



**REGIONAL MUNICIPALITY OF PEEL  
DIVERSITY, EQUITY, AND ANTI-RACISM COMMITTEE  
AGENDA**

**Meeting #:** DEAR-1/2020  
**Date:** Thursday, March 5, 2020  
**Time:** 9:30 AM  
**Location:** Council Chamber, 5th Floor  
Regional Administrative Headquarters  
10 Peel Centre Drive, Suite A  
Brampton, Ontario  
**Members:** T. Awuni, D. Damerla, G.S. Dhillon, R. Deo, J. Downey (Chair), N. Iannicca, J. Kovac,  
S. McFadden, R. Rokerya, R. Santos (Vice-Chair)

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1. CALL TO ORDER
2. DECLARATIONS OF CONFLICTS OF INTEREST
3. APPROVAL OF AGENDA
4. DELEGATIONS
5. REPORTS
  - 5.1 Indigenous Land Acknowledgement  
(Deferred from the November 7, 2019 Diversity, Equity and Anti-Racism Committee Meeting,  
due to lack of quorum) (Dealt with at the December 12, 2019 Regional Council Meeting)
  - 5.2 Culture Strategy and Diversity and Inclusion Strategy Development  
(For information) (Deferred from the November 7, 2019 Diversity, Equity and Anti-Racism  
Committee Meeting, due to lack of quorum) (WITHDRAWN) (Related to 5.3)
  - 5.3 Revised Culture Strategy and Diversity and Inclusion Strategy Development  
(For information) (Related to 5.2)  
Presentation by Juliet Jackson, Director, Office of Culture & Inclusion
  - 5.4 2020 Diversity, Equity and Anti-Racism Committee Work Plan
  - 5.5 Peel Pride Resolution: Support for Peel Pride

**6. COMMUNICATIONS**

- 6.1 Rodel Imbarlina-Ramos, Director, Peel Newcomer Strategy Group  
Letter dated October 28, 2019, Providing a Copy of the Peel Newcomer Strategy Group's  
2019 Report on Peel Newcomers (Receipt recommended) **(Deferred from the November 7,  
2019 Diversity, Equity and Anti-Racism Committee Meeting, due to lack of quorum)**

**7. IN CAMERA MATTERS**

**8. OTHER BUSINESS**

**9. NEXT MEETING**

Thursday, June 18, 2020  
Council Chamber, 5th Floor  
Regional Administrative Headquarters  
10 Peel Centre Drive, Suite A  
Brampton, Ontario

**10. ADJOURNMENT**

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**For Information**

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**REPORT TITLE:**     **Revised Culture Strategy and Diversity and Inclusion Strategy Development**

**FROM:**             Kathryn Lockyer, Acting Commissioner of Corporate Services

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**OBJECTIVE**

To inform the Diversity, Equity and Anti-Racism Committee about work related to the development of the Region's organizational Culture and organizational Diversity and Inclusion Strategies.

**REPORT HIGHLIGHTS**

- The Region of Peel has committed to a vision of ***Community for Life***, where everyone enjoys a sense of belonging and access to the services and opportunities they need to thrive at each stage of their lives.
- Key organizational strategies will support the outcomes of the Region's 20-year Strategic Plan, including the following two organizational strategies: the Culture Strategy and the Diversity and Inclusion Strategy.
- Key inputs to the development of the organizational Diversity and Inclusion Strategy include: data and evidence; stakeholder engagement; and legislation impacting programs and services.
- An internal advisory committee, inclusive of representation across the organization, has been created to guide the development and implementation of the Strategies.
- The Region of Peel has secured the expertise of an external objective party to support the development and completion of a workforce census and employment systems review – critical inputs into the Diversity and Inclusion Strategy.

**DISCUSSION**

**1. Background**

This report has been brought forward from the Diversity, Equity and Anti-Racism Committee meeting on November 17, 2019, where quorum was not met. This report has been revised to reflect updated and current information.

The Region of Peel is committed to its vision of a ***Community for Life***, where everyone enjoys a sense of belonging and access to the services and opportunities they need to thrive at each stage of their lives. To deliver on this commitment, key strategies must guide the work of the organization. These include, but are not limited to:

## Revised Culture Strategy and Diversity and Inclusion Strategy Development

- An organizational Culture Strategy which articulates how staff will work collectively to achieve the outcomes of the Region's 20-year Strategic Plan. In 2017, an organizational Culture Strategy was endorsed, and implementation began in 2018.

Lessons learned from this initial implementation highlighted opportunities for improvements, which resulted in the need for a strategy refresh.

This Culture Strategy, which is foundational to the success of the Diversity and Inclusion Strategy, will support staff to respond to the evolving needs of the community. The full Culture Strategy and implementation plan is included as Appendix I.

- An organizational Diversity and Inclusion Strategy, which will be a key enabler to developing a diverse and inclusive workplace that values and respects differences, recognizes the unique contributions and abilities of all people and facilitates innovative thinking to ensure programs and services address the diverse needs of the community. The strategy will be finalized in Q4 of 2020 and will be presented to the Diversity, Equity and Anti-Racism Committee in early 2021.

These strategies support the outcomes of the Corporate Social Responsibility Framework, particularly that the Region will improve as a socially responsible employer. They also directly align with the Region's 20-year Strategic Plan, specifically in the areas of:

- **Living** – with an outcome of having access to culturally appropriate services and contributing to community well-being
- **Thriving** – with an outcome of living in a community that embraces diversity and inclusion
- **Leading** – with an outcome of the Region of Peel being a model and progressive employer

The Region of Peel is one of the most diverse communities in Canada. According to the 2016 Census:

- 51.1 per cent of Peel's population are immigrants
- Peel had the highest percentage of visible minorities within the Greater Toronto Area at 62.3 per cent, broken down by municipality as:
  - Brampton – 73.3 per cent
  - Mississauga – 57.2 per cent
  - Caledon – 18.7 per cent

### a) Definitions

**Diversity** refers to a broad range of individual attributes such as race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, and other ideologies. The concept of diversity encompasses acceptance and respect. It means understanding that every individual is unique and recognizing that individual differences contribute to diversity of thought and perspective. When embraced, diversity is a strength that can enhance creativity, innovation and service delivery.



## Revised Culture Strategy and Diversity and Inclusion Strategy Development

**Inclusion** is an action. It is the act of making all individuals in an organization or society feel valued, respected and accepted. Inclusion is about creating an environment that embraces and values individual differences.

### 2. Inputs into the Development of the Region's Diversity and inclusion Strategy

The development of an organizational Diversity & Inclusion (D&I) Strategy is a key component to moving the Region towards achieving its vision of **Community for Life**. Several activities will serve as inputs to the development of the Strategy.

#### a) Data and Evidence

To create a D&I Strategy that results in meaningful outcomes for the organization, data is required. Two key activities that will allow the organization to move forward with a strategy for Peel are:

##### i. Workforce Census:

- Data collection to understand the composition of the workforce and alignment to positions and job levels.
- To be administered by the end of Q2 2020.

##### ii. Employment Systems Review:

- To identify systemic barriers in the organization's policies and practices, as it relates to recruitment, promotion and pay.
- To be completed by the end of Q4 2020.

#### b) Stakeholder Engagement

The Region will be collecting demographic data via external Client Satisfaction Surveys. This data will allow the organization to determine who uses its services and programs, and to help identify potential inequities in policies and programs.

As the D&I Strategy will address the needs of the community, both external and internal, it will be imperative to engage stakeholders at various stages in the development of the strategy. This will assist the Region to identify and plan how best to address the community's needs.

#### c) Legislation Impacting Programs and Services

Over the years, the Province has introduced legislation related to diversity and inclusion that have had broad reaching impact for organizations and for Canadians, like the *Accessibility for Ontarians with Disabilities Act, 2005* and several Ontario Human Rights Code policy changes. These types of changes will be key inputs into the organization's Culture and D&I Strategies.

### 3. Diversity, Equity and Anti-Racism Committee

On December 13, 2018, Regional Council approved the establishment of the Diversity, Equity and Anti-Racism Committee (DEAR Committee) to advise Regional Council about systemic barriers and diversity issues, both externally and internally, that may impact Regional programs and services. The Culture and D&I Strategies will be key guides to future organizational plans and activities, which support diversity and inclusion and enable the organization to achieve its vision of Community for Life.

## **Revised Culture Strategy and Diversity and Inclusion Strategy Development**

The DEAR Committee will be kept abreast of plans and activities that move the organization towards its vision of a **Community for Life** where everyone enjoys a sense of belonging and access to the services they need to thrive at every stage of their lives.

### **4. Next Steps**

The Region of Peel is securing the expertise of an external objective party to support the development and completion of a workforce census and employment systems review. Qualitative and quantitative data will be used to inform the development of a Diversity & Inclusion (D&I) Strategy for the organization.

An internal advisory committee inclusive of representation across the organization has been created to guide the development and implementation of the D&I Strategy through each phase of the work.

The D&I Strategy will be shared with the DEAR committee for endorsement in 2021.

## **FINANCIAL IMPLICATIONS**

It is estimated that the development and implementation of a Workforce Census and an Employment Systems Review will cost approximately \$125,000, which will be funded through the 2020 Human Resources operating budget.

## **CONCLUSION**

Activities related to diversity and inclusion (e.g. workforce census, employment systems review) will serve as inputs into the development of the organizational Culture and Diversity and Inclusion Strategies. The organizational Culture and Diversity and Inclusion Strategies are key components to guide the work that will support achieving the outcomes of the Region's 20-year Strategic Plan and vision of Community for Life, where everyone enjoys a sense of belonging and access to the services and opportunities they need to thrive through each stage of their lives.

## **APPENDICES**

Appendix I – Culture Strategy – 2018-2022

*For further information regarding this report, please contact Juliet Jackson, Director – Office of Culture & Inclusion, Ext. 6741, [Juliet.Jackson@peelregion.ca](mailto:Juliet.Jackson@peelregion.ca).*

*Authored By: Sharon Navarro, Program Support Specialist – Office of Culture & Inclusion*

## **Revised Culture Strategy and Diversity and Inclusion Strategy Development**

*Reviewed and/or approved in workflow by:*  
Department Commissioner and Division Director.

Final approval is by the Chief Administrative Officer.

A handwritten signature in black ink, reading "Nancy Polsinelli". The signature is written in a cursive, flowing style with a large initial "N".

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N. Polsinelli, Interim Chief Administrative Officer



# Region of Peel **CultureStrategy** 2018 - 2022





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# Introduction

## The Peel Story

The Region of Peel is recognized across Canada and around the world as a leader in public service.

To develop the Region’s 20-year Strategic Plan, the community was tasked to imagine Peel in 2035. Input was received online and in person from thousands of individuals and several community organizations. This input was used by Regional Council to develop the plan.

The Region’s 2015 - 2035 Strategic Plan sets out a roadmap that includes a bold vision for the community, a unifying mission for the organization and the outcomes we are collectively striving to achieve.

**Community for Life** is the vision of the Region’s 20-year Strategic Plan. It is a place where everyone enjoys a sense of belonging and has access to the services and opportunities needed to thrive throughout each stage of life.





# About this Strategy

This document establishes the Region of Peel’s Organizational Culture Strategy. Organizational Culture is a key enabler to achieving business outcomes. Broadly speaking, Culture is the personality of an organization. It defines “who we are” and can either hurt or help collaboration, innovation, inclusion and achievement of goals (Aborlo & Edwinah, 2014).



## Culture Journey

The Region has a reputation for delivering exceptional customer service. When the 20-year strategic plan was launched, there was an opportunity to examine how staff work together to deliver Regional programs and services. Insights drawn from best practice research and employee feedback identified that the Region needed to shift its culture from one that is rule-driven, hierarchical and risk-averse to one that is open, dynamic, innovative, collaborative and inclusive. This latter description is also referred to as the organization’s *aspirational culture*.

To continue meeting the evolving needs of Peel’s diverse community, there is room to improve how work gets done in the organization and the experience employees have along the way. In 2017, the Office of Culture and Inclusion was established to lead the organization on a culture journey.



This included the development of an organizational Culture Strategy and a refresh of the Regional Values. The Regional Values were refreshed to guide behaviour changes needed to reach our aspirational culture.

Overview of Strategy

Through the Culture Strategy the Region aims to build an inclusive work environment where employees experience a sense of belonging and safety. This strategy impacts programs, policies, processes and services across the organization. It connects with planning efforts and strategies across all departments.

Culture change requires participation and support from everyone. Internal partnerships are critical to the success of the Culture Strategy. Implementation of this strategy will increase trust, engagement, effectiveness, collaboration, empowerment and innovation.

Similar to other organizational priorities, culture must be monitored and measured to ensure it achieves its intended outcomes. It is only through the commitment, support and leadership of everyone that culture change can be realized.

Mandate

The mandate of the Region of Peel’s Culture Strategy is *Working with you* to create a cohesive and inclusive organizational culture to achieve the outcomes of the *Region’s Strategic Plan*.

At the Region of Peel, culture refers to our shared values that define our organization and are reflected in our behaviours.

Culture is...







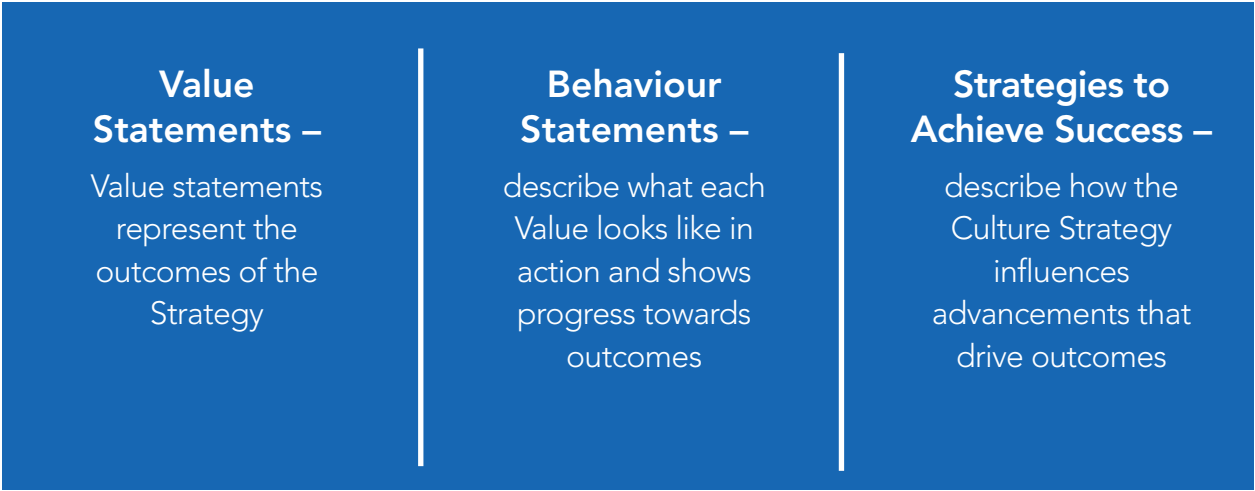
Benefits

Culture influences and reinforces the way things get done at work. Benefit to a positive organizational culture include: employee engagement, talent attraction and retention, physical and psychological health and well-being, commitment and productivity, performance and effectiveness (Cameron & Quinn, 1999). Culture impacts how members of an organization interact and work with each other, clients and stakeholders

Strategy Framework

The Culture Strategy (2018-2022) is built upon the Regional Values and guides the behaviour changes needed across the organization to evolve how work is done.

The Strategy is comprised of three components:



This Strategy is unique in that its success relies heavily on behaviour change. All leaders, departments and staff need to support and live the Regional Values and own their role in driving culture change. Sub-cultures will continue to exist as the Region’s business is diverse. What unites the organization is its shared Values and vision of **Community for Life**.



# Strategy Approach

The Culture Strategy guides how the Regional Values will drive the behaviour changes needed to evolve the workplace culture and address barriers that impede the organization's ability to be successful.

The following guiding principles drive execution and sustainment of the strategy.

- Developing a robust change approach to prepare, equip and support all Regional employees to adopt and live the Regional Values
- Collaborating with stakeholders to influence the planning
- Encouraging open, 2-way dialogue to build trust and safety
- Aligning to other Regional planning efforts and strategies
- Measuring the impact of the Culture Strategy and ensure continued progress and achievement of outcomes

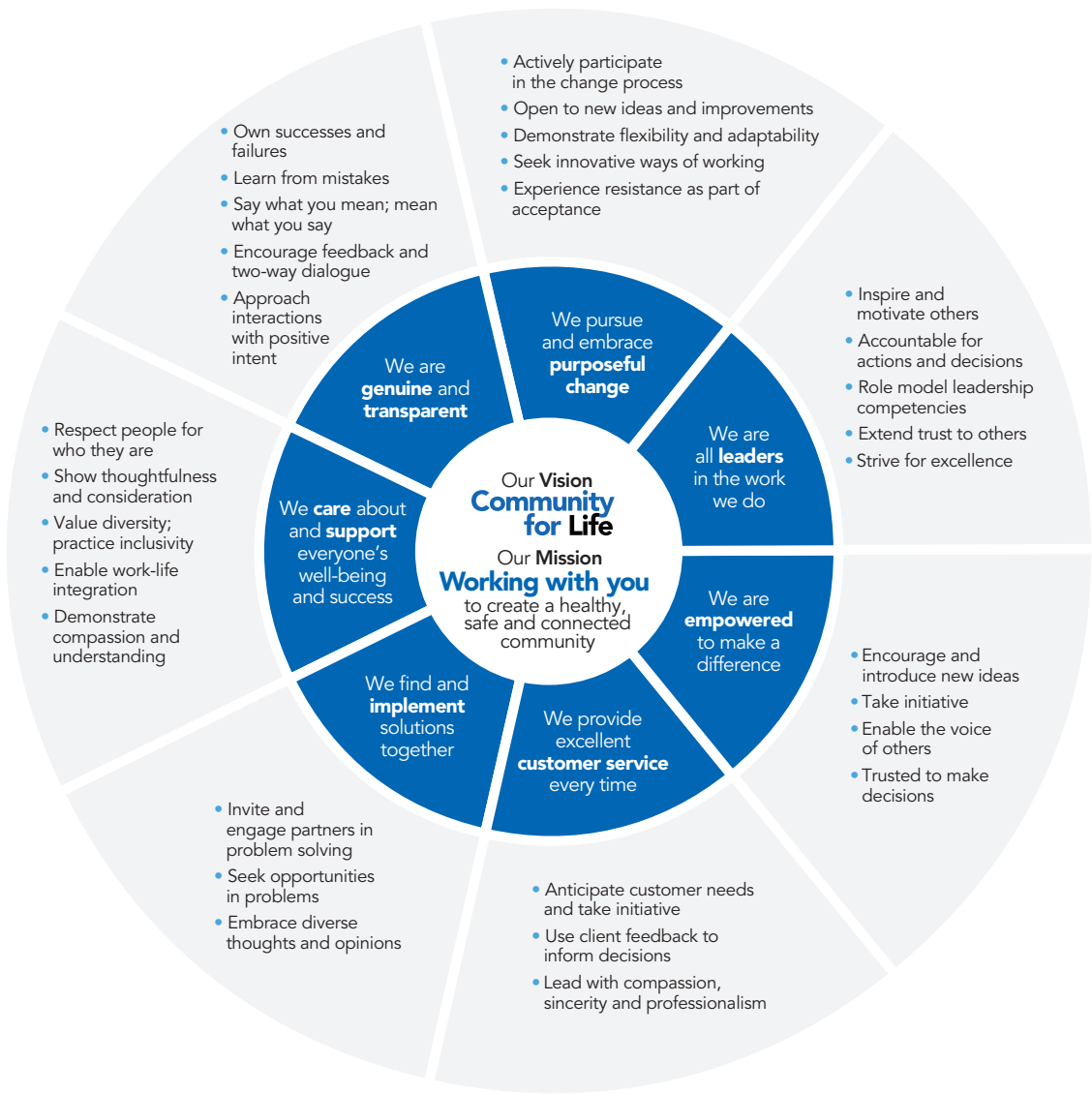




Strategy Outcomes

To create a workplace that is open, dynamic, collaborative, innovative and inclusive, everyone needs to live the Regional Values.

