Immigration Settlement Services and Gaps in 6 selected rural communities in Manitoba

This provincial report is part of the “Immigration Settlement Services and Gaps in CIC’s Western Region” study.

Data Sources: 19 surveys conducted with Service Provider Organizations; 26 participants validated the findings with providing feedback.

**SETTLEMENT SERVICES**

### Top services offered
- Language training (6)
- Help with daily life (5)
- Information and orientation (6)
- Needs assessment and referral (6)
- Assistance finding housing (6)
- Assistance finding employment (5)
- Cultural Events (5)
- Social inclusion/integration support (5)

### Key gaps identified
- Financial supports (6)
- Programming specifically for youth, seniors and women (6)
- Almost all services in all communities need to expand (6)
- Language assessment, computer services, assistance with foreign credential recognition (4)
- Several areas of inadequate SPO organizational capacity (2)

### Barriers to access services
- Ineligibility for services (6)
- Language difficulties of newcomers (6)
- Lack of childcare (5)
- Transportation (5)
- Hours of the day the services are offered (3)
- Confusion about where to get help (2)
- Lack of services (1)

### Top services needed
- Language training and assessment
- Housing (access, shortage and affordability)
- Information and orientation to community and Canadian culture
- Help with daily life
- Assistance finding employment
- Mentorship / social support / networking

### Services needed by newcomers ineligible for CIC funded services
- Language training and assessment
- Information and orientation to community and Canadian culture
- Help with daily life
- Housing (access, shortage, and affordability)
- Mentorship / social support / networking

**PARTNERSHIPS**

Partnerships exist in all communities, with 84% of the participant SPOs reporting working in partnership. All participants from Brandon, Dauphin and Ashern-Arborg were engaged in partnerships. Most frequently partnerships are with the schools/school Boards, SPOs, language training providers, businesses and Chamber of Commerce. There is a desire for more partnerships with the employers, Chamber of Commerce, and all levels of government.

**INTEGRATION IN COMMUNITY**

Participants from all six communities have mixed perceptions of how easy it was for newcomers to settle and find work in their community. Language, finding affordable housing, childcare, acceptance by locals, lack of information about settlement services, and the harsh climate are the 7 most commonly cited barriers to successful settlement. Low skilled/entry level jobs are easy to get, however lack of recognition of foreign credential and language barriers are the main challenges for newcomers to move to a profession.
Rural Development Institute, Brandon University

Brandon University established the Rural Development Institute in 1989 as an academic research centre and a leading source of information on issues affecting rural communities in Western Canada and elsewhere.

RDI functions as a not-for-profit research and development organization designed to promote, facilitate, coordinate, initiate and conduct multi-disciplinary academic and applied research on rural issues. The Institute provides an interface between academic research efforts and the community by acting as a conduit of rural research information and by facilitating community involvement in rural development. RDI projects are characterized by cooperative and collaborative efforts of multi-stakeholders.

The Institute has diverse research affiliations, and multiple community and government linkages related to its rural development mandate. RDI disseminates information to a variety of constituents and stakeholders and makes research information and results widely available to the public either in printed form or by means of public lectures, seminars, workshops and conferences.

For more information, please visit www.brandonu.ca/rdi.
# Table of Contents

**EXECUTIVE SUMMARY** .................................................................................................................. 1

**INTRODUCTION** ............................................................................................................................... 3

**CONTEXT** ........................................................................................................................................ 4
  - Immigration to Manitoba ................................................................................................................. 4
  - Employment patterns in Manitoba ................................................................................................. 7

**METHODS** ...................................................................................................................................... 8
  - Data collection and analysis .......................................................................................................... 8
  - Study limitations ............................................................................................................................. 10

**FINDINGS** ....................................................................................................................................... 11
  - Community context ....................................................................................................................... 11
  - Settlement and integration ............................................................................................................ 11
  - Employment .................................................................................................................................. 12
  - Settlement services ....................................................................................................................... 13
  - Organizational capacity ................................................................................................................ 16
  - Planning and tracking .................................................................................................................... 17
  - Community partnerships ............................................................................................................... 18

**CONCLUSION** ................................................................................................................................ 20

**RESEARCH TEAM** ......................................................................................................................... 22

**APPENDICES** ............................................................................................................................... 24

**LIST OF TABLES**

<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 1.</td>
<td>MB: Permanent Residents by Immigration Category 2009-2013</td>
<td>4</td>
</tr>
<tr>
<td>Table 2.</td>
<td>MB: Permanent Residents by source region, 2009-2013</td>
<td>5</td>
</tr>
<tr>
<td>Table 3.</td>
<td>MB: Entry of Temporary Residents, 2008-2012</td>
<td>5</td>
</tr>
<tr>
<td>Table 4.</td>
<td>Canada: Transition from Temporary to Permanent Resident, by category, 2008-2012</td>
<td>6</td>
</tr>
<tr>
<td>Table 5.</td>
<td>Temporary Residents and Permanent Residents living in Winnipeg and Other Manitoba</td>
<td>7</td>
</tr>
<tr>
<td>Table 6.</td>
<td>MB: Unemployment rates in Manitoba by economic region, Dec.2014</td>
<td>7</td>
</tr>
<tr>
<td>Table 7.</td>
<td>Selected communities from different areas of Manitoba</td>
<td>9</td>
</tr>
</tbody>
</table>

**LIST OF FIGURES**

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 1.</td>
<td>Manitoba: Permanent Residents by immigration category</td>
<td>4</td>
</tr>
<tr>
<td>Figure 2.</td>
<td>MB: Permanent Residents by source region, 2004-2013</td>
<td>5</td>
</tr>
<tr>
<td>Figure 3.</td>
<td>Canada: Transition from Temporary to Permanent Residence, 2003-2012</td>
<td>6</td>
</tr>
<tr>
<td>Figure 4.</td>
<td>Percentage of immigrants in Manitoba living outside Winnipeg, 2003-2013</td>
<td>7</td>
</tr>
<tr>
<td>Figure 5.</td>
<td>Survey: Funding received by participating SPOs</td>
<td>9</td>
</tr>
<tr>
<td>Figure 6.</td>
<td>Top services offered</td>
<td>14</td>
</tr>
<tr>
<td>Figure 7.</td>
<td>Services offered by category</td>
<td>14</td>
</tr>
<tr>
<td>Figure 8.</td>
<td>Most needed services for newcomers</td>
<td>15</td>
</tr>
<tr>
<td>Figure 9.</td>
<td>Most needed services for newcomers ineligible for CIC funded services</td>
<td>16</td>
</tr>
<tr>
<td>Figure 10.</td>
<td>Organizational Capacity for SPOs</td>
<td>17</td>
</tr>
<tr>
<td>Figure 11.</td>
<td>Service needs assessment</td>
<td>18</td>
</tr>
<tr>
<td>Figure 12.</td>
<td>Partnerships</td>
<td>19</td>
</tr>
</tbody>
</table>
Executive Summary

This project was funded by Citizenship and Immigration Canada (CIC) through Immigration Research West (IRW) at the University of Manitoba and was directed by the Rural Development Institute (RTI) of Brandon University. The primary objective of this project is to inventory the extent to which settlement services exist in selected communities across Western Canada (British Columbia, Alberta, Saskatchewan and Manitoba) and to identify gaps, barriers and needs. As a secondary objective the applicability of the Local Immigration Partnership (LIP) model was examined as one option to enhance settlement services outcomes for newcomers in Western Canada. This provincial report for Manitoba is part of the western Canada study.

Data for this provincial report was collected by telephone interviews with 19 settlement service provider representatives in 6 different communities across Manitoba. Those communities sampled represented different geographic regions of the province, varied in size and number of newcomers receiving, and had at least one CIC funded organization. The communities included in the Manitoba analysis were Brandon, Dauphin, Neepawa, Ashern-Arborg, Virden, and Thompson. The participants were recruited using a snowball technique and Internet searches. Once data collection was completed and the community reports were compiled, both participants and additional immigration stakeholders in the selected communities had the opportunity to provide feedback on the reports to ensure accuracy and this feedback was integrated into the final community reports. This provincial report summarizes the findings across the 6 communities sampled in Manitoba and provides an overview of the settlement services provided and needed, identifies key gaps, barriers to accessing services, and describes the extent of community partnerships. Key findings include:

- The population of newcomers was increasing in all 6 communities and employment was the primary reason driving this increase.
- There were mixed perceptions regarding the ease of settlement for newcomers, with 53% of the participants reporting settlement was difficult. Key challenges to settlement were language difficulties of newcomers, housing (access, shortage, and affordability), lack of community childcare spots, discrimination or cultural differences, lack of information about available services, and the challenge of living in the north or in a harsh climate.
- In contrast, 72% of participants felt that newcomers could find employment easily. These positions are often entry-level, low skill jobs, which for some newcomers is under-employment and for others this position meets their expectations and skill level. Many factors can create challenges for newcomer employment and the most frequently identified was foreign credential recognition, followed by language difficulties, employers possible fears of hiring newcomers, need to upgrage skills, transportation and childcare.
- Northern and remote communities like Thompson, when compared to rural communities, face unique challenges with settlement service delivery and newcomer settlement.
- 51% of settlement services offered were focused on settlement, compared to social and integration supports (29%) or economic (20%) (see Appendix B).
- Top settlement services currently offered by SPOs were language training, helping newcomers with daily life (e.g., registering for school, getting a bank account), information and orientation, needs assessment and referral, help finding housing and jobs, providing cultural events, and social inclusion/integration supports.
- Settlement services identified by participants as needed by newcomers were language services, help finding housing, and information and orientation, help with daily life, help finding a job, and mentorship/social support and networking. Language services, information and orientation and help with daily life were also the top most needed services by newcomers ineligible for CIC funded services.
- Gaps: Participants identified 3 services not offered or offered in only one community were financial supports and programming specifically for youth and seniors. 89.5% of participants indicated that all of the services currently offered in the 6 communities need to be expanded.
- A key barrier to access settlement services was ineligibility for CIC funded services. Participants expressed a strong desire to extend services to newcomers who are currently ineligible for CIC funded services. The other barriers identified were language difficulties of newcomers, lack of services, and childcare while accessing services, transportation, confusion where to find services and hours of the day the services are accessible.
• All communities are involved in active partnerships with 84% of participants reported their organization is working in partnership with other community stakeholders. Partnerships were desired or required improvement with local employers, Chambers of Commerce, and all levels of government.

In conclusion, rural settlement service providers play an integral role in supporting newcomers and assisting them to settle and integrate into communities. SPOs are seeing both an increase in the number of newcomers and also more diversity within the newcomers arriving. SPOs are aware that their capacities and funding will need to grow as the demand for their services increase. SPOs are engaging in partnership with other community stakeholders, but there is room to create or improve these partnership networks. The findings of this report identify possible gaps that need to be filled in order to better meet the needs of all newcomers. Future programs should increase the emphasis on the integration of newcomers (i.e., not just settlement), reconsider the definition of the newcomers who qualify for services, and also be sensitive to the unique needs of rural, remote, and northern communities such as proximity to larger centers, transportation difficulties, harsh climate, etc.
Introduction

In the last 18 months, significant structural changes have occurred within Citizenship and Immigration Canada (CIC) and this shift sparked a review of services and an interest in better understanding what is currently happening in rural areas with regards to settlement services.

More immigrants are choosing to migrate to rural areas in Canada yet we know very little about the settlement services available to them. The availability of services and types of services offered is quite well documented in metropolitan areas, but more information is required to better understand what is currently happening in rural areas with regards to settlement services. This research project aimed to explore settlement services available to newcomers in rural communities across the 4 western provinces (i.e., Manitoba, Saskatchewan, Alberta, British Columbia) and to identify potential gaps and opportunities in services offered together with partnerships that are in place to better serve newcomers. For the purposes of the study, “newcomers” are defined to include all Permanent Residents, Refugees, Refugee Claimants, Temporary Foreign Workers (TFW), Naturalized Citizens, and International Students that have been in Canada from 1 day to 5 years. “Newcomers ineligible for services” are defined as those newcomers who are generally ineligible for one or more of the settlement services funded by CIC, including TFWs, International Students, Naturalized Citizens, and Refugee Claimants.

This study called “Immigration Settlement Services and Gaps in CIC’s Western Region” was funded by Citizenship and Immigration Canada (CIC) through Immigration Research West (IRW) at the University of Manitoba and was directed by the Rural Development Institute (RDI) of Brandon University. Five Co-Principal Investigators (Co-PIs) facilitated the planning and research activities across the western provinces. The Co-PIs are active immigration researchers from Western Canadian universities.

This provincial report is part of the western region study and examines the findings from telephone interviews with representatives from 19 settlement service providers from 6 rural communities in Manitoba, namely Brandon, Dauphin, Neepawa, Ashern-Arborg, Virden, and Thompson. The participant responses are analyzed on both the individual and community level and the results are seated within the community and provincial contexts unique to each community. This report discusses the top settlement services currently offered and identifies the services needed by newcomers who are both eligible and ineligible for CIC funded settlement services. In addition, this report identifies the key gaps in the settlement services currently offered and barriers that might inhibit newcomers from accessing the services that are available. The perception of the ease or difficulty of settlement and integration, and finding employment is also discussed. Finally, this report provides an overview of settlement service providers in this sample and addresses their organizational capacities, their needs assessment practices, and their current partnerships. The report concludes by clearly identifying the gaps and opportunities as observed in the 6 communities sampled in this research.
Immigration Settlement Services and Gaps in 6 Selected Rural Communities in Manitoba

Context

IMMIGRATION TO MANITOBA

Permanent Residents

Manitoba has been focused on population growth and has had a targeted and very active provincial nominee program, which accounts for 67.6% of permanent residents to Manitoba for 2013. Relative to other provinces, Manitoba receives a greater proportion of economic immigrants and fewer humanitarian migrants. Humanitarian immigrants are those who normally do not qualify to apply for permanent residence from within Canada, but do so on the grounds that returning to their country of origin would cause unusual, undeserved, or disproportionate hardship. Economic immigrants comprise the majority of Permanent Residents (PR) to Manitoba (73.3% in 2013) (Figure 1; Table 1) and in 2013, 8,854 were provincial nominees and 748 federal economic immigrants. More PRs arrive to Manitoba from Asia and Pacific (62% in 2013) than from all other source regions combined (Figure 2; Table 2).

Figure 1. Manitoba: Permanent Residents by immigration category.

![Permanent Residents by Immigration Class](chart.png)

Table 1. MB: Permanent Residents by Immigration Category 2009-2013

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family class</td>
<td>1,359</td>
<td>1,377</td>
<td>1,400</td>
<td>1,739</td>
<td>1,937</td>
</tr>
<tr>
<td>Economic immigrants</td>
<td>10,905</td>
<td>13,274</td>
<td>13,152</td>
<td>10,337</td>
<td>9,602</td>
</tr>
<tr>
<td>Refugees</td>
<td>1,098</td>
<td>1,032</td>
<td>1,303</td>
<td>1,140</td>
<td>1,457</td>
</tr>
<tr>
<td>Other immigrants</td>
<td>159</td>
<td>124</td>
<td>108</td>
<td>96</td>
<td>104</td>
</tr>
<tr>
<td><strong>TOTAL - Manitoba</strong></td>
<td><strong>13,521</strong></td>
<td><strong>15,807</strong></td>
<td><strong>15,963</strong></td>
<td><strong>13,312</strong></td>
<td><strong>13,100</strong></td>
</tr>
</tbody>
</table>

Source: CIC Facts and figures 2013

Figure 2. MB: Permanent Residents by source region, 2004-20134

Permanent Residents by Source Area, 2004-2013

<table>
<thead>
<tr>
<th>Source area</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa and the Middle East</td>
<td>1,893</td>
<td>2,256</td>
<td>2,534</td>
<td>2,500</td>
<td>3,057</td>
</tr>
<tr>
<td>Asia and Pacific</td>
<td>8,335</td>
<td>10,496</td>
<td>11,044</td>
<td>8,635</td>
<td>8,110</td>
</tr>
<tr>
<td>Europe and the U.K.</td>
<td>2,298</td>
<td>1,887</td>
<td>1,405</td>
<td>1,252</td>
<td>1,116</td>
</tr>
<tr>
<td>United States</td>
<td>226</td>
<td>192</td>
<td>215</td>
<td>262</td>
<td>254</td>
</tr>
<tr>
<td>South and Central America</td>
<td>754</td>
<td>954</td>
<td>749</td>
<td>646</td>
<td>549</td>
</tr>
<tr>
<td>Source area not stated</td>
<td>15</td>
<td>22</td>
<td>16</td>
<td>17</td>
<td>14</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>13,521</td>
<td>15,807</td>
<td>15,963</td>
<td>13,312</td>
<td>13,100</td>
</tr>
</tbody>
</table>

Source: CIC Facts and figures 2013

Temporary Residents

The number of Temporary Residents (TR) entering Manitoba is approximately half that of PRs (Table 3). Foreign workers (58.2%) and foreign students (38.8%) account for most of the temporary residents in Manitoba (2012). Temporary residents in Manitoba who have worked for more than six months, or have graduated from a post-secondary program in the province, have the opportunity to apply to the Manitoba Provincial Nominee Program and become permanent residents.

