associated actions identified in the following table support the strategic priority, “Newcomers are Employed”

<table>
<thead>
<tr>
<th>Population Outcomes/Actions</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newcomers are learning.</td>
<td></td>
</tr>
<tr>
<td>• Create a data development agenda to measure the population outcome.</td>
<td>2017/2020</td>
</tr>
<tr>
<td>• Collaborate with partners to support opportunities for mentoring and e-mentoring for newcomers.</td>
<td>2017/2018</td>
</tr>
<tr>
<td>• Work with partners and support innovative ways to address the needs of adults, children and youth that have no prior knowledge of the English language (may also be illiterate in their home language as well).</td>
<td>2018/2019</td>
</tr>
<tr>
<td>Newcomers are employed to their full potential.</td>
<td></td>
</tr>
<tr>
<td>• Create a data development agenda to measure the population outcome.</td>
<td>2017/2020</td>
</tr>
<tr>
<td>• Through consultation and engagement with local businesses, develop and implement a comprehensive Employer Engagement Strategy.</td>
<td>2017/2019</td>
</tr>
<tr>
<td>• Collaboratively promote and enhance the use of mentoring as a tool to improve employment outcomes for newcomers to Halton.</td>
<td>2017/2018</td>
</tr>
<tr>
<td>• Examine and recommend how best to accelerate recognition of foreign credentials.</td>
<td>2018/2019</td>
</tr>
<tr>
<td>• Work with partners to increase awareness and enhance opportunities of subsidies to employers.</td>
<td>2018/2019</td>
</tr>
<tr>
<td>• Develop a method to recognize employer champions.</td>
<td>2019/2020</td>
</tr>
<tr>
<td>• In partnership with employers, associations and training institutions, support the development of skills development programs.</td>
<td>2019/2020</td>
</tr>
<tr>
<td>• Examine the challenges and work with partners to develop solutions towards employers needing ‘Canadian experience’ to enter the workforce.</td>
<td>2019/2020</td>
</tr>
</tbody>
</table>
### Actions to Consider for 2020 and Beyond

<table>
<thead>
<tr>
<th>Actions</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Create a Newcomer Civic Engagement Strategy.</td>
<td>2020 and beyond</td>
</tr>
<tr>
<td>• Work with health partners to support the development of a process that could immediately assign a family doctor upon arrival to Canada.</td>
<td>2020 and beyond</td>
</tr>
<tr>
<td>• Examine collaboration opportunities between physical health care providers and mental health providers and services.</td>
<td>2020 and beyond</td>
</tr>
<tr>
<td>• Support the development of a broader Youth Service Sector Recruitment strategy to increase the hiring of staff/volunteers with diverse backgrounds, culture and language abilities that best reflect the community.</td>
<td>2020 and beyond</td>
</tr>
<tr>
<td>• Work with partners to support a plan for improved access to skilled trades programs that meet the needs of employers.</td>
<td>2020 and beyond</td>
</tr>
</tbody>
</table>
Conclusion

As a result of renewed federal and municipal investment in Local Immigration Partnerships (LIPs), the Halton Newcomer Strategy Steering Committee (HNS) has built upon the base that has already been established to develop a more detailed strategy and action plan. The information gathered through research and recent consultations validates that Halton continues to hold a solid reputation, locally and abroad, as a destination of choice for newcomers. The responsiveness of programs and services within the community demonstrates a strong commitment to creating an inclusive and welcoming community. The HNS is at a critical point in its work, and with new insights on needs, gaps, and priorities, the HNS is primed to broaden its leadership role within the community. Through ongoing support and the fostering of collaboration with both settlement and non-settlement stakeholders, the HNS will deliver on a plan that strengthens the sector and ultimately impacts the lives of newcomers in Halton.

Since inception in 2010, the HNS has worked to build trusting partnerships that form a valuable base for delivering on the priorities and actions within the plan. Through ongoing consultation with a wide variety of stakeholders, the HNS will continue to expand understanding and partnerships critical to ensuring success. As the community backbone for planning and for newcomers after priority-setting, the HNS is committed to expanding the diversity of its membership and community partnerships, reaching out to all key sectors ensuring a comprehensive and inclusive approach. The HNS will seek partners with a strong interest and commitment to the work and bring leadership, influence and mobilization of people and resources.

Through its activities, the HNS has taken the lead on the development of new resources that will benefit newcomers and give those that serve them an increased capacity to do so. The HNS will continue to support members with enhanced training, outreach and engagement activities. HNS will also champion for providing information on the needs of specific newcomer groups and recognizing newcomer successes in Halton. The HNS will work together with all stakeholders to identify and develop new approaches to supporting newcomers, turning ideas into action.

The HNS has also recently upgraded the Newcomer Portal and E-Mentoring technologies that will continue to be promoted as the ‘go-to’ resources for newcomers residing or looking to reside in Halton, as well as, for service providers that support them. Through its digital and social media presence, the HNS will continue to increase awareness about its collaborative work and issues/challenges/changes that impact newcomers. The HNS will work to build an ‘online’ community for newcomers that provides a valuable connection for those who may feel isolated during the settlement process. The HNS has indeed become a central and consistent resource for newcomers, helping them feel welcomed, valued, and supported.
As highlighted through community-wide consultations, there are opportunities to improve. Making Halton a more welcoming community is a long-term goal, but it is also a continuous journey that requires responsiveness to the evolving landscape of the newcomer population. The HNS is committed to continuing the consultation process through annual sessions that will update stakeholders on the priority actions of this plan and also provide additional opportunities to guide and inform future work.