The Regional Values are the expected outcomes of the Culture Strategy. The outcomes, behaviour statements, success indicators and strategies to achieve success are described on the following pages.





## Outcome #1:

We are **empowered** to make a difference

### Behaviour Statements

- Encourage and introduce new ideas
- Take initiative
- Enable the voice of others
- Feel confident and trusted to make decisions

### Success Indicators

- Increase the percentage of employees who feel their work environment empowers them to make a difference
- Increase the percentage of employees who feel they have the opportunity to grow and develop

### Strategies to Achieve Success

1. Inspire pride and belonging by embedding the Values into organization wide initiatives, systems and practices
2. Invest in learning and development so that employees at all levels feel they have opportunities to grow and develop





## Outcome #2:

We are all **leaders** in the work we do

### Behaviour Statements

- Inspire and motivate others
- Accountable and responsible for actions and decisions
- Role model leadership attributes and competencies
- Extend trust to others
- Strive for excellence in my work

### Success Indicators

- Increase the percentage of employees who feel their work environment is one where people take responsibility for their work
- Increase the percentage of employees who feel trusted to take initiative with their work

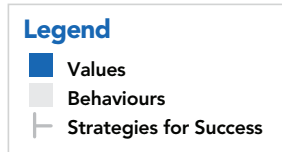
### Strategies to Achieve Success

1. Increase informal development opportunities to support individual growth and leadership development
2. Build knowledge and ability of Regional employees to role model leadership competencies and behaviours



# CultureStrategy

2018-2022



**For more information**  
email [ZZGcultureandinclusion@peelregion.ca](mailto:ZZGcultureandinclusion@peelregion.ca)



### Outcome #3:

We pursue and embrace **purposeful change**

#### Behaviour Statements

- Actively participate in the change process
- Open to new ideas, thoughts and improvements
- Demonstrate flexibility and willingness to adapt
- Seek new and innovative ways of doing things
- View resistance as a path to acceptance

#### Success Indicators

- Increase the percentage of employees who feel their work environment is flexible and willing to change and adapt
- Increase the percentage of employees who feel their work environment is open to new ideas, thoughts and ways of doing things

#### Strategies to Achieve Success

1. Build capacity to lead and support each other through change





**Outcome #4:**  
**We are *genuine* and *transparent***

**Behaviour Statements**

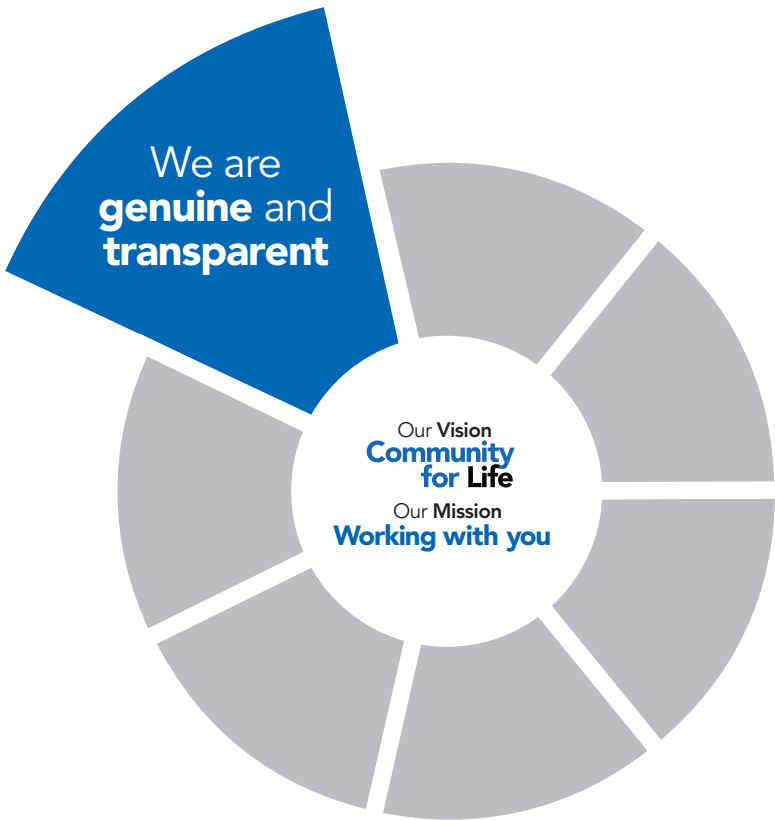
- Own successes and failures
- Learn from mistakes
- Say what you mean; mean what you say
- Engage in frequent feedback and encourage two-way dialogue
- Approach interactions with positive intent

**Success Indicators**

- Increase the percentage of employees who feel their work environment encourages open, honest feedback and discussion
- Increase the percentage of employees who feel their work environment is safe to say what they think

**Strategies to Achieve Success**

1. Increase meaningful dialogue and feedback







### Outcome #5:

We **care** about and **support** everyone's well-being and success

#### Behaviour Statements

- Respect every person for who they are
- Exhibit thoughtfulness and consideration
- Value diversity and practice inclusivity
- Enable work-life integration
- Demonstrate compassion and understanding

#### Success Indicators

- Increase the percentage of employees who feel their work environment values diversity and welcomes different thoughts and experiences
- Increase the percentage of employees who feel their work environment is respectful and inclusive

#### Strategies to Achieve Success

1. Raise awareness about diversity in the workplace and in the community
2. Create and maintain an inclusive work environment
3. Reduce barriers that impact physical and psychological well-being





**Outcome #6:**  
**We find and *implement* solutions *together***

**Behaviour Statements**

- Invite and engage our partners to solve problems
- Look for opportunities in problems
- Embrace diversity of thought and opinions

**Success Indicators**

- Increase the percentage of employees who feel their work environment solicits and actions input from external partners and stakeholders
- Increase the percentage of employees who feel their work environment collaborates with internal partners and stakeholders

**Strategies to Achieve Success**

1. Co-design solutions and collaborate with partners to bring culture, accessibility, diversity and inclusion perspectives to large impact projects and initiatives





**Outcome #7:**  
We provide excellent **customer service**  
every time

**Behaviour Statements**

- Anticipate customer needs and take initiative
- Seek and use client feedback to inform decisions
- Demonstrate compassion, sincerity and professionalism

**Success Indicators**

- Increase the percentage of employees who feel they provide service with compassion and empathy
- Increase the percentage of employees who feel they provide a consistently high standard of service to clients and citizens

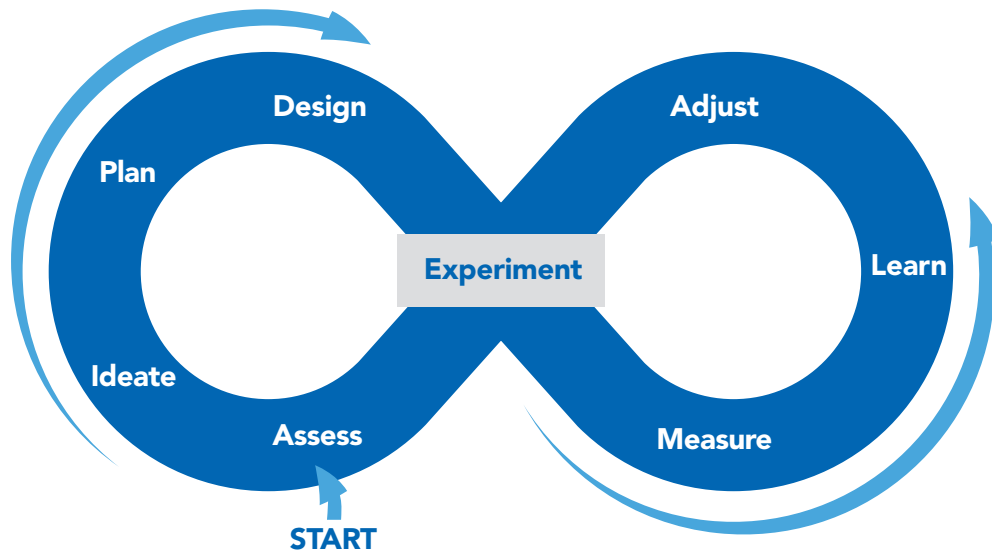
**Strategies to Achieve Success**

1. Leverage opportunities to influence service delivery
2. Increase knowledge and understanding of Regional programs and services





# Approach to Culture Change



Culture change is an iterative process that involves assessment, planning, implementation, measurement and continuous learning.

Change management is about PEOPLE and BEHAVIOUR. The ultimate success of achieving culture change is 100% dependent on people's behaviour. Change management efforts, as they pertain to the Culture Strategy, are focused on preparing, equipping and supporting employees to achieve the organization's aspirational culture. This is achieved through a multi-dimensional approach including a tactics that engage leaders, employee ambassadors and tools that increase knowledge and ability.

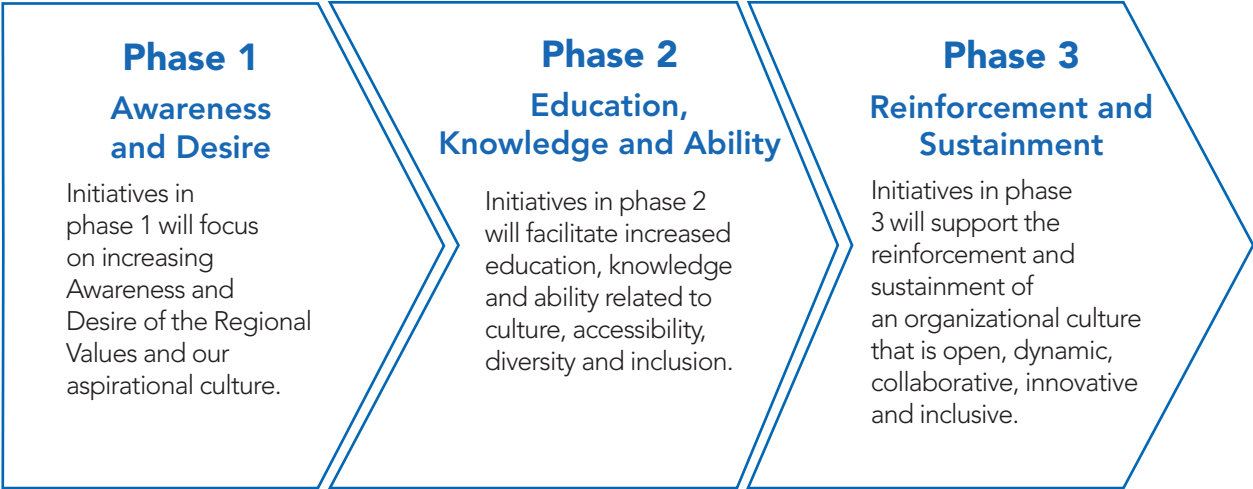
Change management principles and approaches will be applied to guide and influence behaviour change across the organization. A sustainability plan will ensure continuation and evolution of the Region's culture journey.



### Implementation Framework

The Culture Strategy is comprised of three implementation phases over 5 years which align with numerous change management approaches, including but not limited to ADKAR (shifting behaviours by building Awareness, Desire, Knowledge, Ability and Reinforcement of the change). Change is not a linear process, as such numerous tactics and activities will be implemented to nudge culture shift.

### Phasing



### Phase One: Awareness and Desire

Initiatives in phase 1 focus on increasing staff Awareness and Desire of the Regional Values and the organization’s aspirational culture. These include but are not limited to:

- Developing and executing a Culture change management plan, engagement plan and communication plan
- Launching new Regional Values across the organization
- Launching, executing and evaluating a refreshed Employee Ambassador Program (a change management tactic)
- Leading an agenda that builds awareness about culture, accessibility, diversity and inclusion through communications and events (i.e. Speaker Series, Flag Raisings)
- Developing a Culture Index (a measure to track progress of the Regional Values) that is integrated into the biennial Employee Survey



- Developing and implementing tools and resources to prepare and support people leaders with advancing their team's culture
- Collaborating with Human Resources to integrate the Regional Values into the new Performance Management Program and organization wide Onboarding and Recognition Programs
- Working with internal partners to amend existing systems, policies, practices and processes to align with the Regional Values and aspirational culture

### **Phase Two:** **Education, Knowledge and Ability**

Initiatives in phase 2 facilitate increased education, knowledge and ability of staff related to culture, accessibility, diversity and inclusion. These include but are not limited to:

Building awareness, education and knowledge of different dimensions of diversity, accessibility, well-being, unconscious bias and psychological safety

- Reviewing culture index findings and developing plans to address the results
- Collaborating with internal partners to influence how culture is integrated into planning, implementation and sustainment of systems, practices, policies and strategic initiatives within all departments
- Leading diversity, inclusion and accessibility planning





## **Phase Two-continued**

- Developing work approaches with partners to identify where strategies are needed to reinforce accountability and continued progress towards our aspirational culture
- Providing coaching and support to people leaders to identify and address challenges and opportunities related to culture, accessibility, diversity and inclusion
- Developing and implementing a new Inclusion and Diversity Strategy
- Developing and implementing tools and resources to increase the knowledge and ability of people leaders to role model leadership competencies and to advance organizational culture
- Influencing procurement and risk planning processes to ensure culture, accessibility, diversity and inclusion perspectives are considered
- Leveraging partnership with Human Resources to influence formal and informal learning opportunities related to culture, accessibility, diversity and inclusion

## **Phase Three: Reinforcement and Sustainment**

Initiatives in phase 3 support the reinforcement and sustainment of an organizational culture that is open, dynamic, collaborative, innovative and inclusive.

These include but are not limited to:

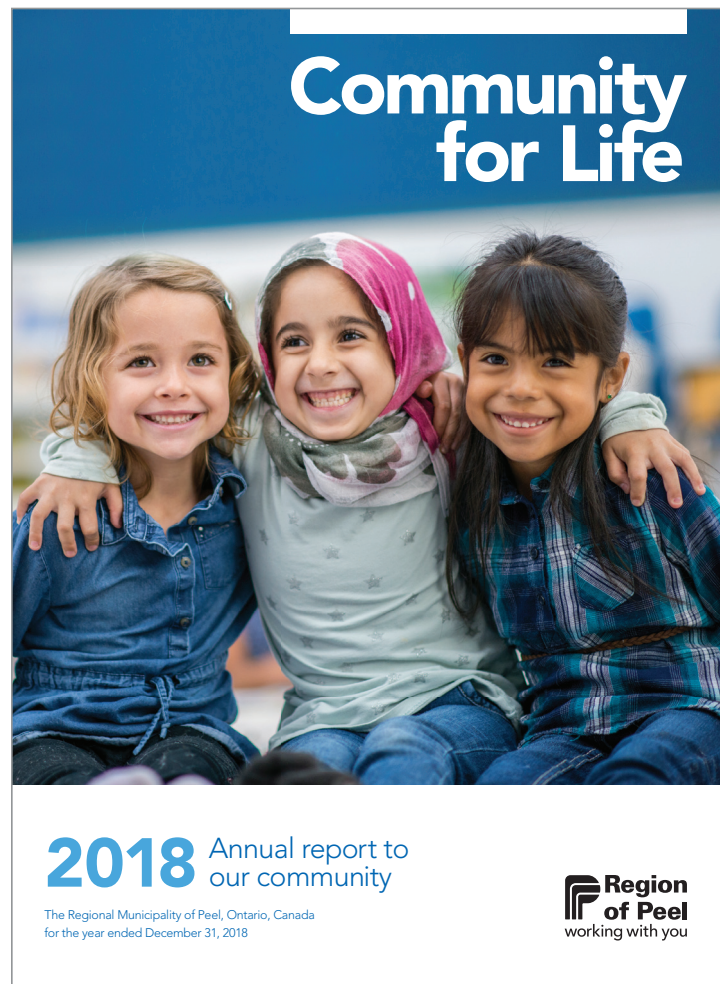
- Collaborating with partners to mitigate the risk of current culture derailing progress and achievement of our aspirational culture
- Introducing and promoting training opportunities related to culture, accessibility, diversity and inclusion
- Influencing the creation of new systems, policies, processes and practices that align with our Regional Values and support our aspirational culture
- Providing advice and coaching to leadership teams to advance organizational culture
- Partnering with stakeholders to reduce barriers that impact physical and psychological well-being
- Working with internal and external partners to understand needs and gaps to influence service delivery, recruitment and other processes
- Monitoring and evaluating progress of the Region's culture journey



# Measurement & Reporting

A Culture Index (CI) is in place to measure culture change progress over time. The Culture Index aligns to the Values and measures specific behaviours associated with each value. The Index is integrated into the Biennial Employee Survey which is completed by Regional employees. An operational measurement framework is in place to track activities, initiatives and tactics to advance culture across the Region.

Additional outcome measures will be developed to gain insights related to impact and effectiveness. Monitoring and reporting will inform future directions of the Culture Strategy. Staff will report on progress, challenges/ barriers and refinement and/or realignment of the outcomes of this strategy. The strategy will be reviewed every five years.