Table 3. MB: Entry of Temporary Residents, 2008-2012

<table>
<thead>
<tr>
<th>Temporary Residents</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreign Workers</td>
<td>4,191</td>
<td>3,636</td>
<td>3,246</td>
<td>3,228</td>
<td>3,952</td>
</tr>
<tr>
<td>Foreign Students</td>
<td>1,723</td>
<td>2,046</td>
<td>2,088</td>
<td>1,772</td>
<td>2,635</td>
</tr>
<tr>
<td>Humanitarian Population</td>
<td>154</td>
<td>161</td>
<td>155</td>
<td>151</td>
<td>107</td>
</tr>
<tr>
<td>Refugee Claimants</td>
<td>133</td>
<td>138</td>
<td>141</td>
<td>143</td>
<td>93</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>6,201</td>
<td>5,981</td>
<td>5,630</td>
<td>5,294</td>
<td>6,787</td>
</tr>
</tbody>
</table>

Source: CIC Facts and figures 2012 – Immigration overview5

Thus Temporary Residents become permanent over time (Figure 3). Figures for Manitoba are not available, but Canadian figures are shown in Table 4 below.

**Figure 3. Canada: Transition from Temporary to Permanent Residence, 2003-2012**

![Canada – Transition from Temporary to Permanent Resident Status by Category](http://www.cic.gc.ca/english/resources/statistics/facts2012/temporary/32.asp)

*Source: CIC Facts and figures 2012 – Immigration overview*

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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreign Worker</td>
<td>27,657</td>
<td>40</td>
<td>32,079</td>
<td>45</td>
<td>33,316</td>
<td>46</td>
<td>29,959</td>
<td>45</td>
<td>38,067</td>
<td>48</td>
</tr>
<tr>
<td>Foreign Student</td>
<td>11,228</td>
<td>16</td>
<td>9,713</td>
<td>14</td>
<td>8,865</td>
<td>12</td>
<td>6,738</td>
<td>10</td>
<td>7,797</td>
<td>10</td>
</tr>
<tr>
<td>Humanitarian</td>
<td>14,544</td>
<td>21</td>
<td>15,088</td>
<td>21</td>
<td>16,845</td>
<td>23</td>
<td>17,818</td>
<td>27</td>
<td>16,224</td>
<td>20</td>
</tr>
<tr>
<td>Other</td>
<td>15,845</td>
<td>23</td>
<td>14,893</td>
<td>21</td>
<td>13,353</td>
<td>18</td>
<td>12,699</td>
<td>19</td>
<td>17,066</td>
<td>22</td>
</tr>
<tr>
<td>To PR</td>
<td>69,274</td>
<td>100</td>
<td>71,773</td>
<td>100</td>
<td>72,379</td>
<td>100</td>
<td>67,214</td>
<td>100</td>
<td>79,154</td>
<td>100</td>
</tr>
</tbody>
</table>

*Source: CIC Facts and figures 2012 – Immigration overview*

**Settlement patterns**

The percentage of Temporary residents living outside Winnipeg is twice that of Permanent residents. In 2012, 16.8% of Permanent residents in Manitoba were leaving outside Winnipeg; at the same time 39.2% of Temporary residents coming to Manitoba were settling outside Winnipeg. Since 2004 and up to 2009 there was an increasing trend for both permanent and temporary residents in settling outside Winnipeg. This trend stopped after 2009 when both percentages started decreasing. An exception to the latter trend is the year 2012, and only for the temporary residents where an increase has occurred. Yet, with no data available after the year 2012 there is no evidence that this increase continues. (Figure 4 and Table 5).

EMPLOYMENT PATTERNS IN MANITOBA

The current unemployment rate in Manitoba (December 2014) is approximately 4.7%. However, rates vary by economic region (Table 5). Unemployment rates in rural areas are lower than Winnipeg (5.3%) ranging from 2.6% to 5.1%.

Table 6. MB: Unemployment rates in Manitoba by economic region, Dec.2014

<table>
<thead>
<tr>
<th>December 2014</th>
<th>Unemployment rate %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manitoba</td>
<td>4.7</td>
</tr>
<tr>
<td>Southeast</td>
<td>4.8</td>
</tr>
<tr>
<td>South Central</td>
<td>3.6</td>
</tr>
<tr>
<td>Southwest</td>
<td>2.6</td>
</tr>
<tr>
<td>North Central</td>
<td>x</td>
</tr>
<tr>
<td>Winnipeg</td>
<td>5.3</td>
</tr>
<tr>
<td>Interlake</td>
<td>4.7</td>
</tr>
<tr>
<td>Parklands and North</td>
<td>5.1</td>
</tr>
</tbody>
</table>

Source: StatsCanada, Labour force survey estimates, Table 282-0054

Manitoba annually receives both Permanent and Temporary residents, but the number of permanent residents arriving is almost double that of the number of temporary foreign workers. However, economic immigrants make up the majority of those two groups. Members of both groups are more likely to settle in the city of Winnipeg rather than other Manitoba communities. In years pass, there had been an increase in the percentage of newcomers, both temporary and permanent, settling in areas outside Winnipeg. This trend, however, seemed to level off in 2009. This is surprising since Winnipeg, when compared with other communities across Manitoba, has the highest unemployment.

Figure 4. Percentage of immigrants in Manitoba living outside Winnipeg, 2003-2013

http://www5.statcan.gc.ca/cansim/a26?lang=eng&retrLang=eng&id=2820054&paSer=&pattern=&stByVal=1&p1=1&p2=37&tabMode=dataTable&csid=

Source: CIC Facts and Figures 2012 and 2013
Methods

DATA COLLECTION AND ANALYSIS

The purpose of this project was to determine the settlement services available to newcomers and gaps in CIC’s Western region and to explore the existence and complexity of partnerships among Service Provider Organizations (SPOs). Data collected for this purpose was about the availability of settlement services, the gaps in services offered, the barriers for newcomers to access services, and the newcomer needs for settlement services. Additionally, data were collected relative to existing partnerships among SPOs and the ease of settlement and finding work for newcomers together with the challenges that they face.

Six Manitoba communities were chosen to participate in this project. A provincial panel comprised of representatives from CIC, the Manitoba Government, one municipality and the Manitoba Immigrant and Refugee Settlement Sector Association (MIRSSA), which is the provincial umbrella organization for settlement in Manitoba, was established with a purpose to advise the research team for this project. The panel members met in September 2014 and selected the 6 communities participating in this project. “Community” is conceptualized in geographic terms as a single municipality, or two or more neighboring municipalities and/or unincorporated areas.

The criteria for the selection of the communities were: the community receives newcomers annually; the community does not have an established Local Immigration Partnership (LIP); there is at least one CIC funded Service Provider Organization (SPO) in the community; must be a small/rural community that reflects rural Manitoba; be from different geographical areas; the collection of selected communities should provide a representative range of the provinces’ smaller cities and rural areas (see Table 7 for the 6 selected communities). This project had a research design that sought to maximize diversity in the selected communities. This diversity strengthened any findings that were common across several communities; and once validated if findings were common across most or all of the communities, these findings are arguably the strongest.

In each community data were collected from organizations that serve newcomers in the community through telephone surveys completed by a representative from each organization. MIRSSA performed an instrumental role in selecting and contacting survey respondents, and administering the survey. An inventory of the CIC funded organizations was first created and representatives from the CIC funded SPOs were the first to be invited to participate in the survey. A snowball technique, together with internet search, were then used to identify other SPOs in the selected communities that did not receive funding from CIC but perform key roles in the settlement of newcomers. The SPOs included in this sample vary in their size, nature, focus on immigrants, and sources of funding. In other words, the sample included a range of SPOs from full-fledged, CIC funded settlement service providers (i.e., their primary clientele are newcomers and they offer an array of services to these clients) to public libraries who offer newcomer specific courses, internet access, or other programs, but whose primary focus is not newcomers.

In all 6 communities there was at least one SPO receiving funding from CIC. Other SPOs received funding from various other sources (Figure 5). In total, data were collected from representatives of 19 service provider organizations that completed telephone surveys in October and November 2014. Survey participants were knowledgeable members of SPOs within each of the selected communities and mainly include senior officials such as general managers, directors, program coordinators etc. The SPOs included in this sample vary in their size, nature, focus on immigrants, and sources of funding. In other words, the sample includes everyone from SPOs that are full-fledged, CIC funded settlement service providers (i.e., their primary clientele are newcomers and they offer an array of services to these clients) to a public library who offers newcomer specific courses, internet access, or other programs, but whose primary focus is not newcomers. A sample composed of diverse participants, such as this, can also be helpful because it allows for the identification of common themes related to the success and gaps within the settlement sector, across a wide range of service provider types. In other words, if there is similarity in the themes regarding barriers or services offered are present across different types of service providers, this information is helpful.

Fluid Surveys was used to store and analyze the survey. Data for each of the six selected communities were compiled into a Community Report, drafts of which were submitted to survey respondents and additional immigration stakeholders in the communities for feedback. Two communities had the opportunity to provide feedback via teleconference and one via a face-to-face feedback session. Participants from the other three communities, together with participants that were not able to attend the feedback sessions had the opportunity to provide feedback via e-mail. In total, feedback on the draft community reports was requested from 48 individuals (19 survey participants and 29 additional immigration stakeholders in the 6 communities), out of which 29 responded.
The feedback led to revisions in the 6 community reports to ensure validity and improved accuracy of the reports. Finally, information from the community reports was combined to create this Provincial report (For specific information about each community, please see appendices D-I).

A two-level data analysis approach was taken to report the research findings in this provincial report. The participant level analysis identifies the most commonly reported responses from all 19 individuals that participated in the survey. The community level analysis focuses on the results in each community and allows comparisons among communities. These two approaches were synthesized to report on the findings in each of the areas of community settlement and integration; settlement services, gaps and needs; organizational capacity/planning and partnerships.

Table 7. Selected communities from different areas of Manitoba

<table>
<thead>
<tr>
<th>Community</th>
<th>Population 2011*</th>
<th>Permanent Resident Landings 2008-2013**</th>
<th>Surveys completed</th>
<th>Feedback requested</th>
<th>Feedback received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brandon (See Appendix D for community report)</td>
<td>53,229</td>
<td>4,988</td>
<td>4</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>Neepawa (See Appendix E for community report)</td>
<td>3,629</td>
<td>870</td>
<td>4</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td>Virden (See Appendix F for community report)</td>
<td>3,114</td>
<td>93</td>
<td>4</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>Thompson (See Appendix G for community report)</td>
<td>12,839</td>
<td>741</td>
<td>2</td>
<td>10</td>
<td>6</td>
</tr>
<tr>
<td>Dauphin (See Appendix H for community report)</td>
<td>8,251</td>
<td>107</td>
<td>3</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td>Ashern – Arborg (See Appendix I for community report)</td>
<td>1,761</td>
<td>124***</td>
<td>2</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>19</strong></td>
<td><strong>48</strong></td>
<td><strong>29</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Statistics Canada Census Profile 2011  ** CIC figures provided for this project  ***Figure represents Arborg PR landings. No available data for Ashern

Figure 5. Survey: Funding received by participating SPOs

<table>
<thead>
<tr>
<th>Community</th>
<th>CIC</th>
<th>Other federal</th>
<th>Private</th>
<th>NGOs</th>
<th>Provincial</th>
<th>Other*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brandon</td>
<td>3</td>
<td></td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Neepawa</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Virden</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Thompson</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dauphin</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Ashern – Arborg</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>

* Municipal; donations; did not specify
STUDY LIMITATIONS

As with any research project there are strengths and weaknesses related to method implementation, and interpretation of results. In reading this report there are limitations to consider.

First, per the research plan, the Manitoba provincial advisory panel purposely chose the sample of rural and small cities and towns in Manitoba. The advisory panels took great care in making sure that the communities chosen in each province sampled a variety of community sizes (i.e., excluding Winnipeg), represented communities at various stages in the development of settlement services, and were geographically dispersed throughout the province. The participating communities are not randomly selected and there were communities with more developed capacity that strategically were not included in the sample. The findings therefore should be taken in this context.

Second, recruitment for participation utilized the snowball technique and often started with a list of contacts of those registered with or familiar with the provincial umbrella organization. The snowball sampling technique may introduce bias into a sample; therefore, seeking feedback from different organizations and groups, outside of the sample, and through different points of contact played a helpful role in minimizing this potential bias. The goal was to recruit 5 to 8 participants per community and, in an effort to achieve this number, participants were asked to identify other organizations in their communities who were currently providing services newcomers. This approach was not always fruitful as some participants were not aware of any other organizations or multiple participants named the same organizations. Though extensive searches were undertaken, in several instances we were unable to meet the minimum goal of 5 participants. In these communities extra effort was made to seek additional community stakeholder feedback (Table 7).

Finally, there were two versions of the survey utilized during data collection. This included the original survey and an abbreviated version of the survey, which took approximately half the time to complete. The creation of the shortened version facilitated recruitment, shortened survey duration, and was less intimidating for smaller SPOs who were not primarily newcomer settlement service providers. To shorten the survey, questions of lower priority were removed and data completed in the long version surveys were then converted into the short version for analysis. The result was a slight loss of detail in the data from long to short version, but information regarding the key research questions remained unchanged.
Findings

Upon completion of the telephone surveys, data were analyzed and 6 community reports were written summarizing the findings for each individual community. The current provincial report takes the information from the 6 community reports and discusses the findings at the provincial level by identifying similarities and differences between communities with regards to settlement services. The format for this report mirrors that of the community reports and begins with the community context for the data, addresses settlement, employment, the settlement services available, discusses those newcomers who are ineligible for services, barriers to accessing services, organizational capacity of SPOs, needs assessment of newcomers, and describes SPO’s partnerships. The data are described at both the community (6 communities) and participant (19 participants) level to offer clarity on the issues being discussed.

COMMUNITY CONTEXT

All 6 communities in Manitoba reported an increase in newcomers settling in their community in the last five years. Only 1 participant from Virden, out of the 17 organizational representatives who answered this question, felt as though the number of newcomers was decreasing in their community. Given that provincial statistics show the number of newcomers immigrating to Manitoba has decreased from 16,000 in 2011 to 13,100 in 2013 (see Figure 1; Table 1), yet in contrast communities are reporting growth.

Fifteen of the 18 participants (83%), who responded to this question, attributed this growth of newcomers mainly due to the availability of employment opportunities. There are a variety of companies who operate manufacturing and food processing facilities in rural Manitoba, such as Hilife and Maple Leaf, and employ a large number of Temporary Foreign Workers (TFW) and other newcomers. Additional reasons for the rise in newcomers in the selected 6 communities may be a result of family reunification/ sponsorship (5 out of 19 participants), the success of the Provincial Nominee Program, lower cost of living and quality of living, and faith based sponsorship (5 out of 19 participants).

