

Literature Review: Career Pathways for Visible Minority Newcomer Women in Canada

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Introduction

Budget 2018 states that employment is key to the successful integration of newcomers to Canada, supporting their financial independence and allowing them to make social connections and build and retain job skills. The Government recognizes that visible minority newcomer women[1] in Canada face significant barriers to finding and keeping good jobs. To help reduce these barriers, in 2018-19 the Government announced a $31.8 million investment, in support of a three-year pilot to provide additional programming to help visible minority newcomer women secure employment. The Social Research and Demonstration Corporation (SRDC) has been commissioned by Immigration, Refugees and Citizenship Canada (IRCC) to carry out a research project to inform the design of the pilot. The valuable learnings from the pilot project will help inform a wider implementation of approaches that are found to be efficient in supporting visible minority newcomer women.

This report presents the document and literature review, one of several activities in the research project. The main objectives of the literature review are to: identify the current state of knowledge on the main factors affecting the employment outcomes of visible minority newcomer women; identify the relevant policies and initiatives that exist on different levels of the government and in the community; and summarize the best practices of providing employment and settlement support to the visible minority newcomer women.

The literature review is structured as follows. First, we describe selected characteristics of visible minority newcomer women in Canada and summarize the main challenges they face in the labour market based on the current academic and grey literature. We then discuss the federal and provincial government policies and initiatives that affect the newcomer women integration. The next section provides information on the current programs aimed at both employers and immigrants and provides a few examples to illustrate these programming initiatives. Finally, the concluding section summarizes the common trends in the programming targeting the newcomers and identifies the policy and research gaps. It also begins a list of considerations for the pilot, which will be further developed over the research period.

The findings from the literature review will be further expanded with other project activities to inform the design and evaluation of a new model for supporting visible minority newcomer women to successfully integrate into the labour market and Canadian society in general.

[1] The term "visible minority" is used in the *Employment Equity Act* to define one of four designated groups. The aim of the Act is to achieve workplace equality and to correct employment disadvantages for the four groups. Visible minority persons are identified according to the Employment Equity Act as being non-Caucasian in race or non-white in colour.