# Conclusion

Changing organizational culture is not easy and takes time. It also takes:

- Leadership commitment
- Connected vision, mission and values
- Change management
- Strong partnerships
- Influence through others
- Information, tools and resources that equip and support
- Flexibility and adaptability

Through the implementation of this strategy it is anticipated that by 2022 the organization will make significant shifts in the way work gets done and how services and programs are delivered. Being intentional about the Regional Values and Leadership Competencies will achieve culture change over time and remove the impediments that get in the way of becoming the organization we aspire to be.

*"If we can connect what we stand for as individuals with what our organization is capable of, there is little we can't accomplish" – Satya Nadella, CEO of Microsoft*

If you have questions or would like more information about this strategy, email [zzgcultureandinclusion@peelregion.ca](mailto:zzgcultureandinclusion@peelregion.ca)



# Culture Strategy

**Presentation to the Diversity, Equity and  
Anti-Racism Committee  
March 5, 2020**

Juliet Jackson,  
Director – Office of Culture & Inclusion

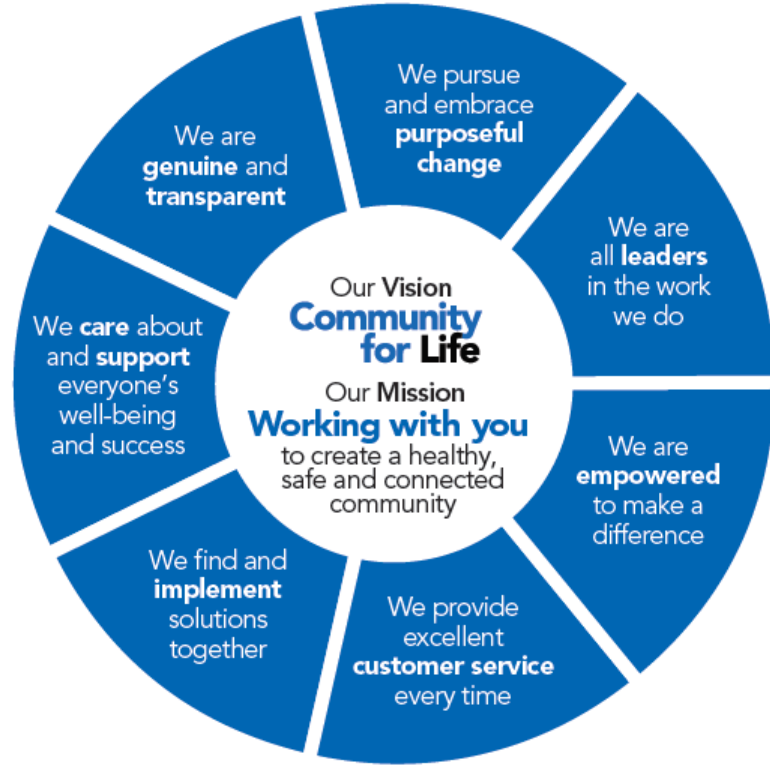
# Refreshed Regional Values



- Introduced in November 2017
- Guide behaviours to evolve how we work
- Values are outcomes of the Culture Strategy

# Refreshed Culture Strategy

- Influences programs, policies, processes and services
- Provides greater understanding of how organizational planning and strategies must work together to achieve outcomes of 20-year Strategic Plan



# Strategic Alignment

The Culture Strategy aligns and supports several organizational strategies and priorities, including:

- Region's 20-year Strategic Plan
- Corporate Social Responsibility Strategy
- Psychological Health and Well-Being
- Diverse and Inclusive Workplace



# Diversity & Inclusion Strategy



The Diversity and Inclusion Strategy will support the outcomes of the Region's 20-year Strategic Plan. Key inputs into the development of this strategy include:

- Workforce Census
  - To be administered in May/June 2020
- Employment Systems Review
  - Completed in 2020

The organizational Diversity and Inclusion Strategy will be developed in 2021.

# Strategy Approach



Aligning with key Planning efforts and strategies



Communication & Change Management Plan



Focused effort on people-leaders to lead organization



## Next Steps



Leverage key strategies and priorities to bring culture change to life



Influence policy, processes, practices and service delivery



Continue to educate staff and build their capacity to shift organizational culture



D & I Strategy presented in 2021 to Diversity, Equity and Anti-Racism Committee for endorsement

## Thank You. Questions?

Contact info:

Juliet Jackson

Director – Office of Culture and Inclusion

Region of Peel

[Juliet.Jackson@peelregion.ca](mailto:Juliet.Jackson@peelregion.ca)

(905) 791-7800 ext. 6741



**REPORT TITLE: 2020 Diversity, Equity and Anti-Racism Committee Work Plan**

**FROM: Kathryn Lockyer, Acting Commissioner of Corporate Services**

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## **RECOMMENDATION**

**That the work plan, attached as Appendix I to the report of the Acting Commissioner of Corporate Services, titled “2020 Diversity, Equity and Anti-Racism Committee Work Plan”, be approved.**

## **REPORT HIGHLIGHTS**

- On December 13, 2018, Regional Council approved the establishment of the Diversity, Equity and Anti-Racism Committee to advise Regional Council about systemic barriers and diversity issues in the community.
- A proposed 2020 work plan is attached as Appendix I.

## **DISCUSSION**

### **1. Background**

On December 13, 2018, Regional Council approved the establishment of the Diversity, Equity and Anti-Racism Committee (the “Committee”) to advise Regional Council about systemic barriers and diversity issues in the community, both external and internal, that may impact Regional programs and services.

### **2. 2019 DEAR Committee Activities**

The following activities related to the Committee were completed in 2019:

#### **a) Committee Composition**

At the inaugural Committee meeting, on April 4, 2019, it was decided that in order to gain a comprehensive perspective on diversity related issues, non-elected members should be included in the Committee composition. A recruitment process commenced to appoint three non-elected members from the Peel community. On September 28, 2019, three members of the Peel community were appointed to the Committee to serve as non-elected members.

#### **b) Committee Orientation and Training**

On April 4, 2019 elected Committee members received presentations from the Peel Data Centre and Black Community Action Network. The Peel Data Centre highlighted the diversity in the Peel community through a presentation regarding its demographic

## **2020 Diversity, Equity and Anti-Racism Committee Work Plan**

breakdown. A presentation from the Black Community Action Network provided an overview of diversity, inclusion and anti-racism.

On October 17, 2019, non-elected Committee members participated in an orientation session that provided an overview of Regional programs and services and an introduction to the Region of Peel's council proceedings. In addition, a training session for both elected and non-elected Committee members was facilitated by the Canadian Centre for Diversity and Inclusion to provide a shared understanding of diversity and inclusion, and how they influence the success of thriving communities.

### **3. Proposed 2020 Committee Work Plan**

The purpose of the Committee work plan is to guide Committee meetings and discussions. Work plans will align with the mandate of the Committee. Subsequent Committee work plans for the duration of the term will be proposed and presented to the Committee at the first meeting of each year for input and endorsement. As work plans are working documents, staff will make amendments as needed throughout the year. The Committee will be advised of any significant changes.

Based on the Committee mandate, a draft work plan for 2020 Committee meetings has been put forward, as outlined in Appendix I. Areas of focus for the Committee include, but are not limited to:

- Community Engagement and Delegations
- Systemic Issues in the Community
- Truth and Reconciliation
- Diversity & Inclusion Strategy Planning and Implementation
- Demographic Data Collection
  - External and Internal
- Regional Equity and Inclusion Practices
  - Regional Programs and Services
  - Training
  - Policies and Practices

The current Committee workplan mostly reflects internally focussed matters. With the development of the Diversity and Inclusion Strategy, there will be an increasing shift in focus to programs and services that impact the Peel community.

## **APPENDICES**

### **Appendix I – 2020 Diversity, Equity and Anti-Racism Committee Work Plan**

*For further information regarding this report, please contact Juliet Jackson, Director, Culture and Inclusion, ext. 6741, [juliet.jackson@peelregion.ca](mailto:juliet.jackson@peelregion.ca).*

*Authored By: Sharon Navarro, Program Support Specialist – Culture and Inclusion*

## **2020 Diversity, Equity and Anti-Racism Committee Work Plan**

*Reviewed and/or approved in workflow by:*  
Department Commissioner and Division Director.

Final approval is by the Chief Administrative Officer.

A handwritten signature in black ink, reading "Nancy Polsinelli". The signature is written in a cursive, flowing style. The first name "Nancy" is written in a larger, more prominent script, and "Polsinelli" follows in a similar but slightly smaller script. The signature is positioned above a horizontal line.

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N. Polsinelli, Interim Chief Administrative Officer

**APPENDIX I**  
**2020 DIVERSITY, EQUITY AND ANTI-RACISM COMMITTEE WORK PLAN**

**2020 DIVERSITY, EQUITY AND ANTI-RACISM COMMITTEE WORK PLAN**

<b>Meeting No:</b>	<b>Meeting Date:</b>	<b>Topic</b>	<b>Alignment to Strategic Plan</b>
1	March 5, 2020	<ul style="list-style-type: none"> <li>• <b>2020 Diversity, Equity and Anti-Racism Committee Work Plan</b></li> <li>• <b>Culture Strategy and Diversity and Inclusion Strategy Development</b></li> <li>• <b>Region of Peel Pride Resolution</b></li> </ul>	<p><b>Living:</b></p> <ul style="list-style-type: none"> <li>• Access to culturally appropriate services</li> </ul> <p><b>Thriving:</b></p> <ul style="list-style-type: none"> <li>• Live in a community that embraces diversity and inclusion</li> </ul> <p><b>Leading:</b></p> <ul style="list-style-type: none"> <li>• The Region of Peel is a model and progressive employer</li> <li>• Community voice and participation are welcome</li> </ul>
2	June 18, 2020	<ul style="list-style-type: none"> <li>• <b>Diversity and Inclusion Requirements and Mandates</b></li> <li>• <b>Diversity and Inclusion related Initiatives</b></li> <li>• <b>Multicultural Media Channels</b></li> </ul>	
3	October 15, 2020	<ul style="list-style-type: none"> <li>• <b>Update to the Development of the Organizational Diversity and Inclusion Strategy</b> <ul style="list-style-type: none"> <li>○ Workforce Census</li> <li>○ Employment Systems Review</li> </ul> </li> <li>• <b>Diversity and Inclusion Training Plan</b></li> </ul>	

**REPORT TITLE: Peel Pride Resolution: Support for Peel Pride**

**FROM: Kathryn Lockyer, Acting Commissioner of Corporate Services**

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## **RECOMMENDATION**

**That the Pride Resolution 2019-712 approved by Regional Council on July 11, 2019 be rescinded and substituted with the following:**

***Whereas, the Region of Peel recognizes Pride Month in July and is a supporter of 2SLGBTQ+ communities;***

***And whereas, symbols of Pride are a reflection of the diversity in the Region of Peel;***

***Therefore be it resolved, that the Region of Peel raise the rainbow flag annually for the month of July in recognition of Peel Pride;***

***And further, that the Region of Peel allocate funds on an annual basis, up to a maximum of \$25,000, between the Cities of Brampton and Mississauga and the Town of Caledon with each receiving up to one third of the funds;***

***And further, that the funds be applied toward visible demonstrations of Pride across the Region as determined through consultation with the communities and staff of each respective municipality;***

***And further, that visible demonstrations may include but are not limited to flags, murals and crosswalks;***

***And further, that funds will not be used for entertainment or event purposes.***

## **REPORT HIGHLIGHTS**

- At the July 11, 2019 Regional Council meeting, Resolution 2019-712 was passed providing that the Region of Peel commit up to \$25,000, between the Cities of Brampton and Mississauga and the Town of Caledon, for the creation of a road decal Pride Flag crosswalk and Trans Flag crosswalk in consultation with 2SLGBTQ+ communities on a yearly basis as part of Peel Pride.
- Placement of decals were limited to certain areas as per advice and information provided by local and Regional Transportation Services. Locations were not necessarily ideal to achieve optimal visibility and impact.
- Two of the decals needed replacing – one due to vandalism and another due to peeling off.

## Peel Pride Resolution: Support for Peel Pride

- There are numerous ways to visibly demonstrate the Region's support of Peel Pride and its 2SLGBTQ+ communities, in addition to the events/efforts that are led and funded annually by local municipalities.
- In December 2019, Regional and City staff met to discuss how to best move forward with implementing the resolution in 2020 and thereafter. There was consensus among all parties that more research and consultation is required in order to demonstrate visible support for Peel Pride in a meaningful way.

## DISCUSSION

### 1. Background

The Region of Peel is committed to building a diverse and inclusive workplace and community. The month of July is known as Peel Pride Month. This is a time where support for 2SLGBTQ+ communities is amplified. Municipalities throughout the country and province have a history of acknowledging and recognizing Pride Month. Efforts include but are not limited to flag raisings, community events and painted crosswalks. For example, in 2018 and 2019 the City of Brampton hosted an annual 'Pride in the Square' event, and in 2019 Mississauga hosted its first PRIDE Social.

In July 2019, Regional Council approved the following Resolution 2019-712:

*Whereas the Region of Peel recognizes Pride Month in July and is a supporter of the 2SLGBTQ+;*

*And whereas, symbols of Pride are a reflection of the diversity in the Region of Peel;*

*Therefore be it resolved, that the Region of Peel allocate funds up to \$25,000 (or an appropriate amount) between the Cities of Brampton and Mississauga and the Town of Caledon for the creation of a road decal Pride Flag (updated in Philadelphia in 2017) Cross walk and Trans Flag Cross walk, in consultation with the 2SLGBTQ+ Communities, on a yearly basis as part of Peel Pride Month across the Region to be installed in locations of prominence in each city/town as determined by the communities and staff.*

### 2. Results

Subsequent to the passing of Resolution 2019-712, Region of Peel staff led the implementation of decals in concert with the local municipalities. Due to time constraints, consultation among 2SLGBTQ+ communities were limited.

Several insights were gained through this experience:

- i) Placement of decals were limited to certain areas as per advice and information provided by local and Regional Transportation Services. Locations were not necessarily ideal to achieve optimal visibility and impact.
- ii) Decals are easily damaged. Two decals needed replacing – one due to vandalism and another due to peeling off.
- iii) Making changes to existing crosswalks is a complex exercise that can affect the integrity of the pavement surface, reduce the longevity of the markings, decrease the adherence of the treatments to the road surface, impact the coefficient of



## **Peel Pride Resolution: Support for Peel Pride**

- friction (affecting pedestrians and vehicles), and increase maintenance schedules and costs.
- iv) The installation of special markings at a single intersection can cost upwards of \$50,000 (depending on the size and configuration of the intersection).
- v) Time, planning and consultation are required to approach this initiative in a coordinated and meaningful way.

An amendment to Resolution 2019-712 is proposed to address these insights (as outlined in section 4 below).

### **3. Region of Peel Education and Awareness Activities**

In addition to visual demonstrations at the local municipal level, the Region of Peel will participate in education and awareness activities to recognize Peel Pride. It is recommended that the rainbow flag be raised at various Regional locations annually for the month of July to acknowledge Peel Pride. Furthermore, the Region of Peel will facilitate activities to increase awareness and knowledge about the LGBTQ2S+ community to promote inclusion and diversity.

### **4. Proposed Direction**

In December 2019, staff from the Region and each local municipality met to discuss how to move forward with implementing the resolution in 2020 and thereafter. There was agreement among all parties that:

- i) More research and consultation are required in order to execute visible support for Pride Month in a meaningful way.
- ii) Funding should not be limited to road decals. There are numerous ways to visibly demonstrate the Region's support of Peel Pride and its 2SLGBTQ+ communities, in addition to the events/efforts that are led and funded annually by local municipalities.
- iii) Proposed amendments to the resolution will afford greater flexibility, creativity and ownership of this initiative, while presenting a unique opportunity for local municipalities and the Region to unite in their commitment to diversity and inclusion in Peel.
- iv) The Region of Peel will distribute funding to local municipalities with each receiving up to one third of the funds.

### **Proposed Amendments to Resolution 2019-712**

*Whereas the Region of Peel recognizes Pride Month in July and is a supporter of 2SLGBTQ+ communities;*

*And whereas, symbols of Pride are a reflection of the diversity in the Region of Peel;*

*Therefore be it resolved, that the Region of Peel raise the rainbow flag annually for the month of July in recognition of Peel Pride;*

*And further, that the Region of Peel allocate funds on an annual basis, up to a maximum of \$25,000, between the Cities of Brampton and Mississauga and the Town of Caledon with each receiving up to one third of the funds;*

## **Peel Pride Resolution: Support for Peel Pride**

*And further, that the funds be applied toward visible demonstrations of Pride across the Region as determined through consultation with the communities and staff of each respective municipality;*

*And further, that visible demonstrations may include but are not limited to flags, murals and crosswalks;*

*And further, that funds will not be used for entertainment or event purposes.*

## **FINANCIAL IMPLICATIONS**

There is sufficient funding in the 2020 budget to fund the \$25,000 for this initiative.

## **CONCLUSION**

The proposed amendment to this resolution provides an opportunity for municipalities and the Region to unite in their commitment to diversity and inclusion and visibly demonstrate support for 2SLGBTQ+ communities in a meaningful way. Each municipality is encouraged to support Peel Pride in their own unique way.

*For further information regarding this report, please contact Melissa Magder, Advisor of Strategic Initiatives, Culture and Inclusion, Ext. 8642, [Melissa.magder@peelregion.ca](mailto:Melissa.magder@peelregion.ca).*

*Authored By: Melissa Magder, Advisor of Strategic Initiatives, Culture and Inclusion*

*Reviewed and/or approved in workflow by:*  
Department Commissioner and Division Director.

Final approval is by the Chief Administrative Officer.



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N. Polsinelli, Interim Chief Administrative Officer

28 October 2019

**Letter requesting that Peel Newcomer Strategy Group be added  
to the Diversity, Equity and Anti-Racism Committee meeting  
agenda on 7 November 2019**

To Whom It May Concern:

Peel is a rare immigrant-*majority* community whose population is comprised 51.5 percent of immigrants, according to census 2016 data. Together, Caledon, Brampton and Mississauga comprise the fourth-largest recipient community of newcomers in Canada after Toronto, Vancouver and Montreal. Immigrant admission levels are expected to rise in the coming years, and many communities across Canada look to Peel's example for how our region welcomes and integrates newcomers.

Peel Newcomer Strategy Group (PNSG) is the Region's local immigration partnership – a community collaborative that engages local service providers and stakeholders to optimize and coordinate services that facilitate newcomer settlement and integration through partnerships, research, community-based knowledge sharing and strategic planning. PNSG is a project of the United Way of Greater Toronto (UWGT) and is funded by Immigration, Refugees & Citizenship Canada (IRCC), Region of Peel and UWGT.