The availability of reliable employment, the possibility of residing in a tight knit community, the possible presence of other friends or family in area, and the lower cost and quality of living might make these rural communities more attractive than a metropolitan centre to newcomers. In addition, newcomers are playing a critical role in contributing to the economic growth and development of these rural communities. While participants identified increases of newcomers, a question remains about how well newcomers settle and integrate in the community?

SETTLEMENT

The hope for newcomers is that they will successfully integrate into their new community and feel accepted and at home; however, successful settlement is often the foundation upon which integration can occur. Therefore, it is crucial that we understand both the successes and the barriers to newcomer settlement as identified by the 19 participants that offer settlement services to newcomers in the selected rural communities. Participants from all six communities in this study were quite mixed in their perception of how easy or difficult it was for newcomers to settle in their community. Ten participants felt it was difficult (2) or somewhat difficult (8) for newcomers to settle and the remaining 9 felt that it was somewhat easy (8) of very easy (1) for newcomers to settle. There was little within-community consensus on this question, but participants from Virden and Brandon were most in agreement and both communities had 3 participants reporting settlement was somewhat difficult and one participant reporting newcomer settlement was somewhat easy. The most common explanations for suggesting newcomer settlement was difficult or somewhat difficult were language difficulties of newcomers, housing (i.e., access, shortage and affordability), lack of community childcare spots (each reported by 5 participants), discrimination or cultural differences (4), lack of information about available services (4), and the challenge of living in the north or in a harsh climate (3). Rural Manitoba communities are clearly experiencing some growing pains to accommodate newcomers.

The lack of housing and childcare spots reflect the communities’ services have not been able to keep pace with the increase in population. It should be noted that respondents discussed availability of childcare and housing within two different contexts. For example, it was clear that in response to this question (i.e., barriers to settlement) that respondents were referring to available childcare during employment hours; however, later in this report, while discussing the barriers to accessing services, participants are referring to the limited childcare offered by the SPOs while clients take language classes and received other services. Similarly, housing was identified as a barrier to newcomers’ settlement simply because participants mentioned that communities are facing serious housing shortages, lack
of access, or lack of affordable housing. Services to help newcomers find housing are offered by SPOs, but these services become inefficient when there is lack in housing infrastructure. Childcare and housing are serious concerns for newcomers. Successful settlement cannot be achieved if a family finds themselves cramped in a small residence with other newcomers or if a parent is unable to seek employment due to lack of childcare. If a newcomer can not properly settle, it is likely that integration into the community will certainly be hindered.

Several reasons given for the ease of settlement in the six communities were small communities mean awareness of services are high (5 out of 6 communities), having the support from one’s cultural community (3), community support and helpfulness (1), and, in the case of the Interlake, incentive packages offered to recruit nurses help with settlement (1). Neepawa and Virden reported the presence of strong community and family networks (e.g., Filipino community), which support newcomers and help them settle. Dauphin and Thompson highlighted the fact that small communities can be helpful to newcomers, in that, settlement services have high visibility, which means newcomers are referred more consistently to settlement services. Though these reasons for the ease of settlement demonstrate the areas of success in newcomers settlement, just over half (53%) of the participants felt settlement was difficult for newcomers. Therefore, there are both settlement success stories, but also more room for improvement when newcomer settlement is concerned.

Settlement is a crucial first step for newcomers and helps lay the ground work for the possibility of successful integration. Participants were quite mixed in their view of the relative ease or difficulty of settlement in the sample communities. Slightly more than half of the participants (10 out of 19) felt that settlement was difficult or somewhat difficult for newcomers in this sample of rural Manitoba communities. Language, housing (availability, affordability and access), childcare and acceptance were viewed as challenges to settlement, while the fact that small towns can be supportive, especially when newcomers have a large support network or cultural community. The conflicting views of respondents seemed to suggest that small, rural communities can be a mixed blessing when it comes to settlement. For example, small communities can be supportive and well-networked so that newcomers are easily connected to settlement services, but, in contrast, these communities can be historically insular and homoegenious and sometimes suspicious of new residents and newcomers alike. Organizing opportunities for newcomers and locals to meet, communicate, and build relationships is key to overcoming preconceived notions and foster newcomer integration.

EMPLOYMENT

Finding employment is a key part of newcomer settlement and integration into a new community. The communities were also mixed in their perception of the ease of getting a job for newcomers. Four of the communities had mixed reports regarding the ease of getting a job, meaning some of participants from each community reported that getting a job for newcomers was both difficult and easy. Of the 18 settlement service participants that completed this question, 13 (72%) felt it was very easy, easy, or somewhat easy, while 5 reported that it was very hard or somewhat hard. Only participants from Ashern-Arborg and Thompson reported newcomers could find a job easily or somewhat easily. However, this is the case for low skilled, low paid and entry level jobs. Five of the 6 communities (i.e., all but Dauphin) reported getting a job was made more difficult due to the challenge of getting foreign credentials recognized. This was the most common reason given by individual participants, with 10 of the 19 participants identifying the lack of recognition for foreign credentials making getting a job more difficult. Limited command of the English language and the availability of mostly entry-level or service jobs were both identified by all 6 communities as making employment acquisition more challenging. Several more potential explanations for the difficulty to find employment for newcomers were employers’ possible fears of newcomers, the need for upgrading skills, and the difficulty for newcomers to gain employment in health care were each identified by one community. As mentioned earlier, other barriers to employment were transportation and availability of childcare.

These findings indicate that the majority of participants feel that newcomers can easily get a job, but that these jobs will likely be entry level / low skilled and not utilize all the newcomers’ skills and training. For those newcomers arriving with post-secondary education, foreign credential recognition is seen as a major barrier to moving from service or labour positions to positions that more accurately reflect their experience and training. Newcomers often come with expectations of being employed within their field upon arrival and frustration often results when this is not possible. As well, increasing the number of childcare spots in these communities would seem like a strong first step in making sure employment is a viable choice for all members of the family. That being said, the majority of participants did indicate that employment, of some kind, was easily attainable for newcomers.

As identified by participants, the rural location of these communities can have both a positive and negative influence on newcomer settlement and employment acquisition. Small communities can be welcoming with
highly informed, networked agencies, however these communities can at times be insular and questioning of newcomers. In addition, rural communities can be more affordable than large city centres, but can also present more challenges when the community infrastructure has not kept up with the growing population, such as limited affordable housing and childcare. Rural communities can also have limited services, which may require newcomers whom are seeking educational upgrading to travel to Winnipeg for several days per week to upgrade their education or attain other services. Finally, the northern location of Thompson, seemed to exacerbate the challenges faced by the other rural communities in this sample. For example, newcomers in Thompson who wish to apply for permanent residency need to travel to Winnipeg to take their medical exam or newcomers who wish to take language training courses need to be assessed by an institute based in Winnipeg (i.e., WELARC – Winnipeg English Language Assessment and Referral Centre) before they are allowed to register for courses. WELARC does send a person to Thompson to conduct assessments; however, this has only happened twice in the last two fiscal years. Travelling to Winnipeg is not really an option since Winnipeg is 765 km away, so newcomers wait for the assessment to come to them. In this situation, it is recommended that assessment services be made permanently available in Thompson, so not to disadvantage those who live in remote communities. These additional burdens of living remotely compounds the challenges for newcomers, and in some cases may lead to migration out of Thompson.

There are both areas of strength and areas of potential improvement in the settlement and integration of newcomers in rural Manitoba communities. Participants were mixed both on how easily newcomers can settle and find employment within the communities sampled. Settlement is facilitated by the presence of a community of one’s culture and awareness of services in small communities, but is hindered by language, acceptance by locals, and limited affordable housing, information regarding services and childcare. Given that labour market participation is one of the pillars of integration, it is good news that the majority of participants reported the ease of gaining employment – even thought mainly low skilled and entry level; however, the presence of a welcoming society is also a crucial part of newcomer integration, which in some communities needs improvement. Though some of the challenges to settlement and integration can be changed (e.g., improving English language skills and the community increasing childcare spots), others such as the challenge of living in a harsh climate or northern community can not. In other words, though there are some challenges that will remain a factor for newcomer settlement, there are also areas which can be improved.

SETTLEMENT SERVICES
What settlement services are available to newcomers in these rural Manitoba communities? There are a variety of services being offered by the rural settlement service providers sampled. The sample of settlement service providers was not exhaustive, so the description of services offered in each of the selected communities are limited to the SPOs sampled and those community stakeholders who provided feedback. The services discussed fall into three categories: settlement, social/integration, and economic (Appendix B). Services related to newcomer settlement are often functional in nature, such as, help with daily life, help finding housing, and general information and orientation. Social/integration services are more focused on the newcomer’s sense of being a part of the community and include childcare, cultural events, recreation services, and services that foster social inclusion. Economic services may also be offered and this includes financial support, help finding a job, mentorship, or help starting a business.

Twenty-three of the 27 settlement services listed in appendix B were offered in the 6 rural communities. Neepawa and Brandon were the communities offering the greatest variety of services and reported that at least one SPO in the community was providing 20 and 19 respectively of the 27 possible services listed in Appendix B. Dauphin reported offering 14 and Virden reported 13 of the services on the list. Thompson and Ashern-Arborg, and both reported offering 11 of the 29 services. For more information on each community see Appendices D-I.

The top settlement service reported was language training, which was mentioned by 11 of the 19 (57%) participants and in all 6 communities. The next most commonly reported service was helping newcomers with daily life (e.g., registering for school, getting a bank account), which was reported by 9 participants and in all communities except Thompson. Seven of the 19 (37%) participants reported providing information and orientation, needs assessment and referral and help finding housing; services that are offered in all 6 communities. Seven out of 19 participants also reported offering help finding jobs, providing cultural events, and social inclusion and integration supports (offered in 5 out of 6 communities). Legal support and referral (reported by 6 out of 19 participants), interpretation services (5), childcare (5), and transportation support (4), were also provided by several service providers but in four or less out of the 6 communities (Figure 6).
Services related to the direct settlement of newcomers (e.g., welcoming, information and orientation, language assessment and training) were the most commonly reported, with 51% of the services offered falling into this category. In contrast, only 20% of the services offered were economic in nature (e.g., help finding a job or starting a business, educational upgrading, occupational mentorship, etc.), and 29% supported newcomers’ social integration (e.g., childcare, recreation services, cultural events, social inclusion and integration support), Figure 7.

The communities which have more experience receiving newcomers often have a manufacturing or food processing plant, which has been attracting newcomers to the community, such as Brandon and Neepawa. Settlement services are less developed in areas, such as Ashern-Arborg, with less historical newcomer arrivals (124 people in Arborg over the 2008-2013 period versus 4,988 in Brandon and 870 in Neepawa over the same period). More than half (51%) of the settlement services offered are focused on the initial settlement of newcomers and are aimed at orienting them to Canadian culture, assessing their needs and referring them to the appropriate services, providing them with information, improving their English language skills, help finding them housing, and assisting them with their day to day functioning in Canada.

There are gaps in the services offered in these 6 rural communities. The three services not offered in any of the communities were financial supports, and services specifically for seniors and youth. The gaps were identified when participants identified that a specific service was not offered by their organization or another SPO in the community, but that the service was needed. One participant in Brandon was the only participant who offered programming designed specifically for women. It may be likely that youth, seniors, and women utilize the general services offered by these SPOs, but it is surprising that none of the SPOs sampled offered services targeting youth and seniors. It could be that youth receive more services within the school, but this void is still noteworthy since integration of newcomer youth is so crucial for effective settlement and community health.
A settlement service listed in Appendix B, investment opportunities (i.e., ways for newcomers to invest) was not offered by any SPO in the Manitoba sample, and nor was it identified as needed. Language assessments, computer services, help with recognition of foreign credentials, and services specifically for families were only mentioned as offered in 2 out of 6 communities.

The top services identified by participants needed by newcomers were language services (i.e., assessment and training) (12), help finding housing (10), and information and orientation (9), help with daily life (6), help finding a job (4) and mentorship/social support and networking (4), Figure 8. There are services available in most communities that support these services identified as being needed by newcomers, except mentorship, social support and

networking. For example, all 6 communities reported at least one SPO offering information and orientation, language training, and help with finding housing. Housing can be a multi-dimensional problem, because there can often be limited availability of housing/rentals in a community, access to housing can be challenging, and/or sometimes housing is available, but it is not affordable for newcomers. In addition, all communities, except Thompson, reported at least one SPO in the community was helping newcomers with daily life. However, it is likely that help with daily life might be provided informally even though Thompson participants mentioned no formal program currently doing so.

Mentorship/social support and networking was identified as one of the top services needed and was offered in 3 of the 6 communities (i.e., Virden, Neepawa and Ashern-Arborg).

Figure 8. Most needed services for newcomers

<table>
<thead>
<tr>
<th>Top Most Needed Services for Newcomers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Language</td>
</tr>
<tr>
<td>Housing</td>
</tr>
<tr>
<td>Information and orientation/canadian culture</td>
</tr>
<tr>
<td>Help with daily life</td>
</tr>
<tr>
<td>Help finding a job</td>
</tr>
<tr>
<td>Mentorship/ social support/ networking</td>
</tr>
</tbody>
</table>

CIC INELIGIBLE NEWCOMERS
Some newcomers are not eligible for CIC funded settlement services: such as, temporary foreign workers, refugee claimants, international students, and new and returning Canadian citizens. Participants almost unanimously indicated that temporary foreign workers (TFW), new and returning naturalized citizens, refugee claimants and international students were all in need of all settlement services. Participants indicated that the most needed services for those who are currently ineligible for CIC-funded services were: language training (13), information and orientation (9), help with daily life (6), help finding housing (4), mentorship/social support and networking (4) and help finding a job (3).

These findings indicate that the needs of those newcomers who are currently ineligible for CIC funded services are very similar to the needs of those receiving services. Participants felt strongly that the ineligibility of these groups of newcomers meant that many newcomers fall through the cracks and do not receive the supports they need in order to successfully settle into the community. For example, many participants mentioned that TFWs require services upon arrival, but are ineligible, which means that by the time they become permanent residents, and are eligible, they often no longer need services, but have not been well supported in their settlement journey. In other cases, newcomers are eager to become citizens, only to discover they no longer have access to settlement services funded by the CIC. Participants commonly mentioned that the cost of English language training can certainly be prohibitive for some newcomers if they have to pay for this service. Many participants felt strongly that limiting the definition of those eligible for services penalized those newcomers and had a negative impact on the newcomers’ integration into the community. Finally, SPOs feel that they have the capacity to provide support and would like to extend their services more broadly, instead of turning people away who need support.
BARRIERS TO ACCESSING SERVICES
Participants identified several barriers that impact newcomers’ ability to access services. These barriers are issues or conditions that might inhibit a newcomer from either seeking or receiving services (For a list of possible concerns see Appendix A). As previously mentioned, the main barrier to accessing services for some newcomers is eligibility, which was mentioned by all communities. Obviously, if one does not qualify to receive a service it is not feasible to access it. In these cases, newcomers might need to pay for the service on their own (e.g., language training), which can be expensive. Newcomers’ proficiency with the English language was another barrier, which was also identified by all of the communities. Not having a strong command of the language may make newcomers hesitant to seek services and often to rely on family members for their settlement needs. Five of the 6 communities mentioned that the lack of access or limited access to childcare offered by the SPO, while receiving services, was a clear barrier to newcomers accessing services. Some SPOs in this sample do offer childcare while their clients utilize their services (e.g., take English classes). However, if a SPO does not provide childcare parents, most often mothers, may not be able to utilize the service. This is most often the case for newcomers with young or preschool aged children. Another barrier mentioned was transportation (5 out of 6 communities), which can be a real challenge in sprawling rural communities and during the Manitoba winter months when walking distances is more challenging or dangerous. Many rural communities do not have public transportation and taxis are either expensive or not available; therefore, both of these factors can impact newcomers’ propensity to seek services. In addition, some participants felt that newcomers were sometimes confused about how or where to access services or were possibly not aware of the services offered. Awareness of services can be a barrier, but in some cases the services are simply not available. For example, in Thompson when a service is not offered (e.g., medical exams for permanent residency) newcomers will go without or bare the expense of travelling to Winnipeg. Though other rural communities face this issue, the remote location of Thompson and the distance of travel required make this a more significant barrier for newcomers in Thompson. Finally, participants in 3 of the 6 communities identified the limited hours of services or classes offered as a barrier to accessing services. Several communities do offer English classes and other services after hours and on weekends, which does facilitate access for those who are employed. Newcomers can face challenges when attempting to access services. Some barriers relate to skill level of the newcomers (i.e., language), while others are related to the SPOs’ organization and capacity (i.e., offering after hours classes). The key is to understand what barriers newcomers face and working to eliminate them when possible.