Visible minority newcomer women in Canada

Selected characteristics

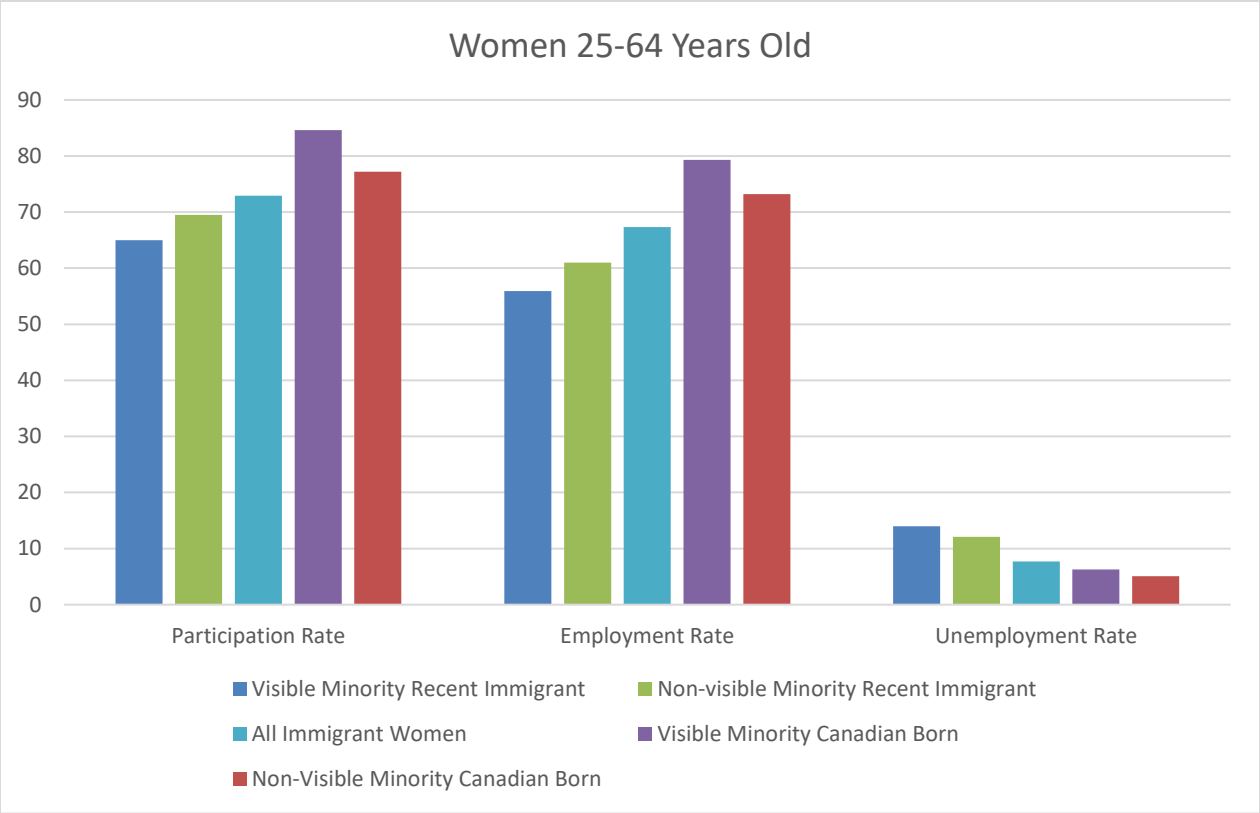
A report by Statistics Canada highlights key characteristics of immigrant women (Hudon, 2015). Immigrant women are constituting a growing part of Canadian society. It is estimated that by 2031 27.4 per cent of the Canadian female population will be immigrants. Most newcomers are visible minority – in 2016, 56 per cent of all female immigrants and 85 per cent of recent female immigrants identified as a visible minority (Statistics Canada, 2016). In fact, the visible minority female immigrant population has been increasing. The proportion of recent female immigrants belonging to a visible minority group was 55 per cent in 1981, 71 per cent in 1991 and 79 per cent in 2011 (Hudon, 2016). The visible minority population in Canada are mainly persons from the following groups: South Asian, Chinese, Black, Filipino, Latin American, Arab, Southeast Asian, West Asian, Korean and Japanese. There is diversity; even among each visible minority group, newcomers come from many countries. The majority of visible minority newcomer women live in large urban centres. The report also notes differences in the largest visible minority group across census metropolitan areas and municipalities.

Immigrant women are highly educated (27.7 per cent have a university degree or above), and most are admitted under the economic class (54.1 per cent) followed by the family class (34.3 per cent). An increasing proportion of principal applicants are women – 40.9 per cent in 2013 up from 30.4 per cent in 2004. Recent immigrant women are more likely to have children than native-born women (Adsera & Ferrer, 2013). Not surprisingly, immigrant women tend to have low number of social connections.

Labour market integration

Visible minority newcomer women have lower labour force participation rates than non-visible minority Canadian born women: 77.2 per cent (non-visible minority Canadian born women) vs. 65 per cent (visible minority recent immigrant women) for the core group of 25-64 years old. They also have a lower employment rate than Canadian born women (73.2 per cent vs. 55.9 per cent for the core group of 25-54 years old) (Statistics Canada, 2016). Figure 1 illustrates these and other labour market statistics by the immigration status and visible minority status for women of the core group of 25-64 years old. It shows recent visible minority newcomer women have the lowest labour market participation rate, lowest employment rate and highest unemployment among the five groups of women included in the chart.

Figure 1 Labour market participation for women (25-64 years old)



Source: Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue No. 98-400-X2016286.

There are also sizeable differences by admission class. Among women immigrating as principal applicants in the economic admission class, the labour participation rate is high at 85 per cent. Family-class female immigrants have significantly lower rates of participation in job-related training than Canadian-born workers (Park, 2011).