We seek an opportunity to be included on the agenda for the Region's Diversity, Equity & Anti-Racism committee meeting scheduled November 7, 2019 to:

- Share findings from our *2019 Report on Peel Newcomers* to inform the work of the Diversity, Equity and Anti-Racism Committee; and
- Highlight how PNSG works with local stakeholders to increase regional capacity to integrate newcomers and create a more welcoming community for all

I welcome any questions you may have about this request, and we warmly await your reply.

Warm regards,

A handwritten signature in blue ink that reads "Rodel Imbarlina-Ramos".

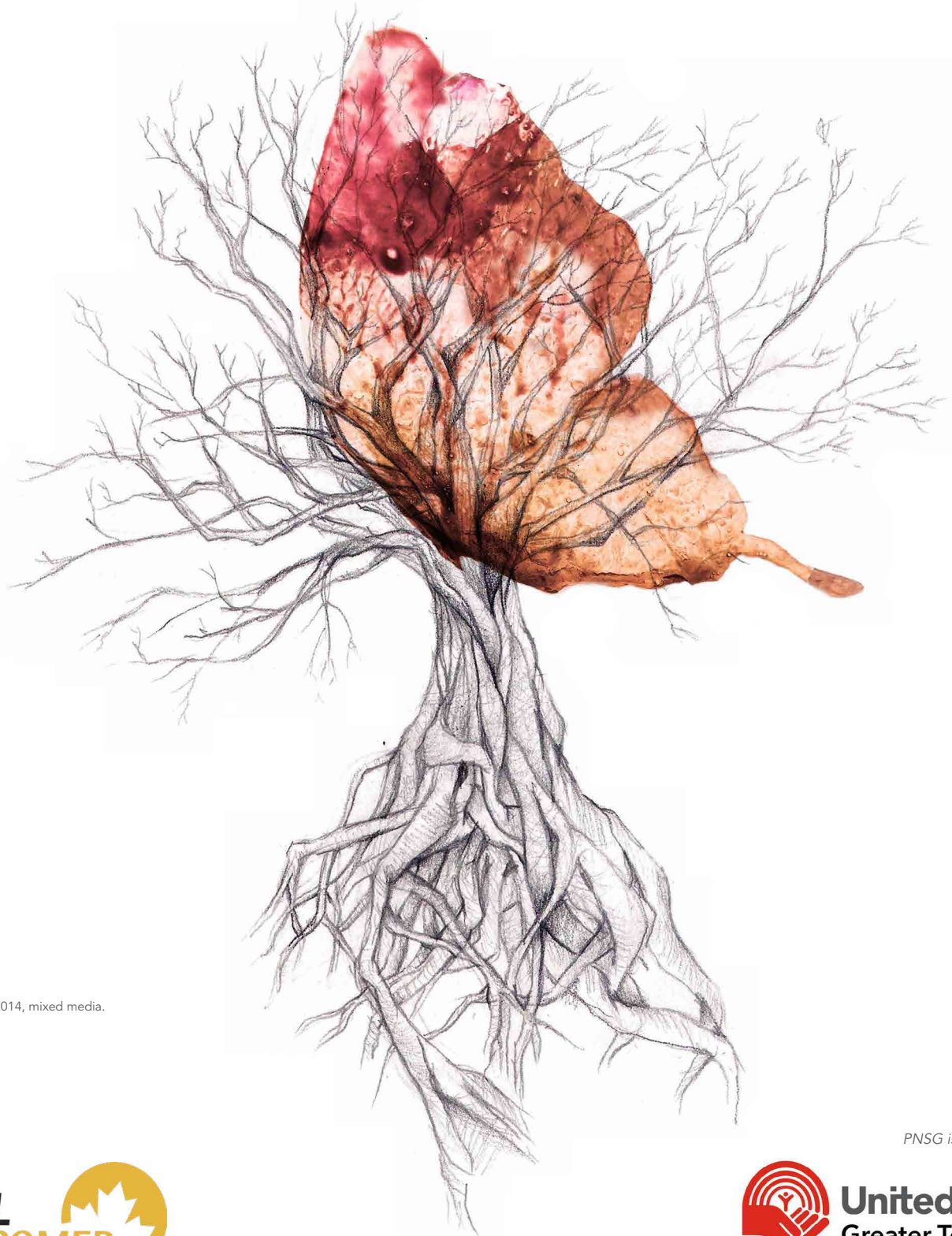
Rodel Imbarlina-Ramos  
Director, Peel Newcomer Strategy Group

REFERRAL TO \_\_\_\_\_  
RECOMMENDED \_\_\_\_\_  
DIRECTION REQUIRED \_\_\_\_\_  
RECEIPT RECOMMENDED ☒ \_\_\_\_\_

March 2019

# Report on Peel Newcomers

Peel Newcomer Strategy Group



*Roots and Wings*  
Meryam Ahsan, 2014, mixed media.

*PNSG is a project of*

## Writers

Rodel Imbarlina-Ramos, Director, Peel Newcomer Strategy Group  
Trisha Scantlebury, Research & Policy Specialist, Peel Newcomer Strategy Group

## Acknowledgements

We recognize a number of research and community stakeholders who contributed content, insights and advice to this report:

- Peel Data Centre, Region of Peel: Ron Jaros, Manager; and Kevin Farrugia, Advisor
- Peel-Halton Workforce Development Group: Shalini Da Cunha, Executive Director
- Region of Peel: Sonia Pace, Director, Community Partnerships
- Regional Diversity Roundtable: Varsha Naik, Executive Director; and Nafeesa Jalal, Project Coordinator
- United Way of Greater Toronto: Pedro Barata, Senior Vice President, Community Impact & Strategy; Ruth Crammond, Vice President, Community Investment & Development; Michelynn Laflèche, Vice President, Strategy, Research and Policy; Mihaela Dinca-Panaïtescu, Manager, Research, Public Policy and Evaluation; and Laura McDonough, Senior Manager, Research, Public Policy & Evaluation
- University of Western Ontario: Dr. Michael Haan, Associate Professor, Canada Research Chair in Migration and Ethnic Relations, Director of the Statistics Canada Research Data Centre at Western and Director of the Collaborative Graduate Program in Migration and Ethnic Relations; and Tina Luu Ly, Ph.D. Student, Department of Sociology

## Funding

Funding for the IMDB/Longitudinal Immigration Database study and the informal settlement study cited in this report as well as the production and release of this document was provided by the Region of Peel.

## Data disclaimer

Access to data from the IMDB/Longitudinal Immigration Database was provided by Statistics Canada's Research Data Centre at the University of Western Ontario. This research was supported by funds to the Canadian Research Data Centre Network (CRDCN) from the Social Sciences and Humanities Research Council (SSHRC), the Canadian Institute for Health Research (CIHR), the Canadian Foundation for Innovation (CFI), and Statistics Canada. Although the research and analysis are based on data from Statistics Canada, the opinions expressed do not represent the views of Statistics Canada.

## Web links

This report contains weblinks to external source material. These links were current at time of writing. PNSG is neither responsible for the future integrity of these links, nor for the content that these websites contain.

## Cover art

*Roots and Wings* is from a 2014 series by Meryam Ahsan. The artist continues to maintain a long fascination with trees, based on themes inspired by family heirlooms, as well as butterflies for their capacity for metamorphosis and migration. Born to Pakistani parents and after spending her childhood in the UAE, Meryam is establishing new roots in Peel, both as a local artist and volunteer at the Art Gallery of Mississauga.

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## Peel Newcomer Strategy Group

Peel Newcomer Strategy Group (PNSG) is the local immigration partnership for Peel Region, serving the City of Brampton, the Town of Caledon and the City of Mississauga. As a community collaborative, PNSG engages local service providers and stakeholders to optimize and coordinate services that facilitate newcomer settlement and integration – through partnerships, research, community-based knowledge sharing and strategic planning.

PNSG is a project of the United Way of Greater Toronto (UWGT) and is funded by:



## Glossary

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### **Emigrant**

An immigrant who lived in Peel and is now residing outside of Peel.

### **GTA**

“Greater Toronto Area,” which includes the Regional Municipality of Halton, Peel Region, the City of Toronto, the Regional Municipality of York and the Regional Municipality of Durham.

### **IMDB or Longitudinal Immigration Database**

A Statistics Canada product that combines immigrant landing information with Canada Revenue Agency tax-filer data, providing insights about immigrants’ mobility and labour market participation.

### **Immigrant**

A person born outside of Canada who is a permanent resident.

### **Newcomer**

Any permanent foreign-born resident who arrived in Canada at any time over the past five years. This report focuses on the most recent census period (2011-2016), so the term generally refers to immigrants who settled in Canada during this timeframe.

### **Primary migrant**

An immigrant who settles directly in Peel after arriving in Canada.

### **Secondary migrant**

An immigrant who arrived to Canada and initially settled outside of Peel, but is now residing in Peel.

## Introduction

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Peel is a large and vibrant regional municipality comprising Brampton, Caledon and Mississauga. A major settlement destination for newcomers to Canada, Peel is also an immigrant-*majority* population. According to 2016 census data, immigrants account for 51.5 percent of Peel's population of 1.37 million residents. Among them, 94,105 are newcomers who arrived to Canada during the 2011-2016 census period. This means that over this five-year period, Peel welcomed an average of 18,821 newcomers annually.

Peel stakeholders are keenly aware of the newcomer and immigrant composition of the population. Many service-providing organizations participate on community committees that feature frequent discussions about topics facing our newcomer population as well as our collective ability to address these issues. This discourse is vital given that the needs of newcomers can be numerous and complex, requiring the expertise and participation of multiple service-providing organizations to support newcomers effectively and holistically.

While Canadians tend to have a positive view overall towards immigrants, recent media attention has tended to focus on narrow aspects of a much broader immigration program aimed at driving population and labour force growth amid a persistently low national birth rate and impending baby-boomer retirements. This may be contributing to an increasingly, but disproportionately, contentious discourse about immigrants.

We believe that discussions about the settlement and integration of newcomers should be grounded in qualitative and quantitative evidence to guide policy decisions and service design. Canada's federal government plans to boost the volume of immigrant admissions in the coming years, and this will have an impact in Peel. In 2016, Canada admitted 296,346 permanent residents, and Peel settled about 6.4 percent of this total. If this proportion holds, by 2021 when the annual admission level is expected to rise to 350,000, Peel can expect to settle about 22,200 newcomers each year, or about 3,500 more than it did in 2016.



*How can this report help?* In 2018, PNSG conducted two community consultations with local stakeholders, as well as an online survey of local settlement service providers. We also commissioned two pieces of research: a longitudinal immigration database study examining the inward and outward flows of Peel immigrants and their participation in the labour market; as well as a novel study of informal (i.e., non-service provider) settlement supports. Collectively, the data, insights and recommendations gathered across these sources contribute to an updated and multi-faceted picture of newcomers in Peel.

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This report is the compilation of this data-gathering. It paints a broad picture of newcomer settlement in Peel and suggests how these findings should influence local settlement and integration efforts for greater efficacy and impact.

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It also surfaces insights and questions at an interesting time in our immigration discourse, not the least of which: *Are we having the right conversations about newcomers and immigrants?*

## **We hope this report will**

- Strengthen the ability of local stakeholders to address current issues facing newcomers and immigrants in their planning
- Inform policy and program development, as well as new research opportunities
- Promote more effective coordination among local stakeholders to address newcomers' settlement priorities
- Paint a wider picture of newcomer settlement and integration from the lens of formal and informal systems, which can drive a more cohesive effort to engage all newcomers in Peel
- Promote a more evidence-based discussion about newcomers and immigrants

## Key findings

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**The flows of immigrants into and out of Peel are dynamic, challenging any notion that Peel is solely an immigrant-receiving region:**

- Secondary migration is a stronger driver of immigrant inflow than primary migration, and this rate is increasing
- A large number of immigrants leave Peel annually, and this number is increasing
- Immigrant flows are largely centred around the GTA, including Hamilton

**While some economic outcomes for newcomers in Peel show promise, there are important disparities still to address:**

- In Peel, Canadian-born residents persistently earn more than immigrants
- Despite lower median incomes, immigrants in Peel are less likely to rely on social assistance income than Canadian-born residents
- Peel immigrants reach median income parity with other immigrants and Canadian-born residents at varying rates depending on education, admission category and their ability to speak both official languages
- While immigrant unemployment rates are falling in the GTA, newcomers and immigrants in Peel continue to be under-employed disproportionately despite having high levels of education

**Newcomers require more effective formal and informal settlement supports:**

- Formal settlement services need to evolve to better address a wider spectrum of newcomer priorities.
- Service providers can benefit from increased support to facilitate cross-sector partnerships, service navigation and client referrals, as well as the ability to measure impact.
- While a majority of newcomers rely on informal supports to facilitate their integration into the community, many newcomers recommend the assistance of formal, government-funded settlement services.

## By the numbers

7

### Immigrants and newcomers compared to total population by Canadian municipality (2016)

MUNICIPALITY	2016 POPULATION	FOREIGN-BORN POPULATION	FOREIGN-BORN AS % OF POPULATION	NEWCOMERS ARRIVED 2011-2016	NEWCOMERS AS % OF TOTAL POPULATION	ANNUALIZED NUMBER OF NEWCOMERS, 2011-2016
Peel	1,372,640	706,835	51.5%	94,105	6.8%	18,821
Caledon	66,215	16,310	24.6%	780	1.2%	156
Brampton	590,950	308,790	52.3%	39,915	6.8%	7,983
Mississauga	715,475	381,730	53.4%	53,410	7.5%	10,682
GTA	6,345,725	2,799,115	44.1%	362,260	5.7%	72,452
Toronto	2,691,665	1,266,005	47.0%	187,950	7.0%	37,590
York	1,100,950	515,225	46.8%	51,405	4.7%	10,281
Halton	540,980	160,165	29.6%	20,485	3.8%	4,097
Durham	639,490	150,885	23.6%	10,315	1.6%	2,063
Windsor	329,144	74,495	22.6%	9,265	2.8%	1,853
London	494,069	94,690	19.2%	11,960	2.4%	2,392
Waterloo	535,154	119,335	22.3%	14,045	2.6%	2,809
Hamilton	747,545	177,070	23.7%	17,420	2.3%	3,484
Kingston	161,175	18,400	11.4%	1,720	1.1%	344
Ottawa	934,243	216,505	23.2%	30,075	3.2%	6,015
Vancouver	2,463,431	989,540	40.2%	142,535	5.8%	28,507
Edmonton	932,546	274,360	29.4%	71,555	7.7%	14,311
Calgary	1,239,220	383,065	30.9%	89,665	7.2%	17,933
Winnipeg	705,244	176,155	25.0%	52,020	7.4%	10,404
Montreal	1,704,694	570,940	33.5%	128,460	7.5%	25,728
Halifax	403,131	37,200	9.2%	9,425	2.3%	1,885

Source: Statistics Canada, Census of Canada 2016 data

CMA (census metropolitan area) figures provided for Windsor, London, Hamilton and Kingston, as well as Vancouver. Regional municipality figures provided for Waterloo and Halifax. City municipality figures provided for Calgary, Edmonton, Winnipeg and Montreal.

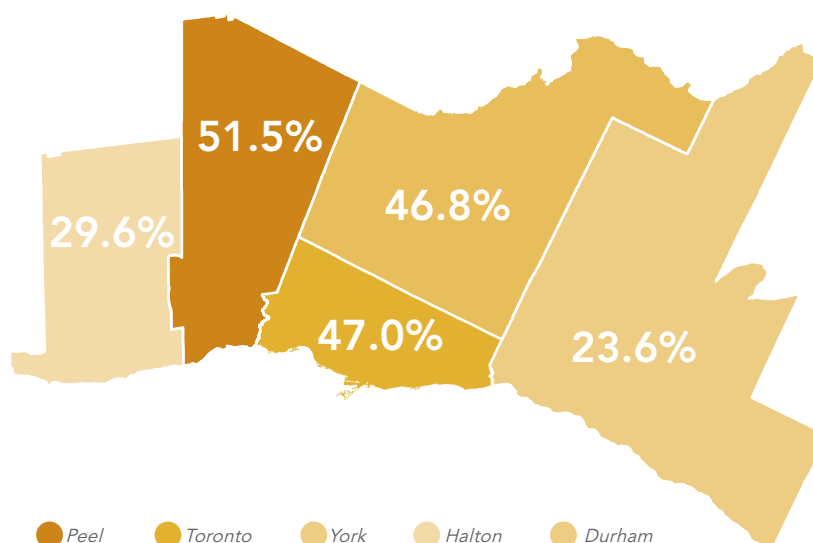
In 2016, the Canadian population was 34,460,065. The national proportion of those born outside of Canada was 21.9 percent (or 7,540,830) of this total. Newcomers – who arrived during the 2011-2016 census period – comprised 3.5 percent (or 1,212,075) of the national population.

The Greater Toronto Area (GTA) settled 29.9 percent (or 362,260) of all newcomers who arrived to Canada during this timeframe. Peel welcomed 26 percent (or 94,105) of all newcomers who chose to settle in the GTA.

Together, Peel's three municipalities would comprise the fourth-largest recipient community of newcomers on an annual basis after Toronto, Vancouver and Montreal, and slightly ahead of Calgary.

Peel's long experience in welcoming newcomers has made it the only immigrant-majority region in the GTA, according to census 2016 data. Peel is comprised 51.5 percent of immigrants with Toronto and York not far behind. Thanks to the GTA's popularity with newcomers, these rates far outstrip those in other major Canadian cities as well as municipalities across Ontario.

#### Immigrants as a proportion of total population in GTA regions (2016)



Source: Peel Data Centre based on Statistics Canada, Census of Canada 2016 data.

Most of Peel's newcomer population is centred in its urban municipalities: Brampton and Mississauga. Peel welcomes more than 50 newcomers on a daily basis – about 29 to Mississauga and 22 to Brampton.

Page 11 features a density distribution of Peel newcomers during the 2011-2016 census period with each dot representing 20 individuals. Page 12 organizes this distribution according to census tract. Both show that notable concentrations of newcomer settlement occur in:

- Southwest Brampton
- The Bramalea City Centre corridor in Brampton
- Churchill Meadows in Mississauga
- Malton in Mississauga
- Mississauga City Centre/Square One in Mississauga
- Cooksville in Mississauga

While each regional and local municipality in the GTA showed population increases in the five-year periods leading up to 2011 and 2016, Brampton and Caledon showed considerably higher rates of total population growth, while Mississauga's population grew more modestly.

Fewer newcomers settled in Peel during the 2011-2016 census period than in 2006-2011, and newcomers comprised a smaller proportion of the total population. Among Peel's three municipalities, Caledon was the exception; it welcomed more newcomers in 2011-2016 than it did in 2006-2011.