ORGANIZATIONAL CAPACITY
Participants were asked about their current capacities and if they have enough funding, staffing capacity and skills to meet a variety of administrative demands and the needs of clients (Figure 10). This was to assess the strengths and areas for possible improvements in organizational capacity. The majority (71%) of SPOs felt that they had sufficient government funding to maintain current services, however in other areas of the survey participants made it clear that an increase in funding was required to meet growing demand. Sixty-eight percent (13 of 19) SPOs felt they had
adequate capacity to coordinate services with other service providers. In fact, in rural communities SPOs reported the necessity of coordination with other service providers in order to creatively meet the needs of their clients with limited funding, staff and infrastructure. The use of staff time to do so might be prioritized out of necessity.

Between 56 – 59% of service providers reported having adequate capacity to communicate with stakeholders, mobilization of the community to support and welcome newcomers, and the ability to meet reporting requirements.

Figure 10. Organizational Capacity for SPOs to Serve Newcomers in the 6 Communities

Organizational Capacity for SPOs to Serve Newcomers in the 6 Communities

<table>
<thead>
<tr>
<th>Adequate Capacity</th>
<th>Inadequate Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinating services with other service providers</td>
<td>13</td>
</tr>
<tr>
<td>Financial support to maintain current services from govt sources</td>
<td>12</td>
</tr>
<tr>
<td>Mobilization of community to support and welcome newcomers</td>
<td>11</td>
</tr>
<tr>
<td>Staff to provide services</td>
<td>10</td>
</tr>
<tr>
<td>Communication with stakeholders</td>
<td>10</td>
</tr>
<tr>
<td>Meet reporting requirements</td>
<td>10</td>
</tr>
<tr>
<td>Staff skills for delivery and maintenance of services</td>
<td>8</td>
</tr>
<tr>
<td>Financial support to maintain current services from other sources</td>
<td>6</td>
</tr>
<tr>
<td>Creation of governing and strategic plan</td>
<td>5</td>
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<tr>
<td>Provide services in both official languages</td>
<td>2</td>
</tr>
<tr>
<td>Other: Ability to support ineligible newcomers</td>
<td>1</td>
</tr>
<tr>
<td>Other: Support for staff for professional development</td>
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There were several areas of inadequate capacity. Almost 90% of participants reported that they did not have the capacity to deliver services to clients in both official languages. Neepawa and Virden both indicated that they did not have enough capacity to meet the current and future needs of newcomers. In addition, 72% of the participants felt they did not have the capacity to create governing documents and strategic plans, though the reason behind this is unknown. Perhaps this is due to the lack of experience with developing such materials or simply that they do not have the manpower to redirect from serving clients to dedicate to this task. Over half (58%) of the SPOs reported that their staff did not have the skills to deliver services and maintain service delivery. SPOs discussed needed opportunities for professional development either offered in rural areas or a source of funding that supported staff travel to large city centers for training and development experiences. Core funding does not currently support such activities, but are much needed. Finally, creating opportunities for SPOs from different communities, within the same region of the province, to learn from one another’s success and best practices would be a valuable endeavor. Perhaps regional sub-groups of the umbrella organization could organize and meet regionally to discuss issues that are relevant to their region, successes, and best practices.

PLANNING AND TRACKING

Two questions in the survey related to how SPOs assessed the services required by newcomers in the community. The question “Does your organization regularly assess the service needs of newcomers in your community?” was asked (Figure 11). At least 1 SPO from each community reported assessing the needs of newcomers, either independently or jointly with other SPOs. Three of the 4 SPOs in Virden and in Neepawa reported not assessing newcomer needs regularly, and in those 2 communities the majority of participating SPOs did not regularly assess newcomer needs either independently or jointly. The methods used for assessment were quite informal in nature and included client and stakeholder feedback, employee discussions, tracking usage rates, reviewing monthly reports, discussions with partners, and focus groups. Some organizations who are not full-fledged settlement service providers (i.e., their clients are only newcomers) may not regularly assess the needs of newcomers specifically, though they might be assessing the needs of clients in general. In this situation, a participant might have responded no, despite performing assessments regularly.
In summary, 65% of participants reported regularly assessing the needs of newcomers in their community. The majority of the methods of assessment described were informal in nature. Forty percent of the participants did not assess the needs of newcomers. Some of these organizations may not have the staff capacity to both meet the immediate needs of newcomers and assess the prospective needs of newcomers.

COMMUNITY PARTNERSHIPS

Sixteen of the 19 participants (84%) reported working in partnership with other community stakeholders and service providers. For the purpose of this report, partnership was broadly defined and meant working in cooperation both formally or informally. In other words, a SPO might indicate a partnership with another SPO because they jointly submit grant applications (i.e., formal partnership) or a SPO might indicate a partnership with the local library because they allow them to use their conference room to offer an EAL class once a week (i.e., informal partnership).

Though partnerships were reported in all 6 communities, all of the participants from Brandon, Dauphin, and Ashern-Arborg were engaged in partnership. The remaining communities each had one participant who reported not working in partnership. A list of potential partnerships can be found in Appendix C. The most frequently reported partnership was with schools and school boards, which was reported by 11 participants (58%). Followed by, more than half the participants (10 or 53%) reporting partnerships with other SPOs in the community. It was mentioned several times that for rural communities partnerships are essential in order to make sure newcomers needs are being met. In light of limited capacity, finite resources, and in some cases remote locations engaging the network and getting creative with service delivery is very important. Seven participants identified partnerships with businesses, the Chamber of Commerce, and language training providers. The partnerships that were reported least were with the police force (3), housing services (3), ethno-cultural organizations (2), and francophone organizations (1).

The activities conducted in partnership were categorized into three groups; settlement, integration, and welcoming. Settlement was defined as helping with arrival, getting jobs, finding housing, and daily functioning. Integration included teaching Canadian labour rules, Canadian culture and human rights. Finally, welcoming referred to activities, such as orientation to community and civic events. Thirteen or 81% of the participants reported the activities they conducted in partnership were focused on the settlement of newcomers. Twelve or 75% of the participants reported both welcoming and integration activities were being conducted in partnership with other community stakeholders. This indicated that in Manitoba SPOs are engaged in partnerships and they are almost equally focused on settlement, integration, and welcoming activities.

Though SPOs in the communities sampled report being engaged in partnerships gaps were identified at the community level. Communities expressed a need to either create or improve partnerships with community stakeholders and several themes emerged. Thompson, Neepawa, and Dauphin all suggested that their communication and partnerships with local employers
needed to be bolstered to better meet the needs of newcomers. The Ashern-Arborg, Brandon, and Dauphin all expressed an interest in more cooperation with the Chamber of Commerce. Several communities identified a need for more engagement from the city, town, rural municipality, or Economic Development Department (EDD). Brandon, Dauphin and Ashen-Arborg all indicated a desire to reestablish the valuable cooperation and support once available at the provincial level, but is no longer available since the transition of settlement services from the province to CIC. Finally, Virden required an increase in the level of communication and cooperation with all SPOs and stakeholders. Certainly, with the opportunity for growth, the development of a LIP is possible and potentially beneficial in the communities with well-developed partnerships currently in place (e.g., Brandon, Dauphin, and Neepawa).

Figure 12. Partnerships

<table>
<thead>
<tr>
<th>School/ School Boards</th>
<th>Settlement service providers</th>
<th>Language training providers</th>
<th>Businesses</th>
<th>Chambers of Commerce</th>
<th>Health services</th>
<th>Municipal offices/ EDO</th>
<th>Umbrella organizations</th>
<th>Civil society groups</th>
<th>Foundations</th>
<th>Employment services</th>
<th>Newcomers (individuals)</th>
<th>Children/ Family services</th>
<th>Universities/ Research Networks</th>
<th>Religious organizations</th>
<th>Public libraries</th>
<th>Housing services</th>
<th>Police Force</th>
<th>Ethno cultural groups</th>
<th>Francophone organizations</th>
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Conclusion

Though research on immigration abounds there is a dearth of research focusing on newcomer settlement services in rural areas; therefore, this research makes a contribution to this body of knowledge. The interviews conducted with 19 participants from SPOs in 6 different rural Manitoba communities yielded some valuable results.

The findings suggest that the rural Manitoba communities sampled are seeing an increase in the number of newcomers in their communities in recent years, mainly due to the availability of employment opportunities. These newcomers are playing a strong role in the economic vitality of these communities. However, participants perceived the settlement of newcomers as both easy and difficult, but the majority reported it was easy for newcomers to find a job in their community mainly low skilled/entry level. Small towns can both facilitate (i.e., strong networks) or impede newcomers’ integration (i.e., residents’ preconceived notions of newcomers) and this can certainly impact how welcome newcomers feel. Perhaps more inter-cultural events, which provide opportunities to bring locals and newcomers together would reduce the potential fears and increase mutual understanding. In addition, many of these small towns are struggling to meet the increased demand associated with the arrival of newcomers in regards to housing and childcare. The availability of affordable housing and childcare spots to cover parents during work hours can be a struggle for both newcomers and local residents.

An inventory of the services offered by the SPOs participating in this research was conducted and a list of top services offered was compiled. Though a variety of settlement services are offered, 17 out of 19 participants (89.5%) indicated that all of these services need to be expanded to meet the growing need for settlement services in all 6 rural Manitoba communities. Not surprisingly, communities with more experience with newcomers tended to have more developed settlement service networks. The services most commonly offered were language training, helping newcomers with daily life (e.g., registering for school, getting a bank account), providing information and orientation, needs assessment and referral and help finding housing, offering help finding jobs, providing cultural events, and social inclusion and integration support. The fact that language training is the most commonly offered settlement service is not surprising given the fact that language is so integral to one’s ability to settle successfully, gain meaningful employment, and integrate more effectively. The majority of settlement services offered focused on the settlement needs of newcomers, compared to economic or social supports. This is understandable since settlement is an essential first step toward newcomer integration, but integration, especially for youth, should not be ignored.

In addition to the inventory, common barriers to accessing services were also identified and included ineligibility, language ability of newcomers, lack of services, lack of childcare at SPOs while receiving services, transportation, hours of the day services are offered, and confusion regarding where to get services. For mothers of young children the availability of childcare at a SPO will, in some cases, determine whether or not they are able to access services, given newcomers may not often have local social supports to help with childcare. There are two types of limitations regarding childcare: the limited childcare offered at SPOs during receipt of settlement services and the lack of childcare spots within the community that limits mothers’ ability to seek employment. The potential combination of both of these childcare strains means that newcomer mothers of young children can be heavily disadvantaged during the settlement process.

Part of the goal of this project was not only to understand what services are being offered, but to better understand what services are needed, but are not currently being offered in these rural communities. The primary gaps in settlement services in the rural Manitoba communities sampled were financial support and programs specifically for youth, and seniors. Integration of youth is so crucial and perhaps more emphasis should be placed on offering programs targeting newcomer youth. In addition, participants felt strongly that the definition of those newcomers eligible for services needed to be more inclusive and extend to those that are currently ineligible for service (i.e., TFW, refugee claimants, new or returning Canadian citizens). It is frustrating for SPOs, who are capable of providing the services, to turn ineligible newcomers away knowing that this will have a negative impact on their ability to successfully settle. The ineligible newcomers often fall between the cracks and this has a potential impact on all Canadians.

What services are needed by newcomers in the communities, are often assessed by the service providers both internally and jointly with other organizations. Most of the assessments are quite informal in nature and include client and stakeholder feedback, employee discussions, tracking usage rates, reviewing monthly
reports, discussions with partners, and focus groups. 40% of the participant SPOs reported not to regularly assess the needs of newcomers in their community. This is mainly due to fact that they don’t exclusively serve newcomers or they don’t have the capacity to assess the prospective needs of newcomers.

In Manitoba, there is a network of settlement service providers who work hard to meet the needs of their newcomer clientele. In rural communities, it often requires creativity and partnerships to meet newcomers’ needs with limited resources and budgets. SPOs reported that many capacities needed to be expanded in order to meet newcomer needs. Current shortfalls in capacity included being able to deliver services in both official language and the ability to develop strategic documents. Participants also identified that professional development opportunities offered in rural areas would be a real asset to rural settlement service providers, in relation to staff skill development. The communities seem to express a clear message to CIC that there is no “one size fits all” approach to settlement service policy, given this approach often disadvantages rural newcomers and SPOs. In addition, there is a distinction between rural and remote communities that needs to be highlighted because those in northern and remote communities face additional challenges and constraints during settlement. For example, many services are not available in remote communities and this means newcomers either forgo services or carry the burden of expense of travel to Winnipeg to access services (e.g. Thompson is located 765km north of Winnipeg). Future immigration policy needs to take into consideration the unique needs of those communities that are remote and northern as well.

Communities sampled report being engaged in partnerships, but communities did see several key partnerships that needed to be enhanced or developed. Partnerships with local employers, all levels of government, and, in some communities, more cooperation between SPOs themselves was desired. Part of the goal of this research was to identify communities with the potential to develop a LIP. Brandon, Dauphin, and Neepawa were currently engaged in well-developed partnerships that align with the aims of a LIP.

In conclusion, settlement service providers in rural Manitoba play a key role in the settlement and integration of newcomers. They work hard to support newcomers and meet the growing demand by offering a variety of services and engaging in partnerships with other community stakeholders. The findings of this report identify possible gaps that might be filled in order to better meet the needs of all newcomers. Future programs should increase emphasis on the integration, not just settlement, of newcomers, reconsider the definition of the newcomers who qualify for services, and also take into consideration the unique needs of not only rural communities, but also remote and northern.
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### Appendix A
#### List of possible raised concerns about the ability of newcomers to access services
- Lack of services in community
- Confusion about where to get help
- Not being eligible for services
- Language difficulties
- Lack of childcare
- Transportation difficulties
- Hours of the day that services are offered
- Financial difficulties
- Discrimination because of being a newcomer
- Discrimination because of race or ethnicity

### Appendix B
#### List of possible services/needs

**SETTLEMENT**
- Needs assessment and referral
- Information and orientation
- Greeting upon arrival/initial reception
- Interpretation services
- Language assessment
- Language training
- Help finding housing
- Help with daily life
- Transportation support

**ECONOMIC**
- Help finding a job
- Educational upgrading
- Recognition of foreign credentials
- Investment opportunities
- Job-specific language training
- Help setting up a business
- Financial supports
- Occupational mentorship and networking

**SOCIAL**
- Childcare
- Cultural Events
- Social inclusion/ integration support
- Legal support/referral
- Health Services
- Mental Health Services
- Recreational services
- Services for seniors
- Services for women
- Services for youth

### Appendix C
#### List of possible community partners
- School/School Boards
- Umbrella organizations
- Newcomers (individuals)
- Housing services
- Settlement service providers
- Health services
- Municipal offices/ EDO
- Civil society groups
- Francophone organizations
- Language training providers
- Children/Family services
- Businesses
- Chambers of Commerce
- Police Force
- Universities/Research Networks
- Ethno-cultural groups
- Religious organizations
- Public libraries
- Foundations
Appendix D
Brandon Community Report
Settlement Services

Top services offered
- Language training
- Information and orientation
- Transportation
- Cultural events
- Services for youth and women
- Assistance finding housing

Key gaps identified
- Foreign credential recognition
- Investment opportunities
- Occupational/business mentorship
- Services for seniors
- Lack of financial education sessions
- Childcare needs to expand

Barriers to access services
- Ineligibility for services
- Language difficulties of newcomers
- Lack of child care
- Transportation difficulties

Top services needed
- Language training
- Foreign credential recognition
- Assistance finding a job
- Assistance finding housing
- Occupational mentorship

Services needed by newcomers ineligible for CIC funded services
- Information and orientation
- Language training
- Transportation
- Childcare
- Mental health services

Partnerships

Brandon service providers are partnering with others to deliver services to newcomers.