The gap in the employment incomes between immigrants and Canadians is well documented and increasing (Aydemir & Skuterud, 2004; Frenette & Morissette, 2005; Picot & Sweetman, 2005). Moreover, it takes immigrant women longer to integrate into the labour force than immigrant men. Employed immigrant women earn less; they have a median income of $3,558 less a year than Canadian born women. Immigrant women tend to work in the fields similar to Canadian women (Hudon, 2015) and sometimes change their careers into more female dominant ones even if they had training in the male-dominated career in their home country (Rezazadeh & Hoover, 2018).

The population of recent visible minority newcomer women is increasing. The labour market information presented above aligns with the Government's concerns about poor labour market integration of visible minority newcomer women, and the need to implement measures to improve their employment outcomes.

Immigrant selection

Looking to the future, Canada plans to admit up to 310,000 new permanent residents in 2018, which is the highest in recent history. The target increases to 330,000 in 2019 and 340,000 in 2020. The past trends suggest that the proportion of visible minority newcomer women in the new arrival populations will continue to represent an increasing and sizeable number.

There are three main admission categories of immigrants to Canada: economic, family, and humanitarian. The largest proportion of immigrants come to Canada under the economic class. Under the economic class, applicants are selected for their ability to become economically established in Canada. If applicants have stronger English or French language ability, higher education, and better work experience, they score more points on the point system, which is part of the criteria Canada uses to decide who to accept as immigrants. Under this selection scheme, the education level of the skilled worker newcomer population is expected to be greater than the Canadian-born population. However, labour market integration remains a challenge for newcomers, especially the women and visibility minorities among them. In addition to economic class immigration, newcomers could also arrive under family class or as refugees. These newcomers are not assessed under the point system since they are not admitted into Canada based on their potential economic contributions. There is evidence that they face even more challenges to integrate into the Canadian labour market.

The adoption of the point system of selecting skilled immigrants was expected to result in highly skilled immigrants coming to Canada and tap into the resources they bring with them. Thus, these immigrants were expected to be easily integrating into society, finding employment and contributing to the economy. However, the projected outcomes did not completely realize – while newcomers are indeed highly educated professionals who arrive with foreign credentials and work experience, many face major barriers in integrating into the Canadian labour force, primarily issues with language proficiency and lack of "Canadian experience." Visible minority immigrant women face additional barriers: discrimination by race and gender, family and childcare responsibilities, and necessity to overcome cultural norms. There is not only diversity among the groups of visible minority newcomer women, but the admission class also plays into their economic integration and supports required.

The next section presents challenges visible minority newcomer women face in their economic integration and highlights noteworthy initiatives and settlement and integration support, which respond to these gaps.

Challenges for visible minority newcomer women

The intersection of characteristics of visible minority newcomer women possibly makes their integration into society in general and into the labour market particularly challenging. First, they face barriers that all newcomers encounter: lack of recognition of foreign credentials, insufficient language proficiency, lack of Canadian work experience, and lack of understanding of Canadian culture and "Canadian way" of doing things. Second, they may experience discrimination due to their visible minority status and gender. Third, since women are often seen as primary childcare providers, barriers such as unavailability of affordable daycare, lack of support network and cultural gender norms make it difficult for newcomer women to enter the labour market.

In a systematic review of the literature on the experiences of immigrant women in Canada Rezazadeh and Hoover (2018) describe all the barriers that have been identified in the previous research and comment on some possible coping mechanisms that women employ. Women immigrants had challenges in obtaining Canadian certification and had trouble with language proficiency that kept them in low-paying and "dangerous" jobs (Fuller, 2011). Foreign born women are likely to volunteer their time and accept low wages to get Canadian work experience. Another big hurdle is obtaining childcare, which leads women to either use family members for child care or even send their children back to the source country to be taken care of by relatives (Rezazadeh & Hoover, 2018).