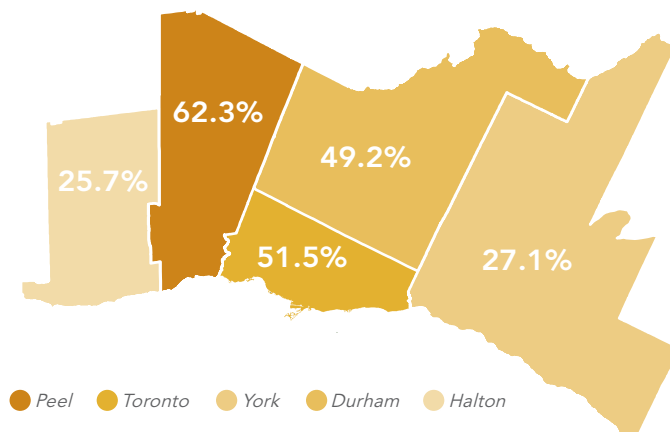
## Change in proportion of newcomer population by GTA municipality

MUNICIPALITY	2006-2011			2011-2016			
	TOTAL POPULATION	NEWCOMERS	NEWCOMERS AS A % OF TOTAL POPULATION	TOTAL POPULATION	NEWCOMERS	NEWCOMERS AS A % OF TOTAL POPULATION	5-YEAR GROWTH RATE IN TOTAL POPULATION
Peel	1,289,010	100,910	7.83%	1,372,640	94,105	6.86%	6.5%
Caledon	58,975	410	0.69%	66,215	780	1.18%	12.3%
Brampton	521,315	40,700	7.81%	590,950	39,915	6.75%	13.4%
Mississauga	708,725	59,795	8.44%	715,475	53,410	7.46%	1.0%
Toronto	2,576,025	216,525	8.40%	2,691,665	187,950	6.98%	4.5%
Halton	495,445	14,575	2.94%	540,980	20,485	3.79%	9.2%
York	1,024,225	47,725	4.66%	1,100,950	51,405	4.67%	7.5%
Durham	601,605	8,950	1.49%	639,490	10,315	1.61%	6.3%
GTA	5,986,310	388,685	6.49%	6,345,725	364,260	5.74%	6.0%

Source: Statistics Canada, 2011 National Household Survey, 2006 and 2016 Census of Population.

Among GTA municipalities, Halton and Durham saw boosts in newcomers as a proportion of their respective total populations from one census period to the next. York saw a marginal increase, while Toronto and Peel saw declines in this respect. Regardless, GTA municipalities overall continued to welcome high numbers of newcomers that rival similarly-sized municipalities elsewhere in Ontario and Canada. What's more, Peel boasts the highest percentage of visible minorities in the GTA:

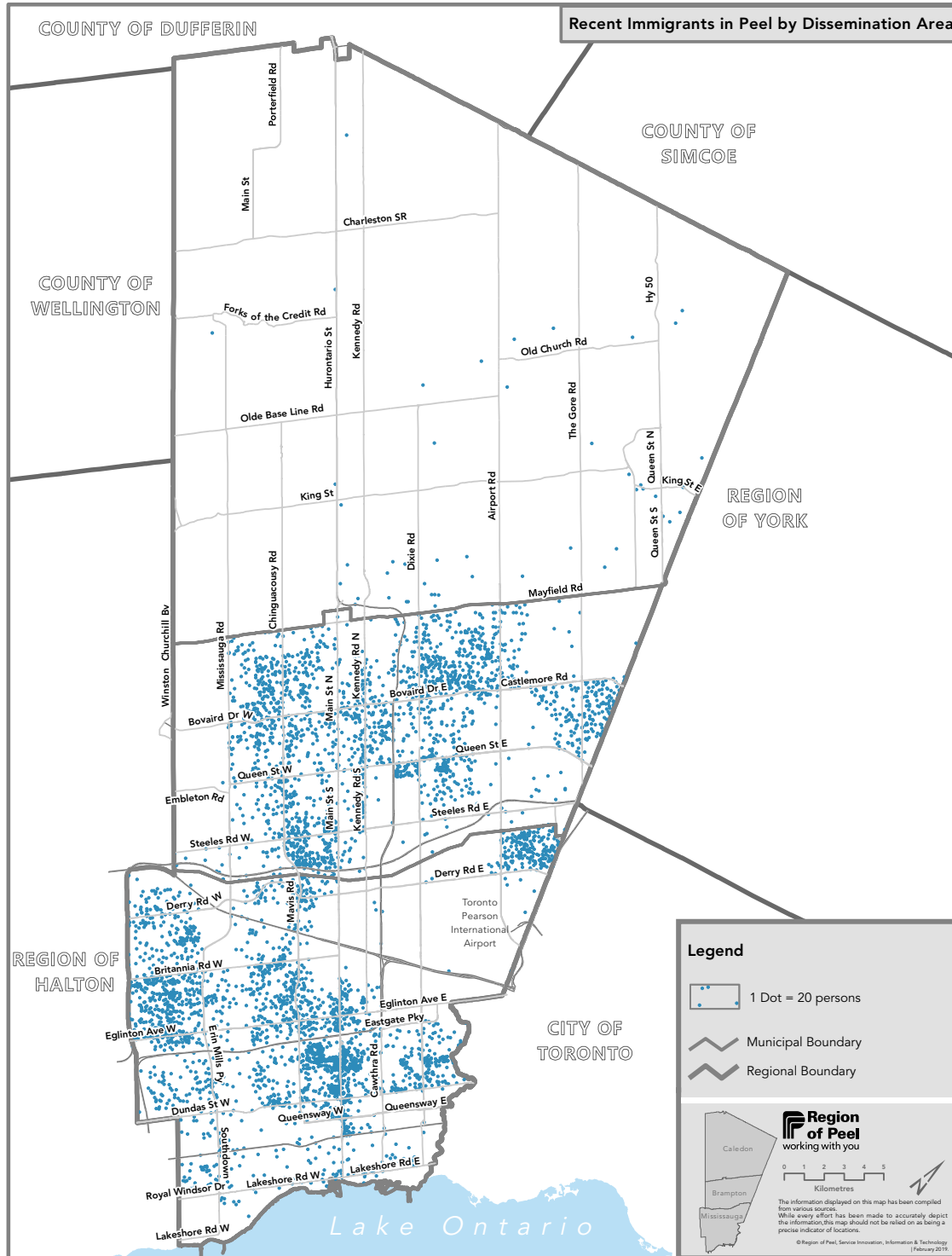
### Percentage of visible minorities in the GTA (2016)



Source: Peel Data Centre based on Statistics Canada, Census of Canada 2016 data.

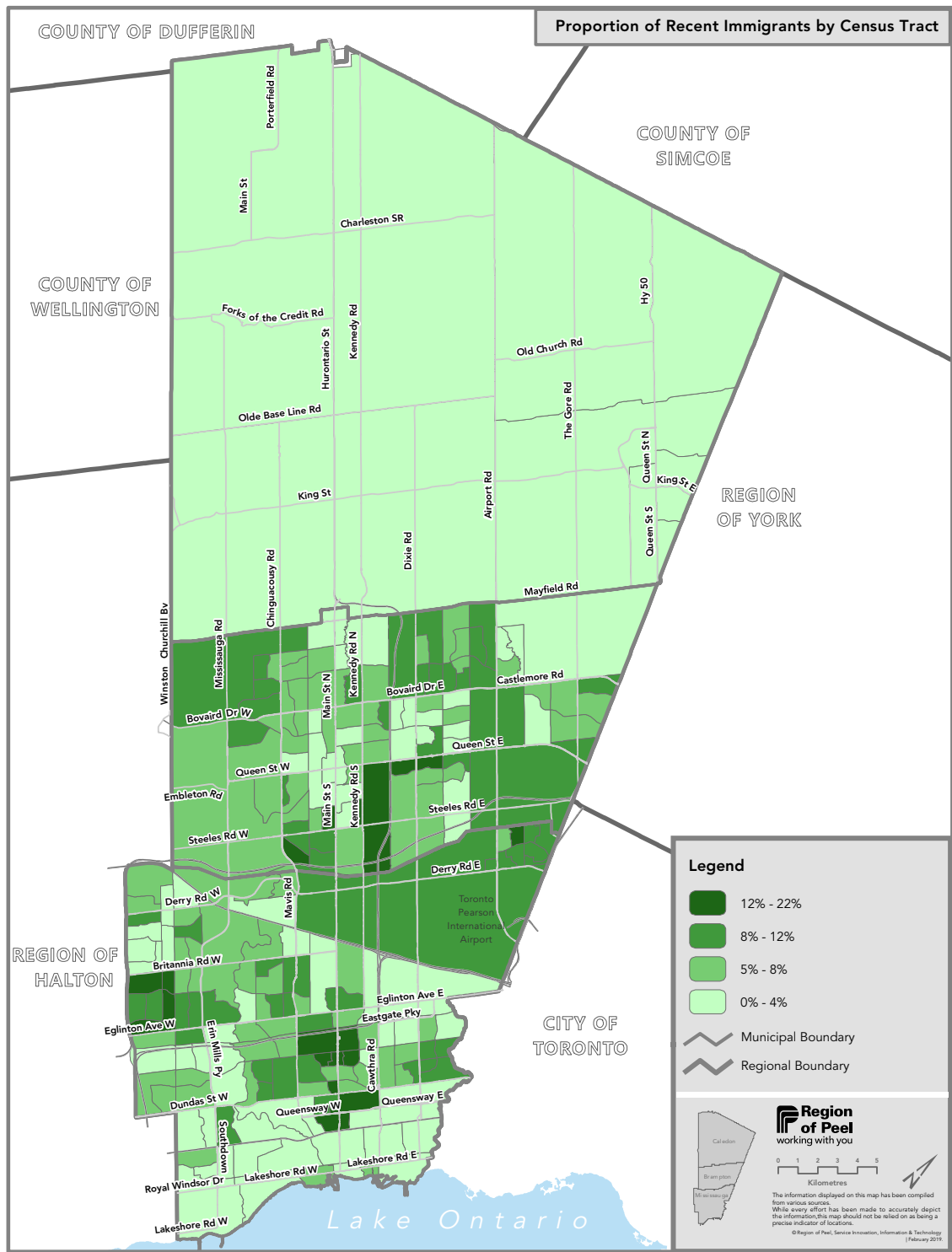


## Distribution of newcomers settling in Peel (2016)



Source: Peel Data Centre based on Statistics Canada, Census of Canada 2016 data.

Newcomers as a proportion of total population by census tract (2016)



Source: Peel Data Centre based on Statistics Canada, Census of Canada 2016 data.

## Top birth countries for immigrants by Peel municipality (2016)

PEEL			MISSISSAUGA			BRAMPTON			CALEDON		
Country	2016	%Imm.	Country	2016	%Imm.	Country	2016	%Imm.	Country	2016	%Imm.
India	181,395	25.66%	India	54,630	14.31%	India	123,660	40.05%	India	3,105	19.04%
Pakistan	55,230	7.81%	Pakistan	35,855	9.39%	Jamaica	23,215	7.52%	Italy	2,930	17.96%
Philippines	43,165	6.11%	Philippines	28,330	7.42%	Pakistan	19,255	6.24%	United Kingdom	1,675	10.27%
Jamaica	35,320	5.00%	China	23,115	6.06%	Philippines	14,525	4.70%	Portugal	815	5.00%
China	26,270	3.72%	Poland	21,685	5.68%	Guyana	13,855	4.49%	Poland	710	4.35%
Poland	26,005	3.68%	Portugal	11,925	3.12%	Sri Lanka	12,005	3.89%	Jamaica	510	3.13%
United Kingdom	21,405	3.03%	Jamaica	11,595	3.04%	United Kingdom	8,670	2.81%	Germany	430	2.64%
Sri Lanka	21,310	3.01%	United Kingdom	11,055	2.90%	Portugal	8,450	2.74%	United States	355	2.18%
Portugal	21,195	3.00%	Vietnam	10,355	2.71%	Trinidad & Tobago	7,695	2.49%	Guyana	340	2.08%
Guyana	20,875	2.95%	Egypt	9,100	2.38%	Vietnam	4,980	1.61%	Philippines	305	1.87%

Sources: Peel Data Centre based on Statistics Canada, Census of Canada 2016 data.

The story of Peel immigration is often dominated by a South Asian narrative, and while India, Pakistan and Sri Lanka figure prominently as countries of origin for Peel's immigrant population, there is considerable representation among other countries across all Peel municipalities.

## Immigrants by Admission Category

ADMISSION CATEGORY	% ALL ADMISSIONS TO CANADA 1980-2016	% PEEL 1980-2016	DIRECT MIGRANTS, 1994 TAX FILERS	DIRECT MIGRANTS, 2004 TAX FILERS	DIRECT MIGRANTS, 2014 TAX FILERS
Economic, skilled worker	52.5%	47.6%	29.3%	55.0%	39.0%
Sponsored family-class	31.2%	38.9%	62.9%	20.1%	54.1%
Refugees	15.0%	12.5%	6.4%	6.4%	6.9%
Other	1.2%	1.0%	1.8%	1.4%	n / a

Sources: Peel Data Centre (2017, Oct) 2016 Census Bulletin: Immigration & Ethnic Diversity; Statistics Canada, Census of Canada 2016 data; IMDB accessed at University of Western Ontario RDC.

Canada maintains a largely economic-oriented immigration program, with more than 50 percent of newcomers admitted between 1980 and 2016 under the skilled-worker stream. A smaller proportion was admitted under the sponsored family-class stream (31 percent) and fewer still comprised of refugees (15 percent).

Over this same time period, Peel settled slightly lower proportions of skilled-workers (47.6 percent) and refugees (12.5 percent) while welcoming a larger proportion of sponsored family-class immigrants (38.9 percent). Given the human-capital basis of Canada's immigration program that emphasizes education, skills and work experience (as well as age and language), this higher rate of family reunification in Peel may enhance the retention of both economic and family-class newcomers settling in the region.

When we look at tax-filer data of primary migrants settling in Peel (i.e., filing their first tax return in Peel after arriving in Canada), we see even broader variations. For example, refugees accounted for fewer first-time tax-filers than the Peel or national proportions in 1994, 2004 and 2014. In addition, the relative proportion of economic and family-class migrant categories appears to flip when comparing 1994, 2004 and 2014 direct migration and tax-filer data, demonstrating considerable variability in the character of the newest foreign arrivals in Peel from one year to another.

## Newcomers in Peel by age group

AGE GROUP	2006 POPULATION	% OF NEWCOMERS ARRIVED 2006-2011	2016 POPULATION	% OF NEWCOMERS ARRIVED 2011-2016
0-4	4,590	3.9%	3,550	3.8%
0-14	24,255	20.5%	17,545	18.6%
15-24	18,850	15.9%	11,185	11.9%
25-34	27,520	23.3%	25,390	27.0%
35-44	24,175	20.4%	18,525	19.7%
45-54	12,025	10.2%	8,005	8.5%
55-64	6,635	5.6%	5,995	6.4%
65-74	3,645	3.1%	5,290	5.6%
75-84	930	0.8%	1,940	2.1%
85+	205	0.2%	225	0.2%

Sources: Peel Data Centre based on Statistics Canada census 2016 data.

When one compares the five-year period preceding the 2006 and 2016 census periods, there are two notable trends. The most prominent is the arrival of higher proportions and numbers of newcomers aged 65+ in 2011-2016, despite a 20 percent decrease in the total number of newcomers from the 2006 census period to 2016.

What's more, the proportion of younger adults (aged 25-34) is noticeably higher in 2016 (27 percent) than it was in 2006 (over 23 percent). Given the high proportions of skilled-worker immigration to Peel, this trend bodes well for the local workforce.

### RELATED RESOURCES

Peel Data Centre publishes population summaries that are available online at <http://www.peelregion.ca/planning/pdc/data/bulletins-brochures.htm>

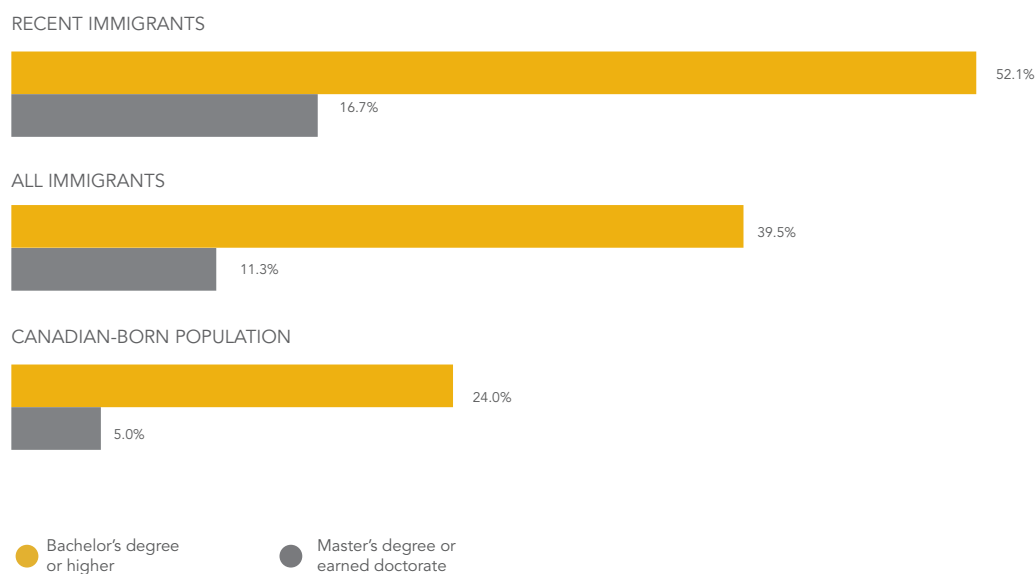
## Newcomers in Peel by education level (aged 15+)

HIGHEST LEVEL OF EDUCATION ATTAINED	% OF PEEL NEWCOMERS 2011-2016	% OF TOTAL PEEL POPULATION
Less than high school	15.9%	10.6%
Graduated high school	20.9%	24.3%
Trade / community college	12.3%	29.1%
University graduate	32.8%	27.2%
Post-graduate	18.1%	8.8%

Source: Peel Data Centre based on Statistics Canada, Census of Canada 2016 data.

Consistent with national statistics that show that newcomers possess higher levels of education than the Canadian-born population, newcomers in Peel also present with more university and graduate-level education. What's interesting is that while Peel tends to attract a smaller proportion of economic skill-worker newcomers than the national average, the region features a higher proportion of post-graduate newcomers (18.1 percent) than the national average (16.7 percent).