The most commonly identified partnerships exist with schools/school boards, other service providers, language training providers, universities/research organizations and newcomers. A partnership with Chambers of Commerce is desired.

Integration activities were reportedly conducted in partnership for all 4 participants.

Integration in Community

- Perception: It is “somewhat difficult” for newcomers to settle in Brandon, but “somewhat easy” for them to find work, though usually low skill work.
- Acceptance by locals, housing, and language difficulties were identified as the main barrier for newcomers to settle successfully in Brandon.
- Foreign credential recognition and language skills are primarily cited as the key barriers to newcomer employment acquisition.
Introduction
The purpose of this project is to better understand the settlement and integration services available to newcomers and to explore the service gaps and opportunities in Brandon, Manitoba and 28 other rural communities across Western Canada. This research offers a current snapshot of Brandon by providing information gathered from a sample of local service providers. It is not a comprehensive review of all settlement services in Brandon. Data was collected in October and November 2014 from 4 organizations that serve newcomers in Brandon. A telephone survey was conducted with a representative from each participating organization and lasted between 20-45 minutes. Three of the four organizations received funding from the CIC, in addition to a variety of other funding sources. A draft of the community report was distributed to participants for review and a feedback session was held in early December 2014 to ensure the report accurately represented the community. In addition to those service providers who participated in the survey, feedback on the report draft was solicited from 4 additional community stakeholders that provide support to newcomers in Brandon. In total, feedback was received from 6 organizations and this feedback was applied to the current report.

Background
Brandon is the second largest city in Manitoba, following Winnipeg, and is located in the southwestern corner of the province. The city of Brandon has 53,229 residents in the metro area, but the broader Westman region boasts between 70,000 to 150,000 residents. Established by the proximity to the Assiniboine River and CP Rail line, Brandon’s primary industry today is agriculture and related industries, such as fertilizer and hog production. Nine percent of Brandon’s population represents newcomers that arrived between 2001 and 2009. The largest proportion of newcomers are from Central America and are employed by the local hog industry.

Community Settlement Concerns
All the service provider representatives felt that the number of newcomers settling in Brandon had increased and contributed to an 11% growth in the city’s population between 2006 – 2011 (Statistics Canada, 2014). This growth can be attributed to the employment of Temporary Foreign Workers (TFW) employed by the local hog industry and to the success of the Provincial Nominee Program. The majority of the participants felt that it is somewhat difficult for newcomers to settle into the community. The main reasons for this were acceptance by locals, availability of housing, and language difficulties. However, participants felt that it was somewhat easy for newcomers to get jobs, but this is the case mainly for low skill positions. Other than the local meat plant, high skilled newcomers find it hard to find employment that matches their experience and often are under employed out of necessity (e.g., cleaning and service positions). Foreign credential recognition and language skills are primarily cited as the key barriers to newcomer employment acquisition. In addition, newcomers seeking specific educational upgrading often have to travel to Winnipeg for several days per week to upgrade their education.

Other barriers to employment identified were transportation and availability of childcare.

Available Settlement Services
Brandon has a well-developed settlement and integration service sector with almost all services listed (26 key services – see appendix A) being offered by the participant organizations or another organization in the community. These services are offered by settlement service providers funded by the CIC, but also a variety of other organizations (e.g., faith groups, schools, health care providers, and businesses). For example, local employers work in collaboration with settlement services and regularly refer their newcomer employees to the local SPOs for assistance. The four services not offered by participants or another SPO in the community were recognition of foreign credentials, investment opportunities, occupational/business mentorship, and services specifically for seniors. It was suggested that any future settlement service development should start by maximizing the strong settlement service network already in place by enhancing existing services. The four services listed were identified as needing to be expanded, with childcare and social inclusion/integrations services being the most commonly reported. The top services that were identified by participants as needed by newcomers were language training and supports, assistance finding housing and jobs, occupational/business mentoring,
foreign credential recognition and childcare. In addition, newcomers often need assistance with government applications, such as citizenship applications.

In regards to newcomers who are ineligible for CIC-funded services, participants almost unanimously indicated that TFW, new and returning naturalized citizens, refugee claimants and international students were all in need of all the settlement services. It was felt that these newcomers often fall through the cracks and are also in need of funded support. Participants indicated that the most needed services for those who are currently ineligible for CIC-funded services were: information and orientation, language training, housing, transportation (despite public transit’s recent expansion), access to childcare, assistance with daily life, and mental health services. Also, newcomers who are ineligible for CIC funded services often require assistance with permanent residence applications, which are time consuming and continually changing. Another challenge identified for ineligible newcomers was the limited access of new citizens have to upgrade their English, as they do not have access to CIC funded services and often have to pay for classes themselves. Finally, it was also suggested that both financial education and additional housing information would be highly beneficial for all newcomers (eligible and ineligible), since many newcomers do not understand the laws, their rights, and the financial regulations in Canada. A partnership with financial institutions to support such an initiative was mentioned by one of the participants.

Several barriers to accessing services were identified by participants. In Brandon, key barriers were ineligibility for services, language difficulties, lack of childcare, and transportation. Some needed services, like foreign credential recognition, are not performed in Brandon and, on occasion those seeking opportunities for educational upgrading may have to travel to Winnipeg to do so. This can be hard on families and certainly is a deterrent for newcomers who want to upgrade their skills. Other services that are not offered in Brandon are investment opportunities, occupational/business mentorship and networking and services for seniors.

Tracking and Planning

Three of the four participant service providers reported that their organization was guided by a strategic plan and that they regularly, either independently or in partnership, assessed the service needs of the newcomers in their community. These needs assessments took a variety of forms (i.e., survey, appointment tracking, internal and external reviews, verbal feedback) and were conducted monthly or quarterly.

Specific Capacities

In Brandon, the organizations that participated in the survey had strong organizational capacity with all capacities listed in Appendix C cited by the participants. All organizations felt they had adequate capacity to communicate with stakeholders, to meet reporting requirements, and coordinate services with other stakeholders. However, 3 organizations identified that they did not have adequate capacity to provide services in both official languages or for creating governing and strategic plans. More capacity in all categories will be needed in the future to meet client needs and the following capacities were cited most often as requiring growth in the future to meet the demand of projected newcomer needs: provincial funding, staff skills for service delivery, more staff for meeting reporting requirements, mobilization of the community, governance and planning, and coordinating services with other SPOs. For example, one organization felt that, despite meeting the needs of newcomers, they did not have enough capacity to take time away from providing services to proactively plan for the future. In addition, having CIC training or information sessions in Brandon would be beneficial to SPOs for staff skill and knowledge improvement. A local session would ensure the focus would be on the needs of the rural Brandon region and will also eliminate the cost and inconvenience of travel to Winnipeg.

Partnerships

All service provider participants reported being engaged in partnership with other community organizations and it is evident that Brandon has a very well developed service provider partnership network. Participants indicated that they were in partnership will 18 of the 21 possible community partners listed in the survey (see appendix B). None of the participants reported partnerships with francophone organizations and the chamber of commerce, however partnership with the latter was desired. The most commonly reported partners were schools/school boards, other service providers, language training providers, universities/research organizations and newcomers.

The activities conducted in partnership were categorized into three groups; settlement (e.g., getting jobs and housing, daily functioning), integration (e.g., teaching labour rules and human rights), and welcoming (e.g., orientation to community, civic events). Integration activities were reportedly conducted in partnership for all 4 participants. Welcoming and settlement activities were also conducted in partnership, but not as often. Given the level of partnering and number of partnerships that currently exists in Brandon, this community would be a candidate for a Local Immigration Partnership (LIP) and there was support for this suggestion.
Appendix A – List of Possible Services

SETTLEMENT
a. Greeting upon arrival/initial reception
b. Information and orientation
c. Needs assessment and referral
d. Interpretation services
e. Language assessment
f. Language training
g. Help finding housing
h. Help with daily life (e.g., registering for school, getting a bank account)
i. Transportation support

ECONOMIC
j. Help finding a job
k. Educational upgrading
l. Recognition of foreign credentials
m. Investment opportunities
n. Job-specific language training
o. Help setting up a business
p. Occupational/business mentorship and networking
q. Financial supports

SOCIAL
r. Childcare
s. Cultural Events
t. Recreational services
u. Legal support/referral
v. Health Services
w. Mental Health Services
x. Social inclusion/integration support
y. Services for seniors
z. Services for women
aa. Services for youth

Appendix B – Possible Organizational Partnerships
- School/School Boards
- Umbrella organizations
- Newcomers (individuals)
- Housing services
- Settlement service providers
- Health services
- Municipal offices/ EDO
- Civil society groups
- Francophone organizations
- Language training providers
- Children/Family services
- Businesses
- Chambers of Commerce
- Police Force
- Universities/Research Networks
- Ethno-cultural groups
- Religious organizations
- Public libraries
- Foundations

Appendix C – Possible Organizational Capacities
- Staff to provide services
- Financial support from government sources to maintain current services
- Financial support from non-government sources to maintain current services
- Communication with stakeholders
- Coordinating services with other service providers
- Staff skills for delivery and maintenance of services
- Mobilization of community to support and welcome newcomers
- Creation of governing and strategic plan
- Meet reporting requirements
- Provide services in both official languages
- Creation of governing and strategic plan
- Meet reporting requirements
- Provide services in both official languages
Appendix E
Neepawa Community Report
Immigration Settlement Services and Gaps in Neepawa, Manitoba

This community report is part of the “Immigration Settlement Services and Gaps in CIC’s Western Region” study.

Population (2011): 3,629 residents
Source: Statistics Canada, 2011 Census

Permanent Resident Landings Neepawa 2008-2013
Source: Citizenship and Immigration Canada

SETTLEMENT SERVICES

Top services offered
- Employment support
- Language training and interpretation
- Information and orientation
- Assistance finding a job, housing and with daily life
- Health and mental health services

Key gaps identified
- Greeting upon arrival
- Mentors
- More information and orientation services needed
- Language training for more types of newcomers
- Transportation support
- Lack of adequate organizational capacities for SPOs

Barriers to access services
- Ineligibility for services
- Language difficulties of newcomers
- Timing and availability of language classes
- Residents’ preconceived notions about newcomers

Top services needed
- Language training
- Introduction to community and Canadian culture
- Foreign credential recognition
- Transportation
- Assistance finding housing and with daily life

Services needed by newcomers ineligible for CIC funded services
- Introduction to community and Canadian culture, language training, transportation supports, greeting upon arrival, social supports, assistance starting a business, mentorship

Neepawa service providers are partnering with others to deliver services to newcomers.
3 out of the 4 participants were engaged in a variety of partnerships, but opportunities for further partnership development identified (e.g. employers, Chamber of Commerce, the Town)
- Welcoming activities were the most common activities reported in partnership.
- More partnership and coordination is desired.

INTEGRATION IN COMMUNITY

Perceptions vary regarding how easy or hard it is for newcomers to settle and get jobs in Neepawa.
- A strong community and ethno-cultural communities helped, but lack of housing and family doctors and the harsh climate made settlement more challenging.
- Service jobs are plentiful - industry jobs are not.
- Language skills, credential recognition and understanding Canadian workplace culture were cited as the main challenges to find work in Neepawa.
Introduction

The purpose of this project is to better understand the settlement and integration services available to newcomers and to explore the service gaps and opportunities in Neepawa, Manitoba and 28 other rural communities across Western Canada. This research offers a current snapshot of Neepawa by providing information gathered from a sample of local service providers. It is not a comprehensive review of all settlement services in Neepawa. Data were collected by telephone interview with an organizational representative in October and November 2014 from 4 organizations who serve newcomers in Neepawa. Only two of the 4 participants identified their funding sources; 1 received CIC funding and the other provincial. All 4 participants and 5 additional immigration stakeholders in the community were provided with a draft of the Neepawa community report and offered the opportunity to provide feedback on the accuracy of the report. Three of the four participants and 2 other community stakeholders provided feedback, which was then incorporated in the final community report.

Background

Neepawa is in the southwest corner of Manitoba, west of Lake Manitoba and south of Riding Mountain National Park. Neepawa, which means “Land of Plenty” in Cree, was established in 1870. The city of Neepawa has 3,629 residents in 2011 and has grown 10% between 2006 and 2011 (Statistics Canada, 2014). Neepawa’s primary industry is agriculture (food and flowers), but also has a thriving food processing and manufacturing industry. A large food processing plant and health care are the two large employers in Neepawa.

Community Settlement Concerns

All the service provider representatives felt the population of newcomers had increased in the last five years. All four participants cited the employment opportunities at the local processing plant as the main contributor to the growth in the newcomer population. Three participants felt it was somewhat easy and one participant felt it was somewhat difficult for newcomers to settle into the community. The main reasons for citing it was somewhat difficult were housing and medical doctor shortages, the harsh climate, adjustment to small town life, language, and settlement can be a challenge for the spouse who is not employed. In contrast, settlement was perceived as somewhat easy for the following reasons: a strong community/volunteer network and strong ethno-cultural communities (e.g., Filipino community). In terms of employment, participants varied in their perception of the ease for newcomers to get jobs in Neepawa. One participant felt it was someone difficult and another felt it was very easy, but 2 were right in the middle claiming it was somewhat easy for newcomers to find jobs. In Neepawa, many newcomers find themselves employed in the service industry, which often leaves newcomers underemployed. In addition, there are many newcomer nurses, who have been unable to get jobs in the area because their foreign credentials are not recognized. Other major challenges facing newcomers who are seeking employment were English language ability, ability to count money, and awareness of Canadian and workplace expectations (e.g., timeliness).

Available Settlement Services

Neepawa has a developed settlement and integration service sector with almost all services listed (26 key services – see appendix A) being offered by the participant organizations or someone in the community. The five services reported as not offered by participants or another SPO in the community were greeting upon arrival, transportation, financial support, investment opportunities, and specific services for women, youth and seniors. In Neepawa, greeting upon arrival and providing information and orientation to newcomers had previously been conducted by a volunteer group, but has been taken over by a settlement committee; however, they may not be able to keep up with the number of TFWs currently arriving. Some TFWs may be met by coworkers, but others may be falling through the cracks upon arrival, which is concerning. Several services were provided but were not listed on the inventory (See appendix A), such as, coordinating community donations and spiritual care. Greeting upon arrival, language training to a broader group of people, newcomer mentors, and more information and orientation were identified as needing to be offered or increased. The top services were identified by participants as needed by newcomers were language training and
supports, orientation to both the community and Canadian culture, assistance finding housing and with daily life, foreign credential recognition, and transportation.

In regards to newcomers who are ineligible for CIC-funded services, participants almost unanimously indicated that temporary foreign workers (TFW), new and returning naturalized citizens, refugee claimants and international students were all in need of all settlement services. The inability for ineligible newcomers to access settlement services and the inability for SPOs to provide this population services is frustrating for both parties. TFWs often require settlement assistance, but only qualify once they are permanent citizens, when ironically they are less likely to require the help.

Participants indicated the most needed services for those who are currently ineligible for CIC-funded services were: language training, orientation to the community and Canadian culture, greeting upon arrival, mentors, transportation, assistance starting a business, and social supports. One SPO has offered orientation sessions to ineligible newcomers and found such sessions were not well attended unless the topic of discussion related to acquiring one’s permanent residence. In regards to language training, a large employer in food processing does offer EAL classes to their temporary foreign workers (TFW). The employer hires a large number of TFWs and provides them with support until they become permanent residents and then the newcomers turn to Immigration Services. One organization has been brainstorming a potential fee for service program, which would work in conjunction with the employers, to help support the newcomers while they are still TFWs. There was some concern Immigrant Services is now the main provider of language training in Neepawa, which limits access to these classes for those newcomers who are not permanent residents.