The HNS will continue to source available data, improve collection methods and create mechanisms for reporting and sharing information with invested stakeholders and the broader community. More information will be gathered and analyzed to ensure the experience of newcomers is fully understood, and to adequately measure the impact of the HNS activities. The actions shared throughout this strategic plan are based on evidence that the HNS has accumulated through consultations and a detailed literature review. The HNS will also build a body of knowledge through ongoing research and reporting, including annual updates to the HNS Strategic Plan.

Over the three year term of this plan, the HNS will work with the community to address the most urgent needs of refugees and newcomers, and further evolve and build its longer-term priorities. Through community collaboration with invested partners and stakeholders, Halton is well on its way to becoming a leading example of a welcoming community.
Reference Documents

The documents listed below can be found at www.welcometohalton.ca.

- Community Indicator Report
- Halton Newcomer Youth Report
- HNS Strategic Framework
Appendix A: HNS Members

Steering Committee

Jason Barr ................................................................. CMHA Halton
Susan Carpenter .................................................... Sheridan College
Anita Cassidy .......................................................... Burlington Economic Development
Jocelyn Chadwick .................................................... Halton Region
Carmen Condo ......................................................... Halton Catholic District School Board
Marie-Pierre Daoust ................................................ Le Conseil scolaire de district catholique Centre-Sud
Sanad Fadhl ............................................................. United Way of Oakville
Jodi Guilmette ........................................................ Halton Region
Ted Hildebrant ........................................................ Community Development Halton
Carmen Jacques ........................................................ Chartered Professional Accountants of Ontario
Kim Jenkinson, Chair .............................................. HMC Connections
Nida Kazmi ............................................................ Immigration, Refugees and Citizenship Canada
Michelle Knoll ......................................................... Oak Park Neighbourhood Centre
Wanda Komorowski ................................................ The Centre for Skills Development
Barb Krukowski ........................................................ The Centre for Skills Development
Raluca Lazar .......................................................... The Centre for Skills Development
Susan Lazzaro ........................................................ Halton Region
Scot Luren ............................................................. Halton Region
Moya McKinnon ...................................................... The Centre for Education & Training
Anna Prkacina ........................................................ Halton Catholic District School Board
Alex Sarchuk ........................................................... Halton Region
Dave Tutte .............................................................. Halton Regional Police Services
Christine VandeGraaf .............................................. YMCA of Hamilton / Burlington / Brantford
Erin Walsh ............................................................. Halton District School Board
Agnes Wilczak ........................................................ The Centre for Education and Training

Employment Working Group

Sophia Awan ............................................................. Sheridan College
Andrea Bellenie ........................................................ Scotiabank
Jocelyn Chadwick .................................................... Halton Region
Shalini Da Cunha ...................................................... Peel Halton Workforce Development Group
Arfa Dar ................................................................. Goodwill
Rania Hassan ........................................................ Community Representative
Sarah Hua .............................................................. World Education Services
Suresh Karl ............................................................ HR Consultant
Nida Kazmi ............................................................ Immigration, Refugees and Citizenship Canada
Carolin Matteo ........................................................ HR Consultant
Babur Mobarak ........................................................ HMC Connections
Sharon Munslow ..................................................... YMCA Career Development and Learning Centre
Rachel Pellett Gillette .............................................. Goodwill
Janice Roberts ........................................................ Scotiabank
Hayder Sultan ........................................................ Sheridan College
Darshak Vaishnav .................................................... Halton Region
Jennifer Vanderbeek .............................................. The Centre for Skills Development
Equity Working Group

Carmen Condo .............................................................. Halton Catholic District School Board
Luz Elena ..................................................................... Halton Catholic District School Board
Snezana Gabric .............................................................. Halton Catholic District School Board
Satveer Jania ................................................................. Subject Expert – Youth Worker CET
Mira Jankovic ................................................................... HMC Connections
Nida Kazmi ....................................................................... Immigration, Refugees and Citizenship Canada
Wanda Komorowski ........................................................ Centre for Skills Development
Alexandra Kotyk ............................................................... Immigration, Refugees and Citizenship Canada
Meredith Leonard ............................................................... Halton Region
Tahira Qumar ..................................................................... Halton Small Business Owner
Subhadra Ramchandran ..................................................... Halton Catholic District School Board
Sevasti Soleas .................................................................... Goodwill
Julie Sutton-Yardley ................................................................. Halton Region
Neil Tarswell ...................................................................... North Halton Mental Health Clinic
Erin Walsh ........................................................................ Halton District School Board

Service Coordination Working Group

Joanne Berrigan ................................................................. Acclaim
Tina Bulicek ......................................................................... Milton Community Resource Centre
Carolyn Colwell ............................................................... DeGroote School of Business, McMaster University
Margarita Cordona .............................................................. HMC Connections
Janet Gaffney ..................................................................... Sheridan College
Zerezghi Haile ...................................................................... Regional Municipality of Halton
Jennifer Jalal ......................................................................... Community Member
Nida Kazmi ....................................................................... Immigration, Refugees and Citizenship Canada
Khushnigar Saiyed ............................................................... Alzheimer Society of Hamilton and Halton
Agnes Wilczak, Chair ............................................................ The Centre for Education and Training
Heather Wray ...................................................................... Burlington Public Library