## Percentage of Canadian population with selected degrees (2016, aged 25-64)



Source: Curry, B. & White, M. (2017, November 29). Census 2016: Canadians, including recent immigrants, are among most educated in the world. *The Globe & Mail*.

## 1. The flows of immigrants into and out of Peel are dynamic

According to census 2016 data, 94,105 newcomers settled in Peel between 2011 and 2016. While this may imply a one-way inflow of newcomer settlement, the reality is more dynamic, **challenging any notion that Peel is solely an immigrant-receiving region**. There are, in fact, *three* flows of immigrants:

1. Newcomers who settle in Peel after arriving in Canada (direct migrants)
2. Immigrants who settle in Peel after residing elsewhere in Canada (secondary migrants)
3. Immigrants who leave Peel to settle elsewhere in Canada (emigrants)

### Longitudinal Look at Direct Migration, Secondary Migration and Emigration (Out-Migration) – Peel

YEAR	DIRECT MIGRATION	SECONDARY MIGRATION	EMIGRATION (OUT-MIGRATION)
1994	8,555	7,660	5,090
2004	13,690	20,825	12,260
2014	9,520	17,900	17,110

*Source: IMDB accessed at University of Western Ontario RDC.*

A longitudinal look at these flows comparing 1994, 2004 and 2014 reveal a number of interesting trends:

1. Over time, secondary migration accounts for a greater volume of immigrant inflow than direct migration. While direct migration contributed a marginally larger inflow of immigrants to Peel in 1994, secondary migration contributed 52 percent more immigrants than direct migrants by 2004. What's more, this rate is increasing - by 2014, there are 88 percent more secondary than direct migrants settling in Peel.
2. Thousands of immigrants leave Peel annually. And, this number appears to be increasing over time: from 5,090 in 1994, 12,260 in 2004 to 17,110 by 2014.
3. By 2014, a similar number of immigrants are leaving Peel (17,110) as those settling in Peel as secondary migrants (17,900), both of which far outstrip those choosing to settle directly in Peel after arriving in Canada (9,520).

An overwhelming majority of secondary migrants to Peel in 2014 – about 87 percent – come from elsewhere in Ontario:

### Secondary migration to Peel by province (2014)

	Brampton	Caledon	Mississauga	Total Peel
AB	280	0	320	600
BC	240	0	220	475
MB	85	0	100	185
NB	0	0	25	35
NL	0	0	30	45
NS	25	0	60	80
NT	0	0	0	0
NU	0	0	0	0
ON	7,260	350	7,920	15,535
PE	0	0	0	0
QC	235	0	400	640
SK	150	0	120	270
YT	0	0	0	0

Source: IMDB accessed at  
University of Western Ontario RDC

A similar number of immigrants leave Peel for other Ontario communities (14,790) as those settling into Peel from elsewhere in the province (15,535). Interestingly, there is a higher number of immigrants who, in 2014, came to Peel from Quebec (640) than those choosing to leave Peel for Quebec (155) that same year:

### Emigration from Peel by province (2014)

	Brampton	Caledon	Mississauga	Total Peel
AB	575	0	600	1,180
BC	285	0	285	575
MB	70	0	70	140
NB	0	0	0	25
NL	0	0	25	30
NS	0	0	25	40
NT	0	0	0	0
NU	0	0	0	0
ON	4,965	235	9,590	14,790
PE	0	0	0	0
QC	40	0	115	155
SK	75	0	80	160
YT	0	0	0	0

Source: IMDB accessed at  
University of Western Ontario RDC



A deeper look reveals that an overwhelming majority of secondary migrants in 2014 who originated in Ontario tended to come from other GTA regions before moving to Peel:

### Secondary migration - Peel & GTA regions (2014)

	BRAMPTON	CALEDON	MISSISSAUGA	TOTAL PEEL
Toronto	5,010	145	4,740	9,895
Halton	855	100	745	1,700
York	340	30	940	1,315
Hamilton	130	0	265	410
Durham	195	0	190	390

Source: IMDB accessed at University of Western Ontario RDC

The GTA, including Hamilton, accounted for 13,710 secondary migrants to Peel, representing more than 88 percent of all secondary migrants in Ontario who moved to Peel in 2014. The City of Toronto is responsible for most of this GTA secondary migration into Peel - about 72 percent of all secondary migrants from the GTA, followed by Halton (12 percent) and York (10 percent).

Emigration patterns for 2014 show a similar trend – that most emigrants are choosing to settle in other GTA regions. Among the 14,790 emigrants who left Peel in 2014 for elsewhere in Ontario, fully 11,585 (or 78 percent) settled in Toronto, Halton, York, Durham or Hamilton. 45 percent of this total moved east to Toronto from Peel, while 33 percent moved west to Halton:

### Emigration (out-migration) - Peel & GTA regions (2014)

	BRAMPTON	CALEDON	MISSISSAUGA	TOTAL PEEL
Toronto	1,875	75	3,320	5,270
Halton	625	0	3,240	3,880
York	575	35	800	1,410
Hamilton	175	0	425	610
Durham	190	0	220	415

Source: IMDB accessed at University of Western Ontario RDC

In 2014, the two-way transfer of immigrants across the GTA into and out of Peel translated into:

- A net increase of 4,625 immigrants from Toronto
- A net increase of 390 immigrants from York
- A net decrease of 2,565 immigrants to Halton
- A net decrease of 200 immigrants to Hamilton
- A marginal decrease of 25 immigrants to Durham

## Notes

- The IMDB does not disaggregate the newcomer component (who arrived within the past five years) of secondary migration data. Secondary migration data tracks those who have a landing record and filed taxes in Canada outside of Peel before residing in Peel, but not the number of years they have been in Canada, nor the residency status they had when they first arrived in Canada.
- The study did not examine the reasons why direct and secondary migrants choose Peel, nor did it investigate the reasons why immigrants choose to leave Peel. This may inform future research opportunities.

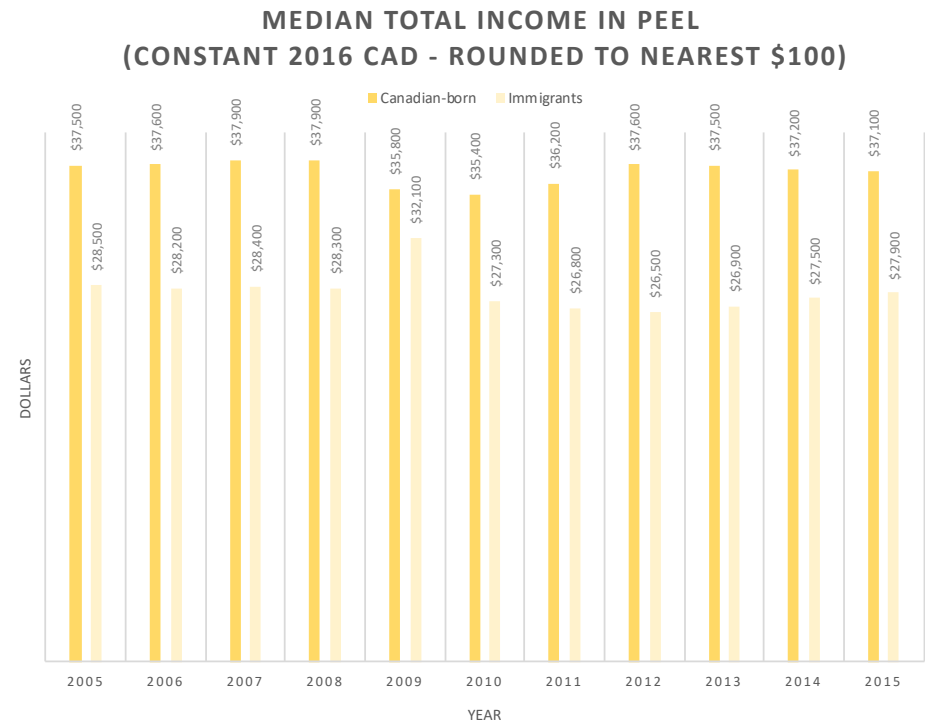
## 2. While some economic outcomes for newcomers in Peel show promise, there are important disparities still to address

### Comparing Canadian-born and immigrant income levels

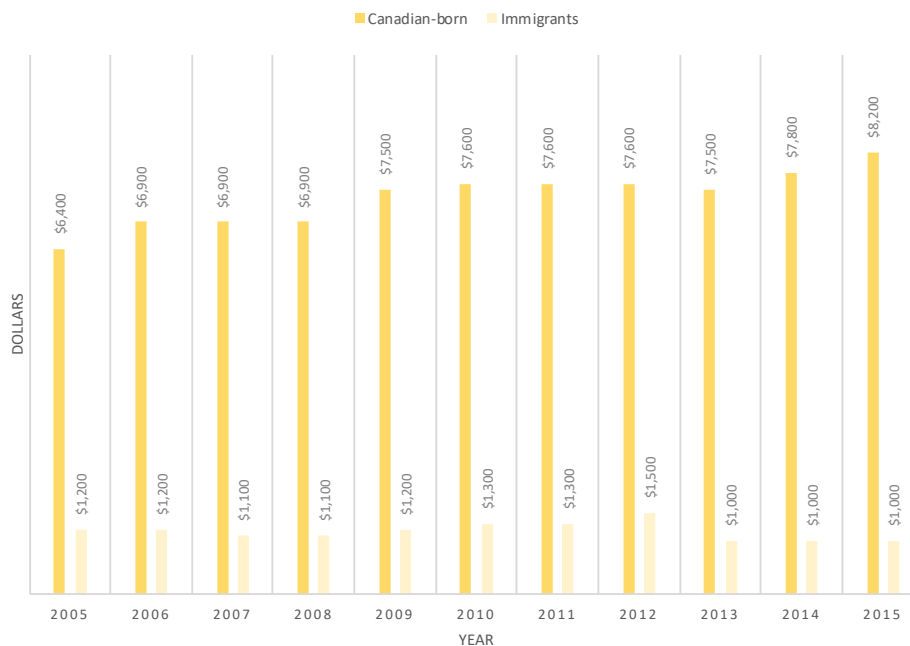
By combining landing records and tax-filer data, the IMDB makes it possible to compare the income levels and sources of income among Canadian-born and immigrant residents over time to reveal differences between these groups.

Over the 11-year period between 2005 and 2015, we see a number of key distinctions and insights:

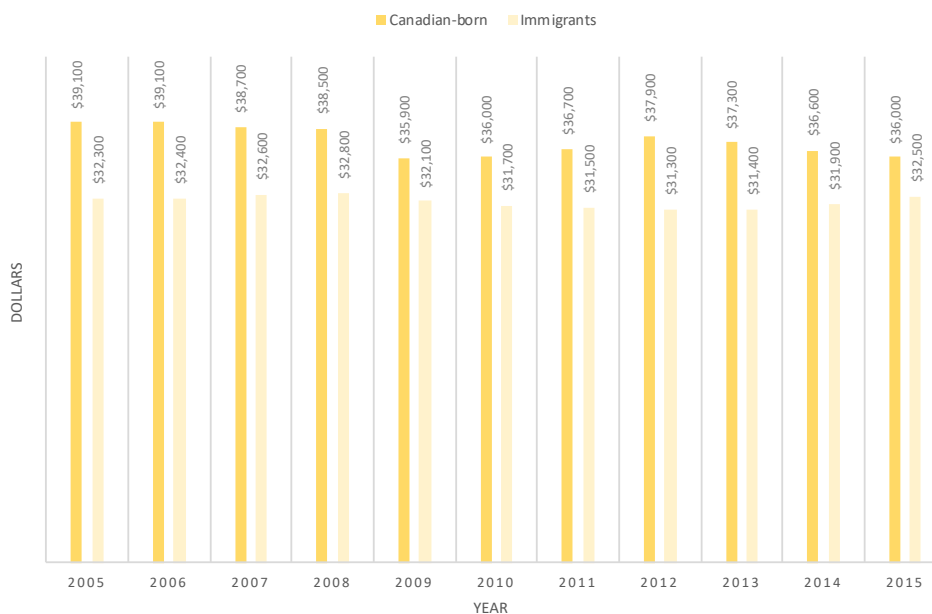
- 1. Canadian-born residents in Peel consistently earn more total income (from investments, employment and social assistance) than immigrants in Peel. During this period, immigrants made almost 76 cents for every dollar of total income earned by a Canadian-born person in Peel.
- 2. When you examine only earned *employment* income over this same period, immigrants made more than 85 cents for every dollar earned by a Canadian-born resident in Peel.
- 3. Immigrants in Peel received 16 cents in social assistance for every dollar that a Canadian-born resident declared in social assistance income, according to median income levels from tax-filer data.



### MEDIAN SOCIAL ASSISTANCE INCOME IN PEEL (CONSTANT 2016 CAD - ROUNDED TO NEAREST \$100)



### MEDIAN EMPLOYMENT INCOME IN PEEL (CONSTANT 2016 CAD - ROUNDED TO NEAREST \$100)



Source: IMDB accessed at University of Western Ontario RDC.

The distinctions in total, employment and social assistance income are notable given that immigrants comprise a majority (51.5 percent) of the Peel population and possess higher levels of education than the Peel average.

## Income parity

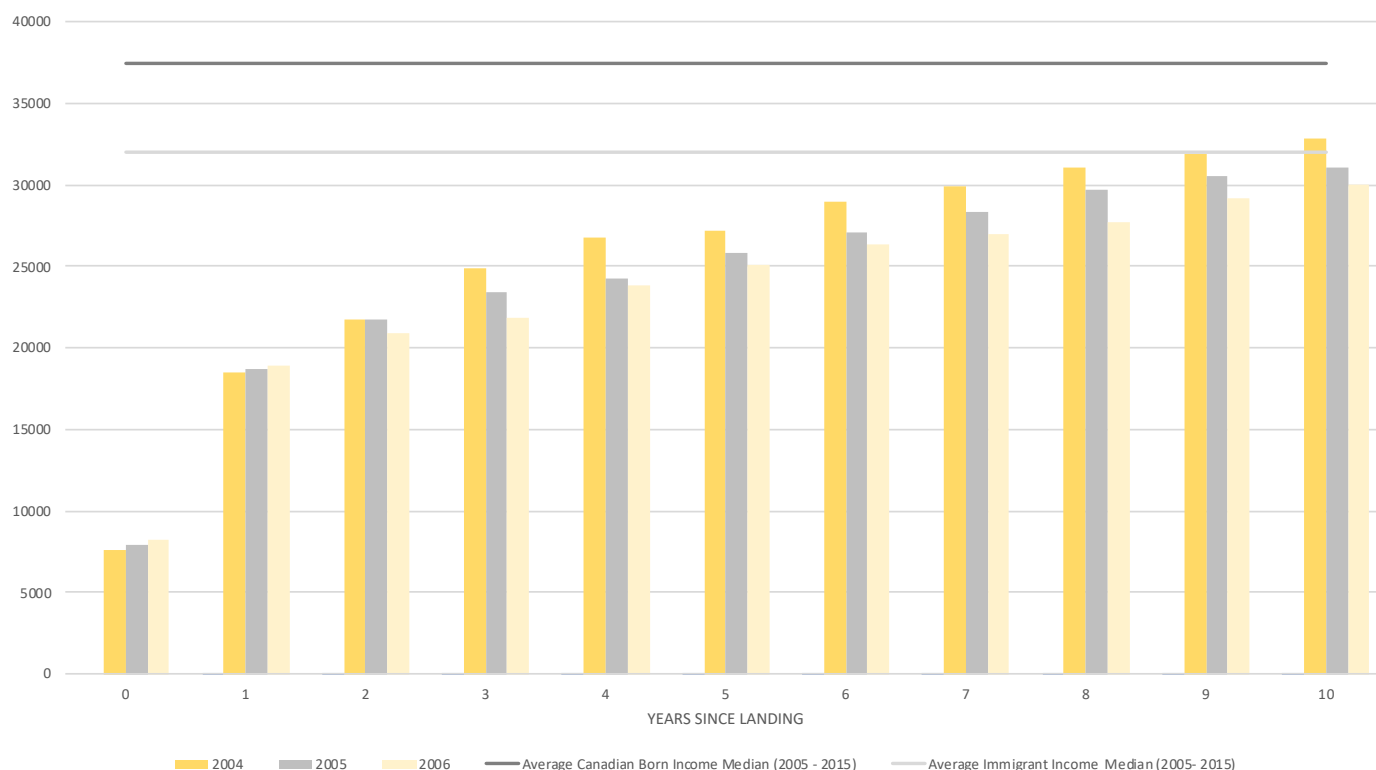
A newcomer's social and economic integration typically takes time as one acclimates to their new community, and one can expect a newcomer's income to increase gradually as they integrate into our local society and workforce.

Median income data is useful in determining how long it takes a newcomer in Peel to achieve parity with other immigrants or Canadian-born residents as measures of economic integration.

The IMDB shows that newcomers to Peel reach median income parity at different rates depending on education, admission category and language ability:

1. The average employment income median from 2005 to 2015 for Canadian-born residents in Peel is \$37,436 and \$32,045 for immigrants. If we consider these as benchmarks and compare these levels against employment income medians for newcomers by year of landing, we see that:
  - Newcomers who arrived to Canada in 2004, 2005 and 2006 gradually earn more employment income the longer they are in Canada.
  - Newcomers who arrived to Canada in 2004 and settled in Peel achieve income parity with other immigrants (\$32,045) by their tenth year in Canada (between years 9 and 10). However, those arriving in 2005 and 2006 do not achieve similar parity during this same amount of time, suggesting that it may take longer for relatively more recent newcomers to earn similar levels of income.
  - Employment income medians for newcomers arriving in 2004, 2005 or 2006 do not reach parity with Canadian-born residents in Peel within 10-11 years.

**MEDIAN EMPLOYMENT INCOME IN PEEL REGION BY YEARS SINCE LANDING (CONSTANT 2016 CAD)**



Source: IMDB accessed at University of Western Ontario RDC.

## RELATED RESOURCES

Median income data masks wide variation of lived-experience. While some newcomers do establish themselves economically in their new community, many others do not and, as a group, they are disproportionately disadvantaged.