Several barriers to accessing services were identified by participants. In Neepawa, key barriers were language difficulties, timing and availability of language classes, ineligibility for services, and overcoming Neepawa residents’ preconceived notions about newcomers.

**Specific Capacities**

In Neepawa, more participants reported not having specific capacities than they reported having adequate capacities. Three organizations identified having inadequate capacity to provide services in both official languages, had financial funding from non-governmental sources, and capacity to communicate with stakeholders. It would appear the Neepawa service providers in this sample are feeling as though they do not have the capacity they need overall to meet the needs of a growing newcomer population. However, at least one organization in this study reported having sufficient organizational capacity in each of the capacities listed in Appendix C. Each of the following capacities were identified by at least 2 participants as currently being adequate: staff, government funding, coordinating services with other SPOs, staff skills for delivery and maintenance of services, and the mobilization of community to support and welcome newcomers.

**Partnerships**

Three out of the four service provider participants reported being engaged in partnership with other community organizations in Neepawa (see appendix B). One participant reported having extensive partnerships with 85 organizations in Neepawa, either as customer or partner, while another was in partnership with a single philanthropic group to coordinate a welcome BBQ for newcomers. The third organization partnered with other SPOs, language trainers, businesses, and the chamber of commerce. Participants identified there is some room for improvement with stakeholder partnerships in Neepawa. For example, more collaboration between the SPOs and the Chamber of Commerce, employers, town, and rural municipality was desired and is in action in other communities. In addition, one organization reported regularly holding “Welcoming Community” meetings and inviting many of the stakeholders listed in Appendix B, but experience frustration when no one attends. There is a feeling that employers feel settlement services are the sole responsibility of settlement service providers, while SPOs feel employers can also play an effective role in creating a smooth transition to settlement for newcomers.

The activities conducted in partnership were categorized into three groups; settlement (e.g., getting jobs and housing, daily functioning), integration (e.g., teaching labour rules and human rights), and welcoming (e.g., orientation to community, civic events). Though integration, settlement and welcoming were all reported as conducted in partnership, welcoming was the most commonly reported partnership activity. It would appear more coordination and partnership is possible in Neepawa, but the service providers have developed a strong foundation and might consider developing a Local Immigration Partnership (LIP) in the future.

**Tracking and Planning**

Only one of the four participant service providers reported their organization regularly, independently assessed the service needs of the newcomers in their community. These needs assessments, which were conducted on an ongoing basis, were casual in nature, and included stakeholder feedback.
Appendix A – List of Possible Services

SETTLEMENT
a. Greeting upon arrival/initial reception
b. Information and orientation
c. Needs assessment and referral
d. Interpretation services
e. Language assessment
f. Language training
g. Help finding housing
h. Help with daily life (e.g., registering for school, getting a bank account)
i. Transportation support

ECONOMIC
j. Help finding a job
k. Educational upgrading
l. Recognition of foreign credentials
m. Investment opportunities
n. Job-specific language training
o. Help setting up a business
p. Occupational/business mentorship and networking
q. Financial supports

SOCIAL
r. Childcare
s. Cultural Events
t. Recreational services
u. Legal support/referral
v. Health Services
w. Mental Health Services
x. Social inclusion/integration support
y. Services for seniors
z. Services for women
aa. Services for youth

Appendix B – Possible Organizational Partnerships
• School/School Boards
• Umbrella organizations
• Newcomers (individuals)
• Housing services
• Settlement service providers
• Health services
• Municipal offices/ EDO
• Civil society groups
• Francophone organizations
• Language training providers
• Children/Family services
• Businesses
• Chambers of Commerce
• Police Force
• Universities/Research Networks
• Ethno-cultural groups
• Religious organizations
• Public libraries
• Foundations

Appendix C – Possible Organizational Capacities
• Staff to provide services
• Financial support from government sources to maintain current services
• Financial support from non-government sources to maintain current services
• Communication with stakeholders
• Coordinating services with other service providers
• Staff skills for delivery and maintenance of services
• Mobilization of community to support and welcome newcomers
• Creation of governing and strategic plan
• Meet reporting requirements
• Provide services in both official languages
• Creation of governing and strategic plan
• Meet reporting requirements
• Provide services in both official languages
Appendix F
Virden Community Report
Immigration Settlement Services and Gaps in Virden, Manitoba

This community report is part of the “Immigration Settlement Services and Gaps in CIC’s Western Region” study.

Population (2011): 3,114 residents
Source: Statistics Canada, 2011 Census

Permanent Resident Landings
Virden 2008-2013
Source: Citizenship and Immigration Canada

Data sources: 4 Service Providing Organizations (SPOs) receiving funding from CIC and other sources.
• Findings validated locally

SETTLEMENT SERVICES

Top services offered
• Greeting upon arrival
• Language training
• Information and orientation
• Assistance with finding a job, housing and daily life
• Occupational mentoring
• Legal supports
• Cultural events

Key gaps identified
• Life skill mentors and social support
• Transportation
• Interpretation
• Childcare
• Health and mental health services
• Lack of adequate organizational capacities for SPOs
• All services need to expand
• Communication among SPOs needs to improve

Top services needed
• Language training and interpretation
• Assistance with daily life, finding housing and job
• Social support and mentorship
• Cultural events
• Information and orientation
• Legal support and referral

Services needed by newcomers ineligible for CIC funded services
• Language training and support
• Introduction and orientation
• Assistance with daily life, finding housing and job
• Recreational programs
• Social support and mentorship

Barriers to access services
• Language difficulties of newcomers
• Ineligibility for services
• Transportation difficulties
• Lack of childcare
• Cost of services for the ineligible newcomers
• Hours of the day that the services are offered

PARTNERSHIPS

Virden service providers are partnering with others to deliver services to newcomers. 3 out of the 4 participants were engaged in a variety of partnerships.
• Settlement, Integration and welcoming activities were all reported in partnership, but welcoming was the least common activity.
• Strong partnership foundation; however there is a need for stronger communication among SPOs and stakeholders.

INTEGRATION IN COMMUNITY

Perceptions vary regarding how easy or hard it is for newcomers to settle and get jobs in Virden.
• Social supports and peer group support offered through Virden Immigrant Service helped settlement, but cost and scarcity of housing and language difficulties made settlement more challenging.
• Language, foreign credential recognition and need for educational upgrading were the key challenges to employment.
Introduction

The purpose of this project is to better understand the settlement and integration services available to newcomers and to explore the service gaps and opportunities in Virden, Manitoba and 28 other rural communities across Western Canada. This research offers a current snapshot of Virden by providing information gathered from a sample of local service providers. It is not a comprehensive review of all settlement services in Virden. Data were collected in October and November 2014 from 4 organizations serving newcomers in Virden through a telephone survey conducted with a representative from each organization. Only one of the 4 participants received funding from the CIC and 2 participants identified “other” as their funding sources, but did not specify. One participant worked independently and did not receive any funding. Upon the completion of data collection, a draft of the Virden community report was provided to all 4 survey participants and 3 additional immigration stakeholders in Virden in order to offer them the opportunity to review the report and provide feedback. Three of the 4 survey participants and 2 additional stakeholders provided feedback, which was then integrated in the report to ensure the report portrays the community as accurately as possible.

Background

The town of Virden is in the southwest corner of Manitoba, west of Brandon and close to the provincial boarder with Saskatchewan. Virden is quite rural and is roughly 80 kilometres from Brandon, which is the closest city. The Canadian Pacific Railway established Virden in 1883. The city of Virden had 3,114 residents in 2011 and has grown 3.5% between 2006 (3010) and 2011 (Statistics Canada, 2014). Virden has been know since the 1950s as the “Oil Capital of Manitoba” and has a large oil and gas industry, with over 500 new wells being drilled in 2006. Virden is also highly engaged in the agricultural industry.

Community Settlement Concerns

Three out of the 4 service provider representatives felt the population of newcomers had increased in the last five years and the fourth felt it had actually decreased. Though this was counter to the stakeholder feedback, the participant who felt the number newcomers had decreased cited the loss of newcomers to other areas with more employment opportunities. Though most participants felt the numbers of newcomers had increased it was observed that fewer families and more individual workers were coming. Reasons for the growth in newcomers was attributed to employment opportunities (often in Virden’s restaurants), family and friends joining previously arrived newcomers, and the presence of more transient workers.

Three participants felt it was somewhat difficult and one participant felt it was somewhat easy for newcomers to settle into the community. The main reasons for citing it was somewhat difficult were lack of affordable housing, language difficulties of newcomers, lack of social support network, and overcoming some residents’ preconceived notions about newcomers. Reasons for ease of settlement that were identified were employment opportunities and the work Virden Settlement Services has been doing with social inclusion and social support groups.

In terms of employment, participants varied in their perception of the ease for newcomers to get jobs in Virden. One participant felt it was very difficult and another felt it was easy, but 2 were right in the middle claiming it was somewhat easy for newcomers to find jobs. Some participants stated there were no concerns getting jobs and that language was not always an issue, because many jobs (low paid and low skilled jobs mainly) do not require English language skills. However, other participants disagreed with this and identified language as the primary barrier to employment in Virden, especially in the oil fields where safety is critical. Foreign credential recognition is reported as a major issue, especially for those newcomers who arrive as permanent residents with foreign education and training, whom are subsequently under-employed. In addition, some educational or skill upgrading is needed by newcomers; for example, at truck driver needs to learn how to drive in the snow.
Available Settlement Services

Virden has a developed settlement and integration service sector with most of the services listed (26 key services – see appendix A) being offered by the participant organizations or someone in the community. However, all 4 participants agreed the services offered need to expand, with one participant mentioning the expansion of services was currently underway to meet the growing demand for services. The 4 services providers in this sample offered the following services (See appendix A): greeting upon arrival, information and orientation, assistance finding employment, housing and with daily living, needs assessment and referral, legal supports and referral, language training, job skills upgrading, occupational mentorship and networking, cultural events, social inclusion and integration. One service was provided but was not listed on the inventory (See appendix A) and was will creation. The services not offered by participants or another SPO in the community were transportation, childcare, interpretation, health services, mental health services, recreational services, and specific services for women, youth and seniors. Several services were identified as needing to be offered or expanded to meet demand; 24 hour support, interpretation, language assessment and training, assistance finding a job, and recreational services.

The top services identified as needed by newcomers were language training and supports, orientation to the community and Canadian culture, assistance finding housing, employment and with daily life, mentorship program, legal support/training, social support, and cultural events.

In regards to newcomers who are ineligible for CIC-funded services, participants almost unanimously indicated temporary foreign workers (TFW), new and returning naturalized citizens, refugee claimants and international students were all in need of all settlement services. There was particular emphasis on the settlement needs of TFWs in Virden. It was felt CIC funding should be extended to meet the settlement needs of those who are currently ineligible, but TFWs in particular. In lieu of CIC funding, employers were identified as a crucial partner is supporting the settlement of TFWs and employers should be more diligent in making sure their TFWs have the basic requirements, such as housing and appropriate winter clothing. It was even suggested, if employers bring TFWs to the community they should be required to ensure adequate housing, which is currently not the case. Participants also indicated the most needed services for those who are currently ineligible for CIC-funded services were mainly language training and supports, but also orientation to the community and Canadian culture, social support, mentorship, recreational programs, and assistance with daily life.

Several barriers to accessing services were identified by participants, such as language difficulties of newcomers, ineligibility for services, lack of childcare, transportation difficulties, cost of services for the ineligible newcomers, hours of the day services are offered. One participant felt some employers are resistant to their employees accessing services, mainly out of fear that the more newcomers learn they would want to improve jobwise, which might lead to turnover.

Tracking and Planning

Only one of the four participant service providers reported their organization regularly, independently assessed the service needs of the newcomers in their community. These needs assessments, which were conducted on an ongoing basis, were casual in nature, and included stakeholder feedback.

Specific Capacities

Participants were asked about organizational capacity on 10 items listed in Appendix C and indicated if they currently had adequate capacity or inadequate capacity regarding each item. More participants reported not having enough capacity than they reported having adequate capacities. All four organizations identified they did not have adequate capacity to create governing documents or a strategic plan. Three out of the four participants indicated they were unable to provided services in both official languages. However, all organizational capacities (see appendix C) were identified as being adequate by at least one participant, except the capacity to create governing and strategic documents. Three out of the four participants indicated they had the capacity to mobilize the community to support and welcome newcomers. Half the sample indicated they currently had enough government funding and had the capacity to coordinate services with other SPOs. Each of the following capacities were identified by at least 1 participant as currently being adequate: staff, funding from other sources, and staff skills for delivery and maintenance of services.
Partnerships

Three out of the four service provider participants reported being engaged in partnership with other community organizations in Virden (for a list of possible partnerships see appendix B). Partnerships were cited with schools/school districts, employers, SPOs, Chamber of commerce, umbrella organization, housing services, municipalities, police force, religious organizations, public libraries, language training providers and newcomers.

The activities conducted in partnership were categorized into three groups; settlement (e.g., getting jobs and housing, daily functioning), integration (e.g., teaching labour rules and human rights), and welcoming (e.g., orientation to community, civic events). Though integration, settlement and welcoming were all reported as being conducted in partnership, welcoming was the least commonly reported partnership activity. It would appear Virden has a strong foundation in partnership. Though given the divergent opinions about the state of settlement services in Virden, the first step in improving the services and meeting the needs of newcomers may be in improving communication between community service providers and stakeholders.

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Appendix A – List of Possible Services

SETTLEMENT
- Greeting upon arrival/initial reception
- Information and orientation
- Needs assessment and referral
- Interpretation services
- Language assessment
- Language training
- Help finding housing
- Help with daily life (e.g., registering for school, getting a bank account)
- Transportation support

ECONOMIC
- Help finding a job
- Educational upgrading
- Recognition of foreign credentials
- Investment opportunities
- Job-specific language training
- Help setting up a business
- Occupational/business mentorship and networking
- Financial supports

SOCIAL
- Childcare
- Cultural Events
- Recreational services
- Legal support/referral
- Health Services
- Mental Health Services
- Social inclusion/ integration support
- Services for seniors
- Services for women
- Services for youth

Appendix B – Possible Organizational Partnerships
- School/School Boards
- Umbrella organizations
- Newcomers (individuals)
- Housing services
- Settlement service providers
- Health services
- Municipal offices/ EDO
- Civil society groups
- Francophone organizations
- Language training providers
- Children/Family services
- Businesses
- Chambers of Commerce
- Police Force
- Universities/Research Networks
- Ethno-cultural groups
- Religious organizations
- Public libraries
- Foundations

Appendix C – Possible Organizational Capacities
- Staff to provide services
- Financial support from government sources to maintain current services
- Financial support from non-government sources to maintain current services
- Communication with stakeholders
- Coordinating services with other service providers
- Staff skills for delivery and maintenance of services
- Mobilization of community to support and welcome newcomers
- Creation of governing and strategic plan
- Meet reporting requirements
- Provide services in both official languages
- Creation of governing and strategic plan
- Meet reporting requirements
- Provide services in both official languages
Appendix G
Thompson Community Report
Immigration Settlement Services and Gaps in Thompson, Manitoba

This community report is part of the “Immigration Settlement Services and Gaps in CIC’s Western Region” study.

Population (2011): 12,839 residents
Source: Statistics Canada, 2011 Census

Permanent Resident Landings
Thompson 2008-2013
Source: Citizenship and Immigration Canada

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Data sources: 2 Service Providing Organizations (SPOs)
- Findings validated locally with 4 additional immigration stakeholders in Thompson.

SETTLEMENT SERVICES

Top services offered
- Information and orientation, needs assessment, childcare, legal support/referral
- Language training
- Assistance finding housing
- Cultural events; social integration

Key gaps identified
- Interpretation services
- Language assessment and medical exams for permanent residence application only offered in Winnipeg
- Job specific and advanced language training
- Services for youth and seniors
- Childcare
- Help with daily life
- More services need to expand

Barriers to access services
- Language difficulties of newcomers and lack of interpretation services
- Remote location and transportation difficulties
- Limited services and resources. Some services only available in Winnipeg
- Lack of childcare

Top services needed
- Language training (with flexible hours) and assessment
- Foreign credential recognition
- Transportation
- Interpretation
- Assistance finding housing

Services needed by newcomers ineligible for CIC funded services
Language training and assessment, assistance with immigration applications, information on Canadian laws and worker rights, assistance finding employment, welcoming activities

PARTNERSHIPS

In Thompson, only one of the two service providers sampled was working in partnership.
The one SPO identified partnerships with: Employment Manitoba, Service Canada, schools/school board, umbrella organization, SPOs, health services, municipalities, language training providers, the chamber of commerce, public libraries, and labour market services.
Partnerships are desired with employers, multicultural organization and all levels of government.

INTEGRATION IN COMMUNITY

The perception of how easy it was for newcomers to settle in Thompson was mixed. The harsh climate, remote location, expensive and scarce housing, acceptance by locals and few services offered are the main challenges newcomers are facing.
Participants agreed that it was easy or somewhat easy for newcomers to get jobs in Thompson, but usually in low skill/entry level positions. Foreign credential recognition, language and childcare are the key barriers identified.
Introduction

The purpose of this project is to better understand the settlement and integration services available to newcomers and to explore the service gaps and opportunities in Thompson, Manitoba and 28 other rural communities across Western Canada. This research offers a current snapshot of Thompson by providing information gathered from a sample of local service providers. It is not a comprehensive review of all settlement services in Thompson. Data was collected in October and November 2014 from 2 organizations serving newcomers in Thompson through a telephone survey completed with a representative from each organization. A draft of the Thompson community report was shared with both survey participants and with an additional 8 immigration stakeholders in the community. A teleconference feedback session was held with one of the two survey participants and written feedback was received from the other survey participant and 4 diverse stakeholders. The feedback received was then applied to the final report to improve the accuracy of the overall report.

Background

Established in 1956, Thompson is a rural and remote community located 765 kilometres north of Winnipeg and is known as the “Hub of the North.” It should be noted that both the far northern and remote location of Thompson presents unique challenges for newcomer settlement and service delivery. Industry in Thompson is mainly focused on the mining, milling, smelting, refining of nickel, and cold weather testing facilities. In the 1960s the town had a population of 20,000 residents, but has seen some decline in the last 50 years and now has 12,839. A large proportion of Thompson’s residents, 35.2%, identify as Aboriginal, First Nations, or Metis and another 7% identify as a member of a visible minority group.

Community Settlement Concerns

Both participants felt the number of newcomers settling in Thompson had increased in the last 5 years. The main explanation for this growth in the newcomer population was rooted in employment opportunities and family and faith based group sponsorships. The two participants had differing opinions regarding how easily newcomers could settle into the community. One service provider felt newcomer settlement was difficult in Thompson because the weather is hard, housing was very expensive and hard to find, resources are limited, and there are few services. In the feedback received stakeholders emphasized there is a low rental vacancy rate in Thompson and, though housing costs are less expensive than other northern communities (e.g., Yellowknife), housing is still expensive when compared to Southern Manitoba. In addition, there are some challenges in the community with the acceptance of newcomers and sensitivity to those of different ethnic and religious origins. The other service provider felt newcomer settlement was somewhat easy because in a small community referrals to and awareness of services was high, strong family support, and entry-level jobs were frequently available.

Both participants agreed it was somewhat easy or easy for newcomers to get jobs, but this is the case for low skill, entry-level employment. For newcomers to move into a profession, both participants agreed this is difficult due to language and foreign credential recognition difficulties. Foreign credential recognition comes with a cost, often requires sitting exams, and demands quite a bit of time and energy, but right now there is a lack of funding to support newcomers through this process. Lack of childcare was also identified as one of the main barriers to getting a job in Thompson. Though CIC now funds childcare while newcomers receive settlement services the availability of childcare becomes a challenge when newcomers start employment, which means in many cases the wife stays home to care for children. The lack of available childcare can be very stressful for families.

The remote and northern location of Thompson presents a number of challenges for newcomers and service providers. First, it limits the number of newcomers arriving and can also lead to higher rates of post-landing relocation to larger cities. Second, not all services are available in Thompson (e.g., International English Language Testing System and the medical examinations required for permanent residents) and this means there is often significant cost to travel to Winnipeg. In some cases, newcomers delay their application for permanent residence due to the costs associated with travelling to Winnipeg.

1. Statistics Canada, 2011 Census Profile
Complicating matters, the CIC does not permit English as an Additional Language (EAL) students to be registered in or to be issued a Language Instruction for Newcomers to Canada (LINC) certificate unless they have been assessed by Winnipeg English Language Assessment and Referral Centre (WELARC) which can only be done in Winnipeg. WELARC sends an assessor in Thompson, but this has only happened twice in the last two years. This CIC policy directly disadvantages newcomers solely based on their geographic location and proximity to an agency offering assessment.

Finally, those newcomers interested in upgrading their education have only one local option at the University College of the North (UCN) and this institution has limited curriculum and classes are often full. Basic and intermediate EAL classes are offered in Thompson, but students would need to travel to Winnipeg for more advanced EAL courses. More funding for more EAL teachers is required to meet the need of newcomers in Thompson. In any case, it is clear a national CIC policy for service delivery does not always work for northern communities and that future policy development should take the unique needs and concerns of northern and remote community into consideration.

**Available Settlement Services**

A moderate mix of settlement services are offered in Thompson (for a list of possible settlement services see Appendix A) such as: greeting upon arrival, info and orientation, needs assessment and referral, assistance finding housing, help with recognition of foreign credentials, childcare, cultural events, legal support/referral, social integration support and language training. Services offered were identified by both participants as needing to be expanded; especially credential recognition, language training, childcare, and services for youth. In Thompson, those seeking language training are facing waiting lists, which began last year as demand has increased. Key gaps in services offered in Thompson are: interpretation services (newcomers rely on family to interpret), language assessment, job specific and more advanced language training, transportation support, health and mental health services, services for seniors and youth, assistance setting up a business, occupational/business mentorship and networking, financial supports, and recreational services.

The top services, which were identified by participants as needed by newcomers were language training and assessment that meets a variety of needs and schedules, recognition of foreign credentials, transportation, assistance finding housing, and interpretation services. In the feedback received it was cited that language training is currently offered after hours.

In regards to newcomers who are ineligible for CIC-funded services, participants indicated temporary foreign workers (TFW), new and returning naturalized citizens, and refugee claimants were all in need of settlement services. International students were not identified as being a newcomer group in need of services, because participants were unaware of any international students completing degree work in Thompson given the limited availability of post secondary institutions. Language assessment and training, assistance completing immigration applications, information on Canadian laws and worker rights, help finding employment and welcoming activities, were all listed as the services most needed by newcomers who are ineligible for services. Though it should be noted one stakeholder indicated, refugee claimants, in some cases, have access to language training classes in Thompson.

Several barriers to accessing services were identified by participants. In Thompson, a key barrier identified was the small size of the community and, though everyone is aware of the services for newcomers, there are not a great number of services available. Language difficulties of newcomers, lack of interpretation services, the harsh climate and transportation difficulties, remote location of the community, the fact that some services are only available in Winnipeg, and lack of childcare were identified as the key barriers for newcomers to access services. Childcare is indeed a concern and not just for newcomers, but for the community as a whole.

**Tracking and Planning**

Both participating service providers reported their organization regularly assessed the need of newcomers in their community. These needs assessments were informal in nature and took a variety of forms (i.e., survey clients, focus groups).

**Specific Capacities**

In Thompson, the two organizations that participated in the survey had mixed organizational capacity. Both organizations felt they had adequate financial support from government sources, but both agreed they did not have enough financial support from other sources (e.g., municipal and provincial). However, CIC funding currently covers day-to-day operational expenses, but truly more funding is necessary to support newcomers’ needs and expand programming. More funding is needed to help with those newcomers whom are ineligible for CIC funding as well. In addition, more funding is required to allow for the use of capacity (time and energy) needed to develop more meaningful relationships with SPOs and community stakeholders. It was mentioned by 3 of the 6 individuals
who offered feedback that the Multicultural organization needs reliable sources of funding as the organization provided valuable services and partnerships in the community. Neither organization felt they had enough capacity to create governing and strategic plans or provide services in both official languages. The remaining items on the list (see appendix C) one participant said they currently had enough capacity and the other felt they did not. A concern was also expressed about staff capacity and staff turnover, which is a more frequently concern in the northern communities where resident mobility tends to be higher. Finally, it is worth mentioning SPOs in Thompson provide services over the phone or via e-mail to newcomers in other remote northern communities such as the Pas, Churchill etc.

**Partnerships**

Partnerships between SPOs and community stakeholders were reported in Thompson (for a list of possible partnerships see Appendix B), however it is clear through the feedback received more partnerships and more engaged activity within partnerships is required in Thompson. Partnerships were reported with Employment Manitoba, Service Canada, the schools, school board, umbrella organization, SPOs, health services, municipalities, language training providers, the chamber of commerce, public libraries, and labour market services.

The activities conducted in partnership were categorized into three groups; settlement (e.g., getting jobs and housing, daily functioning), integration (e.g., teaching labour rules and human rights), and welcoming (e.g., orientation to community, civic events). Integration, welcoming, and settlement activities were all conducted in partnership. However, settlement services desired more partnerships with employers. The employers are often the first point of contact with the newcomers, but are not always referring the newcomers to local settlement services, perhaps because they feel the services are not needed or because they think employees do not have time. In the feedback received, one participant suggested SPOs should form partnerships with all businesses in Thompson have hired newcomers. Businesses thinking of hiring newcomers would benefit from the experience of settlement service providers. In addition, a partnership with the Multicultural organization is desired once the current period of transition is over. Finally, one SPO indicated a more active partnership is needed with all levels of government on order to work in collaboration to meet the settlement needs of newcomers.

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Appendix A – List of Possible Services

SETTLEMENT
a. Greeting upon arrival/initial reception
b. Information and orientation
c. Needs assessment and referral
d. Interpretation services
e. Language assessment
f. Language training
g. Help finding housing
h. Help with daily life (e.g., registering for school, getting a bank account)
i. Transportation support

ECONOMIC
j. Help finding a job
k. Educational upgrading
l. Recognition of foreign credentials
m. Investment opportunities
n. Job-specific language training
o. Help setting up a business
p. Occupational/business mentorship and networking
q. Financial supports

SOCIAL
r. Childcare
s. Cultural Events
t. Recreational services
u. Legal support/referral
v. Health Services
w. Mental Health Services
x. Social inclusion/integration support
y. Services for seniors
z. Services for women
aa. Services for youth

Appendix B – Possible Organizational Partnerships

• School/School Boards
• Umbrella organizations
• Newcomers (individuals)
• Housing services
• Settlement service providers
• Health services
• Municipal offices/ EDO
• Civil society groups
• Francophone organizations
• Language training providers
• Children/Family services
• Businesses
• Chambers of Commerce
• Police Force
• Universities/Research Networks
• Ethno-cultural groups
• Religious organizations
• Public libraries
• Foundations

Appendix C – Possible Organizational Capacities

• Staff to provide services
• Financial support from government sources to maintain current services
• Financial support from non-government sources to maintain current services
• Communication with stakeholders
• Coordinating services with other service providers
• Staff skills for delivery and maintenance of services
• Mobilization of community to support and welcome newcomers
• Creation of governing and strategic plan
• Meet reporting requirements
• Provide services in both official languages
• Creation of governing and strategic plan
• Meet reporting requirements
• Provide services in both official languages
Appendix H
Dauphin Community Report
Immigration Settlement Services and Gaps in Dauphin, Manitoba

This community report is part of the “Immigration Settlement Services and Gaps in CIC’s Western Region” study.

Population (2011): 8,251 residents
Source: Statistics Canada, 2011 Census

Permanent Resident Landings Dauphin 2008-2013
Source: Citizenship and Immigration Canada

Data sources: 3 Service Providing Organizations (SPOs) receiving funding from CIC and provincial, sources.
- Findings validated locally

**SETTLEMENT SERVICES**

**Top services offered**
- Greeting, information and orientation
- Needs assessment and referral, language training, assistance finding housing, social inclusion
- Employment services (resume, job hunt, interview preparation)

**Key gaps identified**
- Social inclusion and integration services
- Mental health services
- Childcare
- Coordination of settlement services need to increase
- Most services need to expand

**Barriers to access services**
- Large geographic spread of the community and associated transportation difficulties
- Lack of child care
- Confusion about how to access services
- Language difficulties of newcomers
- Ineligibility for services

**Top services needed**
- Language training
- Employment services
- Housing
- Cultural workshops focused on integration into Canadian society and workplace culture

**Services needed by newcomers ineligible for CIC funded services**
- Housing
- Language training
- Employment services
- Assistance with daily life

**PARTNERSHIPS**

Dauphin settlement service providers are engaged in a variety of partnerships.
- The most commonly identified partnerships exist with schools, children/family services, other SPOs, businesses, language training providers, chamber of commerce, libraries and health services.
- Settlement, welcoming and integration activities were conducted in partnership but integration was the least common one.

**INTEGRATION IN COMMUNITY**

There is a mixed perception of how easy it is for newcomers to settle and find work in Dauphin.
- Housing, transportation and daycare were identified as the main barriers for newcomers to settle successfully in Dauphin.
- Transportation and employer concerns were cited as the main challenges for newcomers to find work.
- Early uptake of all services (settlement, assistance finding employment and English classes) increases early success rates and helps avoid frustration.
Introduction

The purpose of this project is to better understand the settlement and integration services available to newcomers and to explore the service gaps and opportunities in Dauphin, Manitoba and 28 other rural communities across Western Canada. This research offers a current snapshot of Dauphin by providing information gathered from a sample of local service providers. It is not a comprehensive review of all settlement services in Dauphin. Data were collected through telephone survey in October and November of 2014 from organizational representatives of 3 organizations in Dauphin that serve newcomers. Participant organizations receive funding from CIC and the provincial government. After data collection was complete and data were analyzed, participants were asked to review a draft of the community report to ensure that the report accurately reflected their survey responses. A feedback session was held, by teleconference, and two of the three participants attended. Following the feedback session, 6 more community stakeholders were contacted to solicit feedback and 3 provided feedback.

Community Settlement Concerns

All of the service provider representatives felt that the number of newcomers settling in Dauphin had increased in the last 5 years. Not only have the number of newcomers increased, but the diversity of backgrounds of the newcomers has increased as well. Employment opportunities and family reunification or sponsorship has contributed to the growth in the newcomer population in Dauphin. In addition, participants suggest that the increase is rooted in the fact that the city is small, welcoming, employment is available, and there is also a lower cost of living than in larger cities in Manitoba. However, participants were divided in their perception of how easily newcomers could settle in the community, with one participant feeling it was difficult and others feeling it was easy or somewhat easy to settle. Housing, childcare, and transportation were identified as the main concerns for the ease of settlement. It was suggested that settlement services needed to be advertised or promoted more heavily, with both newcomers and local employers, so both are aware of the services available in Dauphin.

In contrast, other participants felt the small size of the community actually facilitated the increased awareness of available services.

Participants also offered divergent views on how easy or hard it was for newcomers to find jobs, with both very difficult and somewhat easy responses selected. Several challenges identified for newcomers looking for employment were needing assistance with the application process (e.g., resume, cultural difference in the interview process), transportation to and from employment (i.e., rural farms), limited employment opportunities, and overcoming employers’ concerns regarding cultural differences, language difficulties, and turnover. There is a perception that newcomers will only stay in Dauphin for a short period of time and employers are concerned about the long-term commitment of potential employees. In contrast, despite the efforts of the settlement providers, participants suggest that there is often a gap between newcomers’ employment expectations and their current situations or capabilities. Newcomers who engage a variety of services (i.e., settlement, English classes, and assistance finding employment) experience more immediate success in gaining employment, sustaining employment, and often suffer less frustration in the long run.