According to research by United Way, 52 percent of Peel neighbourhoods are now considered low income, and these are areas where a higher proportion of newcomers settle:

[https://www.unitedwaygt.org/file/2017\\_Opportunity\\_Equation\\_Update\\_Low-Res.pdf](https://www.unitedwaygt.org/file/2017_Opportunity_Equation_Update_Low-Res.pdf)

Peel Poverty Reduction Strategy also notes that 16 percent of racialized communities live in poverty:

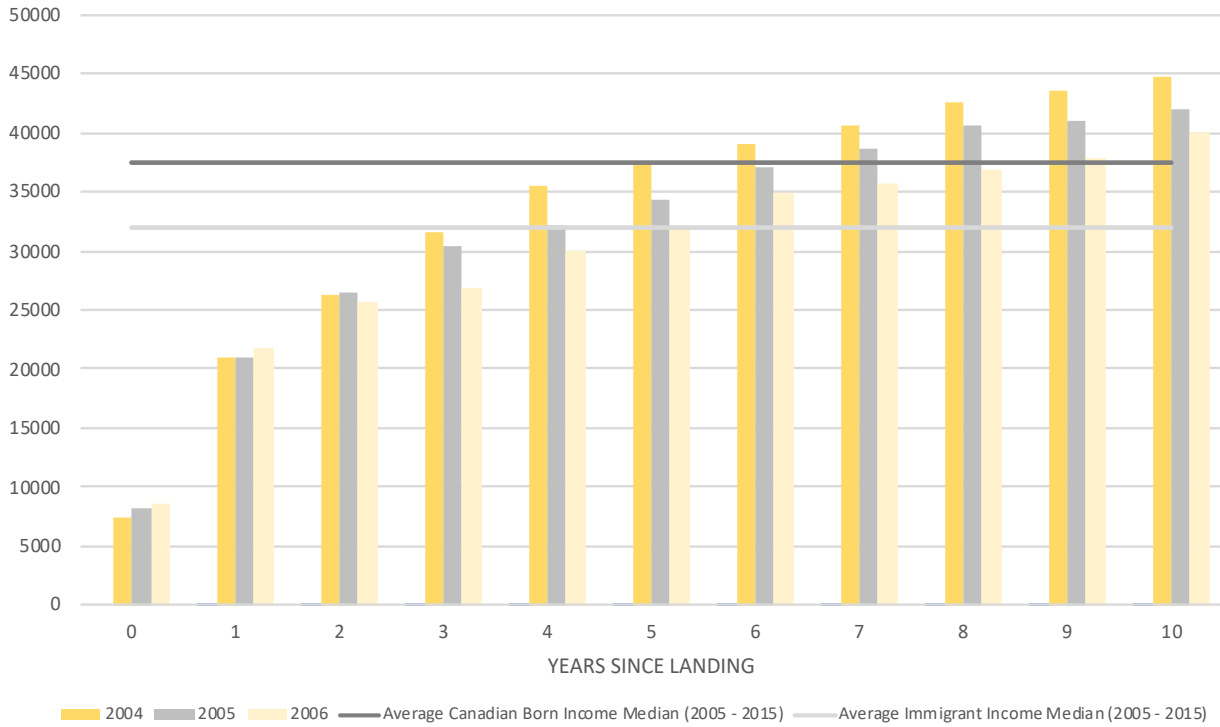
[http://www.povertyinpeel.ca/\\_include/Peel-Poverty-Reduction-Strategy-2018-2028.pdf](http://www.povertyinpeel.ca/_include/Peel-Poverty-Reduction-Strategy-2018-2028.pdf)

2. When one examines the effect that education level, specifically university and college, has on immigrant income medians, one finds that the more education a newcomer possesses, the faster the newcomer achieves income parity:
  - Newcomers who arrived to Canada in 2004 with at least a bachelor degree or higher reach income parity with other immigrants by their fourth full year in Canada. What's more, they achieve income parity with Canadian-born residents in Peel by their fifth or sixth full year in Canada.
  - Newcomers who arrived to Canada with college or trades education reach income parity with other immigrants by their sixth full year in Canada and with Canadian-born residents by their tenth year.
  - Newcomers with at least a bachelor degree who arrived in 2005 and 2006 are taking at least a year or two longer than those who arrived in 2004 to reach income parity with their immigrant and Canadian-born counterparts.
  - Newcomers with secondary education (these were not graphed) earned far less income on average than those with some post-secondary education, and they do not achieve income parity with their immigrant or Canadian-born counterparts within their first ten years in Canada.

## Notes

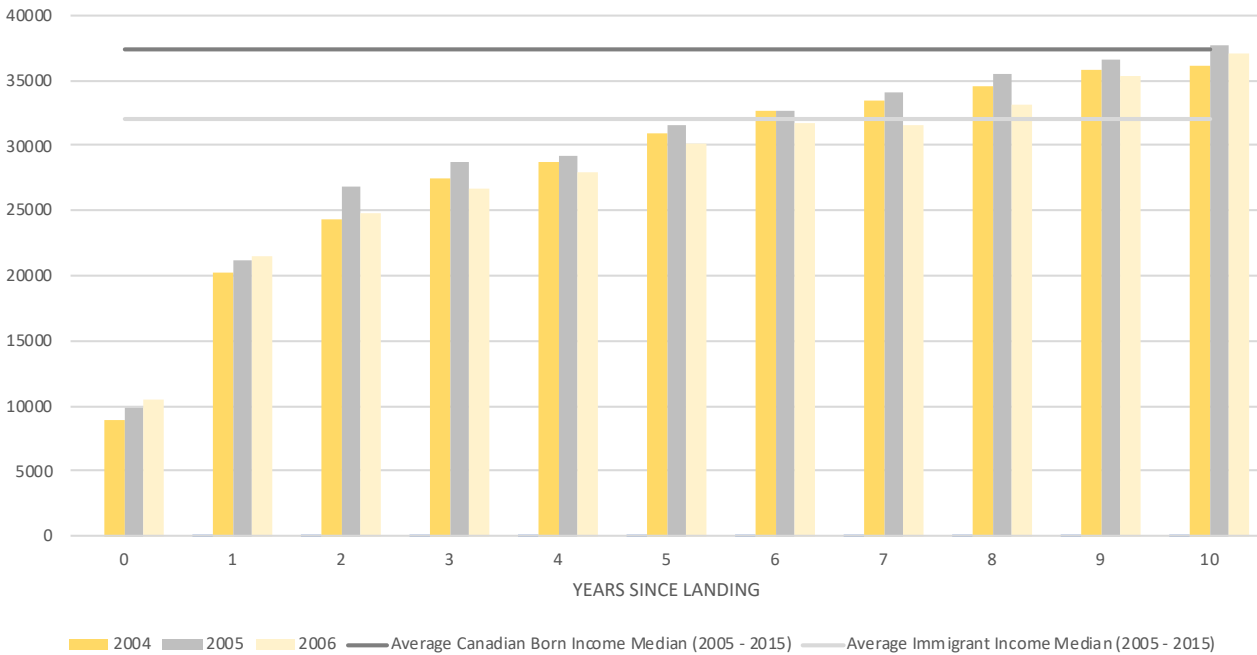
- We have chosen to use immigrant income data from 2004, 2005 and 2006 since these provide a minimum of ten years of income tracking, a timeframe within which income parity may be achieved.
- Tracking immigrant income before 2004 might be useful in determining whether it is becoming more difficult for newcomers to Peel to achieve income parity. This may inform future research opportunities.

### MEDIAN EMPLOYMENT INCOME IN PEEL BY EDUCATION AND YEARS SINCE LANDING - BACHELOR DEGREE OR HIGHER (CONSTANT 2016 CAD)



Source: IMDB accessed at University of Western Ontario RDC.

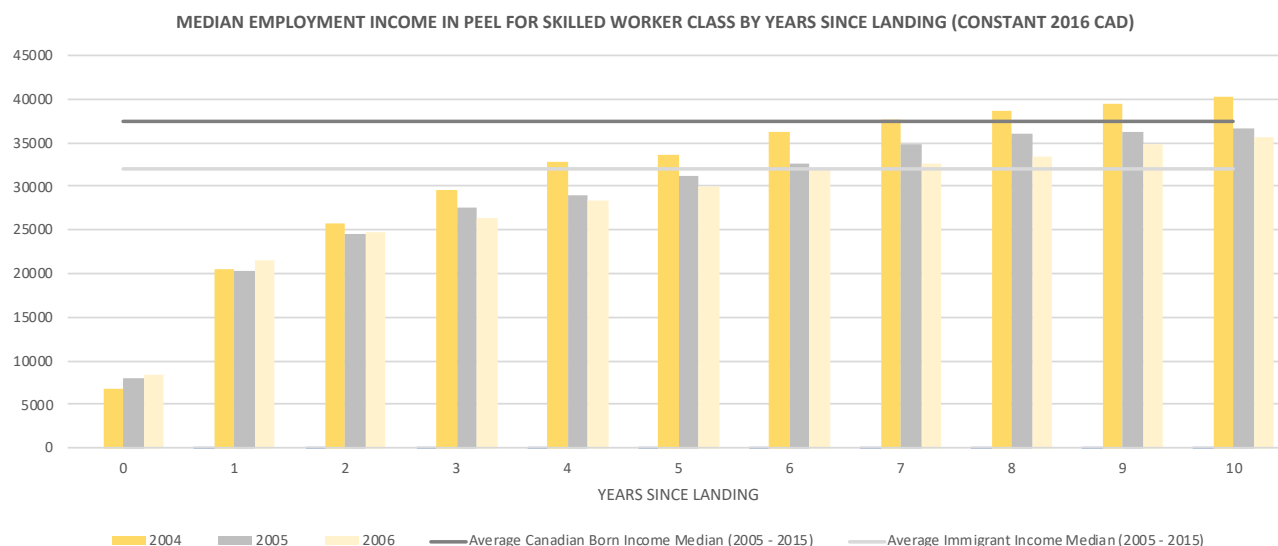
### MEDIAN EMPLOYMENT INCOME IN PEEL BY EDUCATION AND YEARS SINCE LANDING - COLLEGE/TRADES (CONSTANT 2016 CAD)



Source: IMDB accessed at University of Western Ontario RDC.

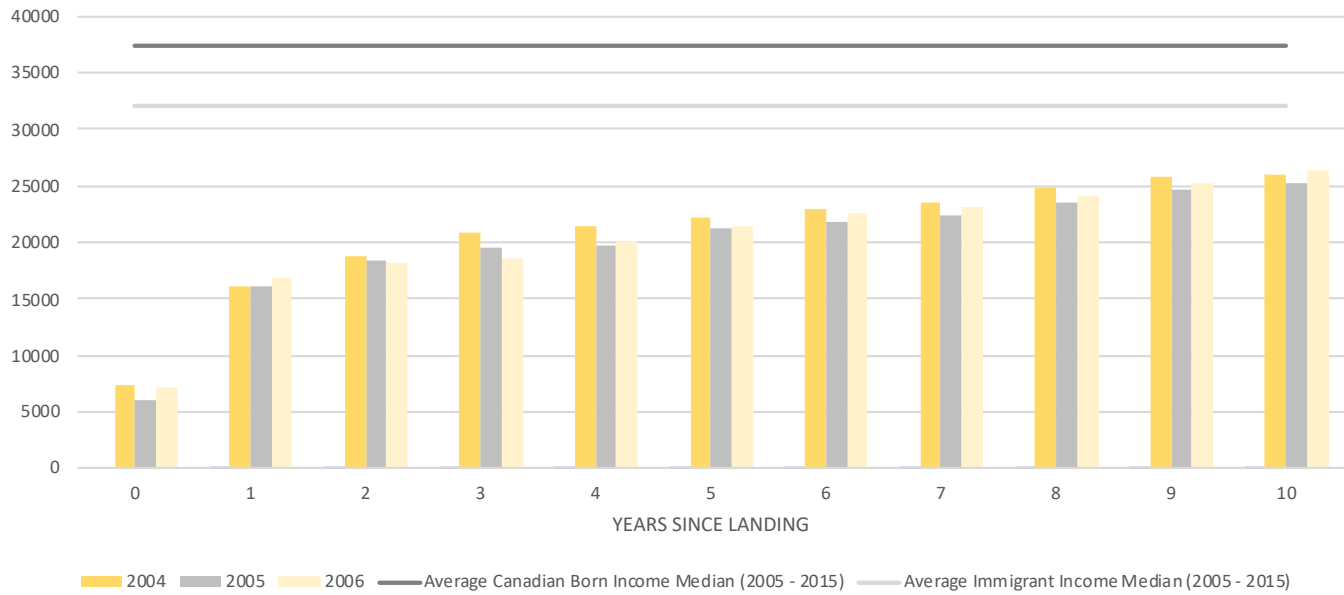


3. When admission category - skilled-worker, family-class or refugees - is examined for its effect on immigrant income medians, skilled workers achieve income parity faster than other categories:
- Skilled workers who arrived to Canada in 2004 reach income parity with other immigrants by their fourth full year in Canada and with Canadian-born residents in Peel by their seventh full year in the country.
  - Skilled workers who arrived in 2005 and 2006 take relatively longer – at least two years more – than those who arrived in 2004 to reach income parity with other immigrants or Canadian-born residents in Peel.
  - Income medians for family-class and refugee newcomers are far lower than those of skilled workers. Neither family-class nor refugee newcomers who arrived in 2004, 2005 or 2006 reach income parity with other immigrants or Canadian-born residents within their first ten years in Canada.



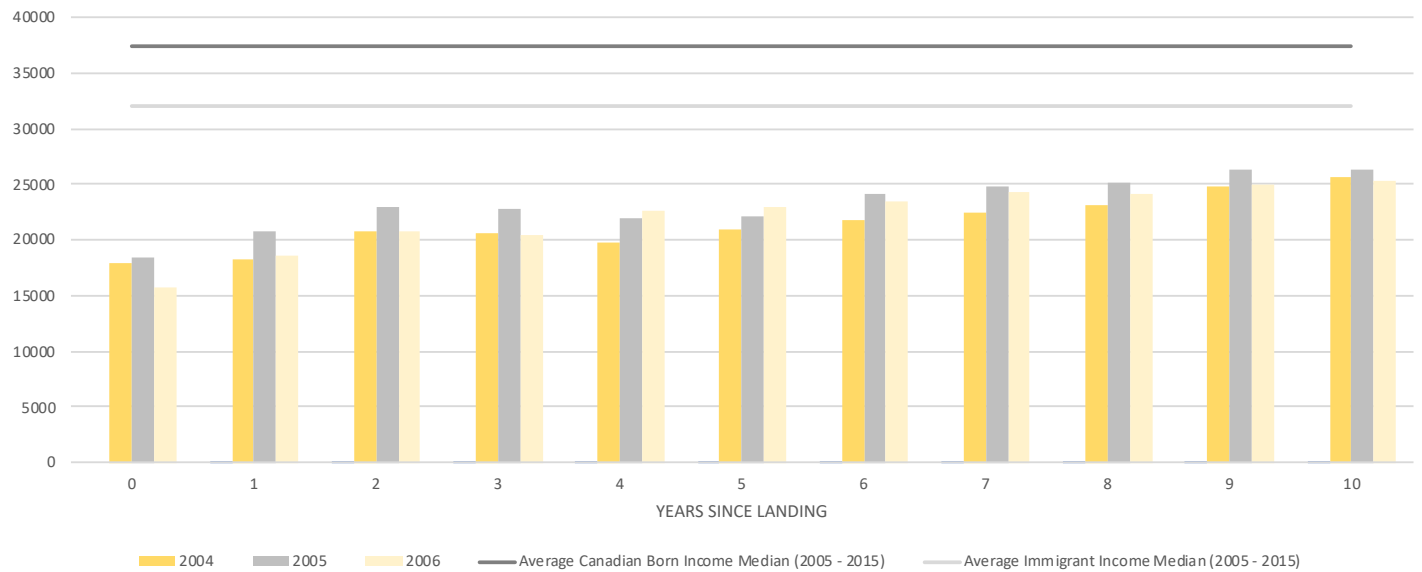
Source: IMDB accessed at University of Western Ontario RDC.

### MEDIAN EMPLOYMENT INCOME IN PEEL FOR FAMILY-CLASS NEWCOMERS BY YEARS SINCE LANDING (CONSTANT 2016 CAD)



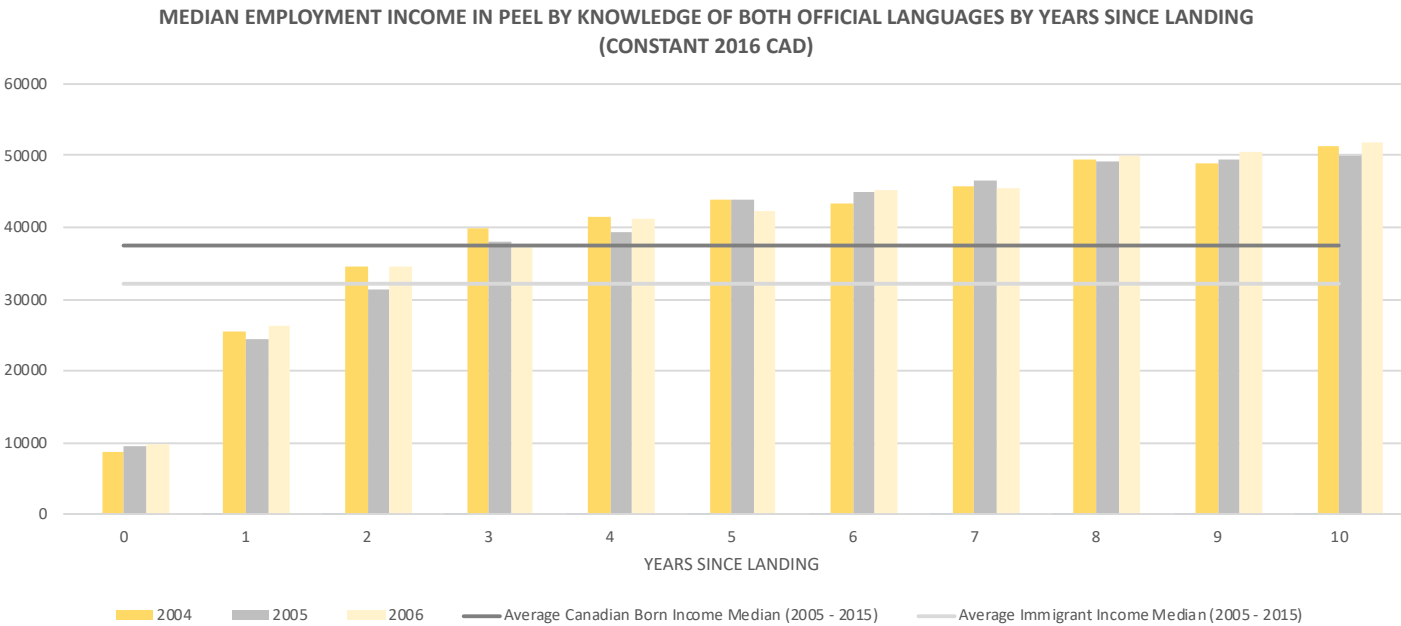
Source: IMDB accessed at University of Western Ontario RDC.