Background

Dauphin is a growing city in western Manitoba and is located north of Riding Mountain National Park. The city is also famous for the Dauphin’s Countryfest and other festivals. Dauphin is a rural community and the city’s industry is mainly focused on agriculture and related industries. Though Dauphin is nestled in the larger Parkland region, this report is specifically reviewing the settlement services offered in the city of Dauphin. In 2011, Dauphin had 8,251 residents and the population has increased 4.4% between 2006-2011 (Statistics Canada, 2014). Almost 20% of the city residents identify as Aboriginal (i.e., First Nations or Metis), but the city is otherwise quite homogenous, with less than 1% of the residents identifying as a member of a visible minority group.
Available Settlement Services
Dauphin is a small community that is meeting the needs of their current newcomer population, but has been able to do so by being adaptive and creative with their resources. Currently there are employment assistance services, which provide newcomers with help developing their resumes, conducting a job hunt, and preparing them for interviews. There are also a variety of services being offered in the community (for a list of possible settlement services see Appendix A): greeting and orientation services, language training and job specific training, needs assessment, conversation groups, and computer/Wi-Fi/printing services. Two out of the 3 participants indicated that all services needed to be expanded to meet future demand and that more resources, specifically staff, were needed in order to meet the needs of newcomers effectively. In Dauphin, the settlement service gaps are social inclusion and integration services, mental health services, childcare, and the need to increase the coordination of settlement services.

The top services that were identified by participants as needed by newcomers were language training and supports, employment assistance, housing, and orientation to Canadian culture. In regards to newcomers who are ineligible for CIC-funded services, participants indicated that temporary foreign workers (TFW), new and returning naturalized citizens, refugee claimants and international students were all in need of settlement services. English as Additional Language (EAL), employment services, housing, and assistance with daily life were all listed as the services most needed by newcomers who are ineligible for services. It was suggested that the definition of a newcomer, as defined by CIC, should be broadened to include all newcomers arriving in the area, which would allow SPOs in Dauphin to utilize their capacity to support all newcomers.

Several barriers to accessing services were identified by participants. In Dauphin, the community is spread over a large geographic region and there is no public transportation system. Taxis are quite expensive and in winter walking is not an option for citizens, especially those living outside of city or in the surrounding farming community. Due to these limitations, transportation can be a real barrier to employment, accessing services, and settlement into the community. Lack of childcare spaces and confusion around how to access services were also highlighted as potential barriers for newcomers in Dauphin. In addition, given the homogenous nature of the city’s population, it was mentioned that some residents need to overcome their preconceived notions of both new residents and newcomers alike, but that overall Dauphin was quite welcoming and supportive.

Tracking and Planning
Two of the three participating service providers reported that their organization, in partnership, regularly assessed the service needs of the newcomers in their community. These needs assessments were informal and utilized the tracking of services provided and mapping client outcomes. Participants felt as though more help from CIC could be provided in this area. In regards to information that might help with planning, perhaps some instructional or supplemental information could be provided by CIC to settlement service providers in the form of a “Settlement Service Manual,” which highlights best practices and policies. The Dauphin service providers would like a more engaged relationship with CIC, other than the 1-800 number, which often has long wait times and no specific CIC support person.

Specific Capacities
In Dauphin, the organizations that participated in the survey expressed adequate organizational capacity on many items (for a list of possible organizational capacities see Appendix C). Organizations felt they had adequate capacity to communicate with stakeholders, amount of staff, to meet reporting requirements, coordinate services with other SPOs, communicate with stakeholders, and financial support from government sources to maintain current services. In regards to funding, it was stated that the restriction of core funding to a specific class of newcomers makes the implementation of services by SPOs less effective.

The three organizations identified that they did not have adequate capacity to provide services in both official languages. The next most common area that participants felt their current capacity was inadequate was related to capacity to writing a strategic plan and staff skills for delivery and maintenance of services. In order to continuously improve service, Dauphin service providers expressed interest in more professional development opportunities in rural areas or alternatively funding to travel to development opportunities in major centers. CIC information and/or workshops specifically focused on the unique challenges of providing settlement services in rural communities would be appreciated, because policies and approaches that are effective in large city centers (e.g., Winnipeg) are not always applicable in a rural setting. In addition, service providers are encouraging CIC to improve its knowledge dissemination, regarding policies and best practices, in rural areas. For example, being aware of settlement programs in other communities that have been particularly successful would benefit SPOs in Dauphin. Learning from the successes of others in different regions would assist in the continuous improvement of Dauphin’s SPOs.
Partnerships

All service provider participants reported being engaged in partnership with other community organizations. Cooperation between organizations is often found in smaller communities, such as Dauphin. A variety of partnerships were identified (Appendix B): schools, children/family services, SPOs, businesses, language training, chamber of commerce, libraries, Manitoba justice, and health services.

The activities conducted in partnership were categorized into three groups; settlement (e.g., getting jobs and housing, daily functioning), integration (e.g., teaching labour rules and human rights), and welcoming (e.g., orientation to community, civic events). The activities identified by participants as being conducted in partnership included settlement, welcoming, and integration activities but integration was the least common one. Though SPOs stretch their funding dollars by using creativity and strategic partnerships, it was suggested that there is an opportunity for even more coordination between SPOs and other community stakeholders. It was highlighted, that as the population and diversity of newcomers grows a stronger partnership with and more engagement from the city office (e.g. Economic Development department) will be needed. In addition, settlement service providers need to increase communication with local employers to ensure that they are aware of the services available in Dauphin. Therefore, there is an opportunity to improve the partnership and coordination of services in Dauphin and perhaps the creation of a Local Immigration Partnership (LIP) would assist with this.

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Appendix A – List of Possible Services

SETTLEMENT
a. Greeting upon arrival/initial reception  
b. Information and orientation  
c. Needs assessment and referral  
d. Interpretation services  
e. Language assessment  
f. Language training  
g. Help finding housing  
h. Help with daily life (e.g., registering for school, getting a bank account)  
i. Transportation support

ECONOMIC
j. Help finding a job  
k. Educational upgrading  
l. Recognition of foreign credentials  
m. Investment opportunities  
n. Job-specific language training  
o. Help setting up a business  
p. Occupational/business mentorship and networking  
q. Financial supports

SOCIAL
r. Childcare  
s. Cultural Events  
t. Recreational services  
u. Legal support/referral  
v. Health Services  
w. Mental Health Services  
x. Social inclusion/integration support  
y. Services for seniors  
z. Services for women  
aa. Services for youth

Appendix B – Possible Organizational Partnerships

• School/School Boards  
• Umbrella organizations  
• Newcomers (individuals)  
• Housing services  
• Settlement service providers  
• Health services  
• Municipal offices/EDO  
• Civil society groups  
• Francophone organizations  
• Language training providers  
• Children/Family services  
• Businesses  
• Chambers of Commerce  
• Police Force  
• Universities/Research Networks  
• Ethno-cultural groups  
• Religious organizations  
• Public libraries  
• Foundations

Appendix C – Possible Organizational Capacities

• Staff to provide services  
• Financial support from government sources to maintain current services  
• Financial support from non-government sources to maintain current services  
• Communication with stakeholders  
• Coordinating services with other service providers  
• Staff skills for delivery and maintenance of services  
• Mobilization of community to support and welcome newcomers  
• Creation of governing and strategic plan  
• Meet reporting requirements  
• Provide services in both official languages  
• Creation of governing and strategic plan  
• Meet reporting requirements  
• Provide services in both official languages
Appendix I
Ashern & Arborg Community Report
Population (2011): Ashern 609 residents  
Arborg 1,152 residents  
Source: Statistics Canada, 2011 Census

Permanent Resident Landings  
Arborg 2008-2013  
Source: Citizenship and Immigration Canada

- Top services offered:  
  - Information and orientation, needs assessment and referral, interpretation services, language training and support.  
  - Assistance finding housing and job (networking and mentoring), setting up a business.  
  - Assistance with daily life, computer access.

- Key gaps identified:  
  - Transportation support  
  - Recognition of foreign credentials  
  - Inadequate ability to support non-Permanent residents (PR)  
  - Lack of administrative help (e.g., Permanent resident applications and getting drivers licenses)  
  - Several services need to expand

- Top services needed:  
  - Language training and assessment  
  - Computer/internet access  
  - Assistance with daily life  
  - Assistance finding housing  
  - Information and orientation

- Services needed by newcomers ineligible for CIC funded services:  
  - Language training, computer access, information and orientation, need assessment and referral, supports from Service Canada (SIN number and child tax).

- Barriers to access services:  
  - Language difficulties of newcomers  
  - Transportation difficulties  
  - Confusion about where to get help  
  - Ineligibility for services  
  - Lack of childcare  
  - Hours of the day the services are offered

In Ashern and Arborg, both service providers sampled were working in partnership.  
- The most commonly identified partnerships exist with schools/school board, umbrella organization, SPOs, newcomers, health services, municipalities, businesses, the chamber of commerce, civil society groups, foundations, and labour market services.  
- Welcoming, settlement and integration activities were conducted in partnership, though integration activities were the least reported.

- The perception of how easy it was for newcomers to settle in Ashern and Arborg was mixed. Housing shortage and transportation difficulties were listed as the main barriers for newcomer settlement.  
- Participants agreed it was easy or somewhat easy for newcomers to get jobs in Ashern and Arborg, but usually in low skill positions. Language and foreign credential recognition are key barriers to employment.
Introduction

The purpose of this project is to better understand the settlement and integration services available to newcomers and to explore the service gaps and opportunities in Ashern and Arborg, Manitoba and 28 other rural communities across Western Canada. This research offers a current snapshot of Ashern and Arborg by providing information gathered from a sample of local service providers. It is not a comprehensive review of all settlement services in Ashern and Arborg. Data were collected in October and November 2014 from 2 organizations serving newcomers in Ashern and Arborg through a telephone survey completed by a representative from each organization. Only one of the organizations received funding from the CIC. The other SPO received funding from provincial and other sources. A draft of the Ashern and Arborg community report was provided to the survey participants and three additional community stakeholders for their feedback. The two survey participants provided feedback, and this feedback was applied to the report to improve its accuracy.

Background

Ashern and Arborg are both towns in the Interlake region in central Manitoba. The Interlake is a large provincial electoral division located between Lake Manitoba and Lake Winnipeg. Both have historical connections to the railways. Arborg, meaning “River town,” was established in 1910 and is located 35 kilometres north of Gimli. Ashern is farther north and is in the northwest corner of the Interlake region. While the population of Arborg has grown 12.8% from 2006 (1,021) to 2011 (1,152), Ashern’s population has declined 4.7% during the same time period from 639 to 609 (Statistics Canada, 2014). A large proportion (90% or above) of the residents in both towns speak English in the home and it would appear there is a fairly homogenous population in both towns.

Community Settlement Concerns

Both participants felt the number of newcomers settling in Ashern and Arborg had increased in the last 5 years. The main explanation for this growth in the newcomer population was the employment opportunities in health care (strong demand for nurses), the hog industry, and manufacturing. The two participants had differing opinions regarding how easily newcomers could settle into the community. One participant felt newcomer settlement was somewhat difficult because the large geographic region and limited transportation made it challenging for newcomers to access services. The other participant felt newcomer settlement was somewhat easy, but specifically for newcomer nurses, since they are given an incentive packages to move to the area and, as part of the hiring process, they are connected with settlement services. An extreme housing shortage was identified (especially in Ashern) as a struggle for newcomer settlement.

Both participants agreed it was somewhat easy or easy for newcomers to get jobs, but this is the case mainly for low skill, entry-level employment. Foreign credential recognition and language were identified as the two main barriers to getting a job in Ashern and Arborg. In fact, one SPO had the impression foreign credential recognition was harder in Manitoba than in other provinces, such as Alberta.

Available Settlement Services

The two service providers from Ashern and Arborg offered a variety of settlement and integration services over large geographic areas (see Appendix A for a list of possible settlement services). The SPO in Arborg offered information and orientation, need assessment and referral, interpretation services, assistance with daily life, help with setting up a business, and occupational/business mentorship and networking. Information and orientation sessions are offered in Arborg, however attendance has dramatically declined since CIC’s shift to fund only permanent residents and refugees. In Ashern, settlement services offered included literacy support, language assistance, assistance with finding a job and housing, business networking, help with daily life, and computer access. Several specific services were identified as needing to be expanded and included interpretation services, childcare, and assistance completing administrative tasks (e.g., permanent resident application and getting drivers licenses). The top services identified by participants as needed by newcomers were language training and assessment, assistance with daily life, access to Service Canada, information and orientation, computer access, and assistance finding housing, which can be scarce.
In regards to newcomers who are ineligible for CIC-funded services, participants indicated temporary foreign workers (TFW), new and returning naturalized citizens, refugee claimants and international students were all in need of settlement services; however, less emphasis was placed on the needs of international students. This is perhaps due to the fact that Ashern and Arborg may see few international students, since there are no universities or colleges in the region. Similar to the needs identified for CIC eligible newcomers, language training, computer access, information and orientation, need assessment and referral, and supports from Service Canada were all listed as the services most needed by newcomers who are ineligible for services. All of these services are currently offered in the region, but eligibility is an issue and may restrict newcomer access to these services. Both participants felt strongly the services being funded should be offered to all newcomers (e.g., TFW). Currently the SPOs only option is to provide ineligible newcomers with the CIC website, though more hands on support is often needed and necessary.

Several barriers to accessing services were identified by participants. The large geographic region combined with the lack of public transportation makes it hard for newcomers to access services. In addition, eligibility for services, lack of childcare, confusion about where to get help, hours of the day the services are offered, and lack of services were also identified as key barriers.

**Tracking and Planning**

One of the two service providers reported their organization regularly assessed the need of newcomers in their community. These assessments were conducted monthly internally, yearly externally, by collaborating and discussing with a committee comprised of a variety of stakeholders.

**Specific Capacities**

In Ashern and Arborg, the two organizations who participated in the survey had differing organizational capacity. Both organizations felt they had adequate financial support from government sources, but Arborg did not feel they had enough financial support from other sources. Neither organization felt they had the capacity to provide services in both official languages. Overall the Arborg service provider had more concerns about having the capacity to provide services to newcomers and cited insufficient capacity to mobilize the community to volunteer and welcome newcomers, staff skills to deliver and maintain services. The large geographic region serviced by these SPOs can, in itself, strain available staff resources. In addition, in an effort to keep staff up to speed and ease service delivery, it would be beneficial to have a central provincial organizational body which could provide support to SPOs by answering questions, providing training, and clarifying changing policies and regulations. The remaining items on the list (see Appendix C) both participants felt they had adequate capacity in the following areas: staff to provide services, government funding, ability to communicate with stakeholders, coordinate services with other SPOs, create governing and strategic plans, and meet reporting requirements.

**Partnerships**

Both of the participants from Ashern and Arborg were engaged in partnerships within the community (see Appendix B for list of possible partnerships). The participants identified partnerships with the schools/school board, umbrella organization, SPOs, newcomers, health services, municipalities, businesses, the chamber of commerce, civil society groups, foundations, labour market services and Service Canada. However, more communication is necessary with the Chambers of Commerce to ensure they are fully aware of settlement services being offered in the region, but initiating this communication would tax SPO’s already strained manpower.

The activities conducted in partnership were categorized into three groups; settlement (e.g., getting jobs and housing, daily functioning), integration (e.g., teaching labour rules and human rights), and welcoming (e.g., orientation to community, civic events). Welcoming, settlement, and integration activities were conducted in partnership, though integration activities were the least reported. Resources in these organizations are reportedly strained and, despite the partnerships are established, it can be a challenge to find the additional time to specifically focus on issues related to newcomers.

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