### MEDIAN EMPLOYMENT INCOME IN PEEL FOR REFUGEE NEWCOMERS BY YEARS SINCE LANDING (CONSTANT 2016 CAD)



Source: IMDB accessed at University of Western Ontario RDC.

- 4. Knowledge of both official languages has a tremendous positive effect on immigrant income medians. These newcomers can reach income parity with other immigrants by their second full year in Canada and with their Canadian-born counterparts by their third full year in Canada. What’s more, the differences in income medians among those arriving in 2004, 2005 and 2006 are marginal compared to the differences we saw when comparing these cohorts by education level or admission class.



Source: IMDB accessed at University of Western Ontario RDC.

## Examining immigrant unemployment rates

To determine the underlying causes for differences in total and employment income between Canadian-born residents and immigrants, one common approach is to examine their respective unemployment rates. Statistics Canada provides immigrant unemployment data online. The numbers for the Toronto census metropolitan area show that:

1. The unemployment rates for both the Canadian-born and immigrant population in the GTA are trending downwards. This is good news when you consider that the rates for newcomers (immigrants landed 5 years or less) going back to 2006 were even higher than those between 2014 and 2018 seen in the table below, fluctuating between 12.3 percent in 2006 and 19.2 percent in 2010.
2. Unemployment rates are persistently highest for newcomers.
3. Unemployment rates for immigrants tend to be lower the longer they are in Canada. In fact, immigrants who have been in Canada longer than 10 years tend to have lower unemployment rates than the Canadian-born population.

### Immigrant unemployment rates - CMA Toronto (2014-2018)

IMMIGRANT STATUS	2014	2015	2016	2017	2018
Total population	8.0	7.0	7.0	6.4	6.0
Landed immigrants	8.4	6.8	6.9	6.3	6.0
Immigrants, landed 5 or less years earlier	14.7	10.9	11.6	9.3	9.3
Immigrants, landed 5-10 years earlier	12.1	8.9	8.3	7.2	6.9
Immigrants, landed 10+ years earlier	6.7	5.9	6.0	5.6	5.3
Born in Canada	7.6	7.2	6.7	6.4	6.0

Source: Statistics Canada

## The role of under-employment

While a persistently higher unemployment rate among newcomers in the GTA may drive lower median incomes compared to the Canadian-born population in Peel, it may not tell the entire story. When one considers *under-employment* – the degree to which one is working in a job that requires less education than the individual possesses – new insights about newcomers and even established immigrants emerge.

The following table shows Canadian-born residents, newcomers (arrived 2011 to 2016) and established immigrants (who arrived before 2011) by highest education level achieved and the skill level of their employment in 2016:

**Education & employment by skill level and immigration status - Peel (2016)**

STATUS	EDUCATION LEVEL ACHIEVED / SKILL LEVEL (NOC) OF EMPLOYMENT	A (MANAGER)	A (PROFESSIONAL)	B (COLLEGE)	C (HIGH SCHOOL, JOB-SPECIFIC)	D (ON-THE-JOB TRAINING)	DID NOT WORK
Canadian-born	University	40.17%	73.40%	22.03%	15.03%	8.09%	19.27%
	College	27.33%	16.83%	49.30%	51.47%	35.00%	33.17%
	High school	19.96%	5.10%	22.10%	52.73%	56.35%	41.69%
	Less than high school	3.55%	0.36%	4.93%	14.83%	23.44%	22.69%
Established immigrants (arrived before 2011)	University	56.73%	80.57%	38.58%	30.37%	21.65%	36.34%
	College	22.74%	15.21%	37.56%	27.61%	21.16%	19.67%
	High school	16.49%	3.94%	17.03%	30.70%	36.14%	27.91%
	Less than high school	4.04%	0.28%	6.82%	11.32%	21.04%	16.04%
Newcomers (arrived 2011-2016)	University	78.96%	91.62%	59.91%	51.15%	39.35%	55.20%
	College	11.28%	6.04%	21.56%	21.76%	19.59%	14.46%
	High school or less	9.76%	2.33%	18.53%	27.09%	41.07%	30.34%

Source: IMDB accessed at University of Western Ontario RDC

To read the table, begin with the national occupational classification (NOC) skill level, a system that distinguishes jobs by work and duties in ways that are typical to educational level required for those roles:

SKILL LEVEL A University education	SKILL LEVEL B College	SKILL LEVEL C High-school	SKILL LEVEL D On-the-job training
Managers and professionals, such as doctors, dentists and architects	Includes skilled trades, technical or apprentice training, such as chefs, plumbers and electricians	Including job-specific training, such as long-haul truck drivers, food and beverage servers	Includes fruit pickers, cleaning staff and oil-field workers

Source: Government of Canada, Find your NOC.

This indicates the skill level of the job that an individual holds, which suggests the education level required for the role. Then, match the skill level with an immigration status, whether Canadian-born, established immigrant or newcomer. Lastly, search for the highest education level achieved.

If the workforce was employed in jobs commensurate with the highest education level achieved, one would expect the lightly-coloured cells to feature the highest percentages (for example, college-educated individuals are employed in roles requiring college education). Throughout certain cells in the table, this is not the case. The darker-coloured cells indicate areas of concern regarding newcomers and established immigrants:

- There are high percentages of university-educated newcomers working in roles requiring less than university education. For example, almost 60 percent of those working in roles requiring only college education say they are newcomers with a university education. 51 percent in jobs requiring only high school say they, too, are newcomers with university-level education. Perhaps most concerning, 39 percent of those working in roles requiring on-the-job training say they are newcomers with university-level education.
- This under-employment trend carries over to established immigrants, too. Many established immigrants with university education are also working in roles that require less than university-level education; however, not to the same degree as newcomers.
- It is encouraging that about 79 percent of newcomers working as managers and almost 92 percent of newcomers working as professionals (skill level A) are employed in roles requiring university-level education. This indicates that these individuals are able to connect to employment commensurate with their education.

The persistent under-employment of newcomers, similarly to disproportionate rates of unemployment, contributes to fewer opportunities to earn incomes commensurate with either their education or at levels comparable to Canadian-born residents in Peel, resulting in lower median incomes.

## RELATED RESEARCH

In July 2018, the Peel-Halton Local Employment Planning Council (LEPC) reported in *The Costs and Impacts of Unemployment and Underemployment* that “underemployment is a significant concern among immigrant and young job seekers” (p. 19).

“Immigrants are a strong and growing part of the local high-skill labour market, especially in Peel... Increased awareness and recognition of the experience and credentials of internationally trained individuals has led to more opportunity for new Canadians in the local high-skill labour market. Employers are now more willing to provide opportunities to these individuals. However, these opportunities are often at the entry level, and often so despite the high-skill level and experience brought by the individual employee.”

From *The High Skill Labour Market in Peel and Halton* from Peel Halton Workforce Development Group (May 2017, p. 10)

### 3. Newcomers require more effective formal and informal settlement supports

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#### **Formal settlement services need to evolve to better address a wider spectrum of newcomer priorities**

Prior to two IRCC-sponsored consultations in late 2018, settlement workers in Peel were polled in an online PNSG survey to measure newcomer and service-provider priorities. The survey drew 109 respondents, and more than 70 percent identified themselves as frontline settlement workers with almost 20 percent as managers (“both” and “neither” comprised the remainder).

Responses were intended to provide a quantifiable prioritization of needs to complement qualitative insights gained from the consultations. When asked about client needs that newcomers presented at frontline settlement service provision (from a list comprising two dozen options), respondents identified the following:

#### **Top ten urgent newcomer needs ranked according to Peel settlement workers (2018)**

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1. Employment and job training support
2. Cultural adjustment
3. Ethno-cultural, language-specific services
4. Housing and shelter
5. School, education
6. Language and translation
7. Healthcare
8. Income support
9. Youth-specific programming
10. Transportation

*Source: Peel Newcomer Strategy Group. (2018). Settlement-sector survey.*



Rank-ordered lists of priority newcomer needs have long been established in academic literature (e.g. Esses et al., 2010). PNSG's online survey provided an opportunity to determine if there was anything unique about newcomers settling in Peel according to their settlement service providers. The list resulting from the survey is largely consistent with what we know already from existing research.

When settlement workers were asked about their own needs – professional development, information or resources – to better serve their newcomer clients, they identified the following priorities:

**Top-ranked areas Peel settlement workers say they need training, capacity-building, information and resources (2018)**

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1. Mental health
2. Referral pathways to other community service providers
3. Settlement best practices
4. Crisis and trauma
5. Domestic violence
6. Newcomer data and trends
7. Self-care
8. Child protection
9. Generational client diversity (youth, seniors)
10. Gender identity/LGBTQ

*Source: Peel Newcomer Strategy Group. (2018). Settlement-sector survey.*

By turning the lens onto themselves, settlement workers provided valuable insights about supporting newcomer clients at the frontline. While employment persistently features as newcomers' top settlement priority, newcomers also present with other needs that settlement workers feel they are positioned to address, even as points of referral to other specialist service-providing organizations in the community.

This, too, was measured by the survey. When asked about areas to which settlement workers want to establish stronger referral-pathways, the following list emerged:

## Top-ranked areas to which Peel settlement workers say referral pathways to other community services should be strengthened (2018)

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1. Employment, training
2. Healthcare
3. Shelters, temporary/emergency, subsidized housing
4. Crisis, trauma-trained professionals
5. Mental health, addictions
6. Childcare
7. Youth
8. Income support
9. Abuse, assault
10. Older newcomer adults, seniors

*Source: Peel Newcomer Strategy Group. (2018). Settlement-sector survey.*

Not surprisingly, employment featured as the top referral-pathway priority. However, areas that often intersect settlement and mental health – such as crisis, trauma, addictions and abuse – reveal potential community partnership opportunities as well as areas for focused settlement-worker support and capacity-building.

These quantitative insights were also reflected in the two IRCC-sponsored consultations coordinated by PNSG in late 2018. A large-scale, settlement-focused gathering in September confirmed that mental health and trauma continue to feature prominently in community planning discussions. It was also noted that more culturally appropriate mental health services are “critically needed” to support those experiencing mental health and addiction challenges, as well as overcome stigmatization that often prevents newcomers from seeking assistance.

A smaller, multi-stakeholder consultation also featured the need to address the intersectionality of settlement and non-settlement priorities presented by newcomer clients, with mental health, employment and crisis also figuring prominently in these discussions, as well.

Throughout these consultations, themes of partnership and collaboration were mentioned repeatedly - not to evolve frontline settlement providers to become additional deliverers of non-settlement services, but to work with specialist counterparts in the community to create effective client referral-pathways and determine where the work of a settlement worker ends and a non-settlement specialist’s begins, ensuring a continuous, coherent and supportive experience for newcomer clients across service sectors.

## IRCC Planning Day – September 14, 2018 – consultation findings

1. A more **holistic approach to supporting newcomers' employment needs** by engaging multiple stakeholder groups and offering specialized employment-related training to specific newcomer segments.
2. More **culturally appropriate mental health supports** for those experiencing mental health and addiction challenges while reducing stigma attached to these issues.
3. Increasing **system-level service navigation and coordination** as service providers are not fully aware of programs to which to refer clients.
4. Building and **enhancing the capacity and knowledge of settlement service providers** through professional development, training and collaborative connections to enhance frontline settlement services.



More than 110 participants attended the settlement-focused IRCC Planning Day consultation at the Living Arts Centre, with representation from 45 organizations, including IRCC-funded agencies across Peel and Halton, funders, education, workforce development, healthcare, as well as local Francophone and diversity stakeholders

## **Service providers can benefit from increased support to facilitate cross-sector partnerships, service navigation and client referrals, as well as the ability to measure impact**

A related but separate issue was the acknowledgment of limited capacity among settlement-sector workers to establish cross-sector partnerships and client referral-pathways. Not only did settlement professionals express that they had little experience and capacity to establish such partnerships, they acknowledged that learning, development, time and support from funders are required to achieve this. Stakeholders also expressed similar thoughts around funder expectations to measure impact, as well as the work of counterparts in other GTA regions that could serve as potential partnership opportunities or models.

Peel stakeholders saw the role of funders as identifying:

- Cross-sector partnership best practices, case studies and tools for Peel stakeholders to incorporate into their own partnership development
- Impact measurement methodologies valued by funders
- Non-settlement sectors that they (funders) felt were cross-sector partnership priority areas
- Partnership expectations and measures of success

### IRCC Consultation – October 11, 2018 – consultation findings

1. More **support to cultivate cross-sector partnerships** - Stakeholders expressed that they would benefit from greater funder clarity on priority cross-sector collaborations to explore, access to best-practice models and the development of tools that guide partnership development.
2. More **support to measure impact** - Similarly, stakeholders shared that they have limited research and evaluation capacity and required support with funder-endorsed measurement frameworks and methodologies.
3. Stakeholders cited the need to design and offer more **programs aimed at specific priority segments** of the newcomer population, such as seniors and international students, among others, citing limited funding support and eligibility criteria.
4. Greater **cultivation and embedding of the newcomer voice** in service and program design has the potential to improve settlement planning.



Consultation participants included all levels of government, emerging settlement providers, education, children's protection, settlement and service navigation stakeholders, as well as newcomers themselves, who were featured in a lived-experience panel.

## **While a majority of newcomers rely on informal supports to facilitate their integration into the community, many newcomers recommend the assistance of formal, government-sponsored settlement services**

According to IRCC (2017), 39 percent of adult newcomers who arrived in 2015 used at least one government-funded settlement service by April 2017 (p. 3). This means that a majority of newcomers, nationally, are not supported by formal services that can enhance their settlement and integration.

PNSG commissioned Regional Diversity Roundtable (RDR) in 2018 to study how newcomers not accessing formal settlement services are integrating into Peel. Presumably, these newcomers are leveraging *informal* settlement supports, and the study identified the role that ethnic and religious institutions, cultural groups, as well as friends and family networks play in helping newcomers learn about local systems and the settlement process. While little literature exists in this respect, RDR examined the role of ethnic and online media in providing information to Peel newcomers and conducted an online survey and focus groups.

RDR found that:

- 80 percent agree that the majority of newcomers do not attend formal settlement services
- 53 percent believe that formal service organizations are not fully meeting a newcomer's settlement-related needs because providers are "not informed and skilled sufficiently to understand [newcomers'] employment needs"
- Over 55 percent are familiar with newcomers accessing settlement supports in informal ways in the community
- Over 62 percent feel that newcomers are integrating faster today than in the past thanks to self-seeking abilities and social media support
- Many cited leveraging family and friend networks to gain employment; however, this employment is largely not aligned with their intended occupation

Despite these views, **a majority of the study's focus group participants said that they would recommend formal settlement services to newcomers** "as some assistance can be received" and "because some help is better than no help" (p. 28).

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*"Overwhelmingly, participants have stated that successful settlement to them is concurrent with holding meaningful employment in their field of expertise"*

Regional Diversity Roundtable, 2018

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The study recommended that collaborations and partnerships be established between formal and informal settlement providers, supported by forums to share best practices and facilitate referrals between the two systems, as well as greater awareness-building of the informal settlement landscape among policy-makers, funders and service providers.

## Conclusions and Recommendations

Immigration is a defining feature of Peel, and it runs deeply in the region's DNA. As Canadian communities continue to welcome large and increasing numbers of newcomers, many will look to Peel to leverage its experience and example integrating immigrants socially and economically.

What's clear is that newcomers are integral to Peel's – and the GTA's – well-being and prosperity. Yet, while newcomers are working hard to build strong community roots and find appropriate employment, they also experience persistent challenges catching up to their Canadian-born and established-immigrant neighbours despite high levels of education. What's more, this may be getting harder to overcome at a time when Peel expects to settle more newcomers than before.

Our research points to three crucial ingredients for more effective settlement and integration of Peel newcomers:

### **A commitment to evidence-based policy and program design**

- Service-providing organizations acknowledge that while they are doing the best they can to serve newcomers, they also recognize that they need support in specific areas to be more effective.
- A greater focus on newcomers' employment needs, client referral-pathways to employment specialists and removing barriers to employment are required to accelerate newcomers' economic integration – the key area underpinning successful immigrant integration overall.
- An increased emphasis on evidence can help focus service providers on effective partnerships and impact measurement strategies. This can be achieved by working with funders more closely to identify cross-sector partnership priorities, clarify funder expectations, promote relevant case studies, best practices and funder-accepted measurement frameworks that give service providers greater confidence and support in these areas.
- A deeper examination of the needs of specific newcomer segments is needed, such as seniors, youth, women, even refugee claimants and international students, not only to provide customized and more effective integration supports, but also strengthen pathways to permanent residency among groups not traditionally supported by IRCC programming.
- Promoting a respectful, evidence-based dialogue about immigration – and holding all stakeholders to a high standard in this respect – is an important foundation in pursuing these strategies, as well as acknowledging that a long-term lens is required to support the multi-year nature of successful newcomer integration.



### **A deeper appreciation for the complexity of newcomers' settlement experiences**

- Newcomers require strong investments in three basic pillars essential to successful settlement: access to good jobs; affordable housing; and health and social supports. To many newcomers in Peel, as the report suggests, all three are in short supply.
- Frontline settlement service providers face more than just questions about employment and housing from newcomers. Settlement professionals are also positioned to respond to a multiplicity and intersectionality of newcomer needs, including mental health, crisis and trauma as well as local healthcare. Enhancing our service environment for more effective system navigation and cross-sector referral pathways will ensure that service providers continue to specialize in their core areas of expertise while providing newcomers with access to a full spectrum of available community supports.
- Newcomers prefer the GTA, but they're also mobile. This requires not just local – but also regional – stakeholders to think beyond traditional boundaries and champion greater inter-regional collaboration and information-sharing as a response to immigrant migration patterns and the assistance these individuals may require as they move from one GTA region to another.

### **Building bridges among formal and informal systems in the community to accelerate newcomer integration**

- Ethno-cultural and faith institutions, friends and family networks, even social media, play an undeniably large role in newcomer settlement. However, the impact that these supports have, particularly on securing employment commensurate with one's education, skills and work experience that is crucial to successful integration, could be enhanced if combined with the expertise of formal service providers.
- Formal service-providing organizations can establish better linkages with informal community-based supports not only to reflect more holistically how settlement is facilitated in Peel, but also identify new collaborative opportunities to make supportive referrals and create a more cohesive community by bringing disparate systems together.

## References and additional resources

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### **"Shh" by Anran Guo**

An immigrant from China who settled in Peel in 2014, Anran created "Shh," an installation of shredded newsprint designed to block a hallway, requiring visitors to walk through it, changing the installation's shape and often attaching itself onto visitors. The shredding of newsprint represents unheard voices, and the installation serves as a metaphor for one's feelings of marginalized interactions in a new community.

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