Through this literature review, we detail the barriers visible minority newcomer women encounter and their selected coping mechanisms, followed by the policies and programs that are put in place in order to ease the integration of women into the labour market.

Language proficiency

Low language proficiency has been described as one of the most important barriers to employment both by the immigrants themselves and by employers. The importance of language ability and language acquisition for employment and economic success has been noted in many studies (Chiswick & Miller, 1995; Xi, Hwang et al., 2010; Boyd & Cao, 2009).

Derwing and Waugh (2012) note that language ability is important for the economic integration of newcomers. However, programs and policies should place more emphasis on access to cultural knowledge and opportunities to interact with native speakers, as they play an important role in successful integration into the Canadian society (Derwing & Waugh, 2012).

For women, language training may provide more benefits, even though women tend to have fewer opportunities to participate in the training. Ability in English improved labour market outcomes, and the effect was stronger for women than men (Beiser & Hou, 2000).

The main English language training program offered in Canada is LINC – Language Instruction for Newcomers to Canada. The evaluation of the LINC program shows that LINC classes help participants improve their reading and writing skills, but not listening and speaking beyond what they would have acquired by living in Canada. At the same time, the gains attributable to LINC rise

as students reach 1000 hours of instruction. One of the main barriers to the participation in LINC is availability of child care (Citizenship and Immigration Canada, 2010).

Some of the recommendations for language training for immigrants are as follows: include workplace context language instruction; combine language and skills training; encourage partnerships with employers; encourage workplace instruction; account for the needs of students (scheduling, child care, transportation, financial aid), provide remote access to classes; and evaluate the programs and their effectiveness to establish the best practices. Contextualized workplace language training has been shown to improve the outcomes of the newcomers. It suggests that what matters to improving labour market outcomes is not general literacy training, but training that is aligned with its specific use in the workplace. Some international examples include the "McDonald's Corporation's English Under the Arches" program that allows workers to learn English remotely and in person at the restaurant, and "German at Work" program, designed and implemented in collaboration between employers and educators in Germany. These initiatives focus on teaching the language directly useful in the workplace, rather than providing general language instruction (McHugh & Challinor, 2011).

Canadian credentials and work experience

The second major barrier for successful integration of recent immigrants into the labour force is the lack of "Canadian experience." The "Canadian experience" concept itself is ill-defined. The most common meaning is that of work experience in Canada; however, often by Canadian experience employers also mean more tacit knowledge, such as familiarity and experience with Canadian way of doing things (Mennonite New Life Centre, 2012). The implicit knowledge of the "Canadian way" is difficult, but not impossible to verbalize, and it should be included into any program aimed at the settlement of immigrants.

Highly educated and skilled immigrants arriving in Canada are running into a risk of being subject to skill discounting, since they may be forced to accept jobs that are not aligned with their education and skills in order to find work. Skill discounting or deskilling occurs when immigrants' academic education, training and work experience acquired in a foreign country is devalued and not recognized in the host country (Dietz et al., 2015). Deskilling is becoming a major issue, especially since the current "points" immigration system is designed to attract and accept the most educated, experienced and skilled workers, who, however, find it nearly impossible to secure commensurate employment upon arrival and are often pushed into menial labour jobs in order to survive. Some newcomers feel that they were somewhat misled, that they were accepted to be an immigrant, but then discovered that their qualifications, experience and education are not recognized in Canada (The Conference Board, 2004).

Creese and Wiebe (2012) investigate the experiences of "survival employment" among African immigrants in Canada. The authors note that African immigrants are subject to deskilling and vast majority of them have to move down on the career and social ladder when they arrive in Canada. African women especially struggle with finding a job and report that racism, demand for Canadian experience and intolerance for non-Canadian accents are the main barriers to finding fulfilling

employment. Participants of the study note that accent, lack of network and language ability pose barriers to employment (Creese & Wiebe, 2012).

The problem of de-skilling needs to be addressed through both employer and immigrant channels. There may be a need for better, more realistic representation of the Canadian labour market to potential migrants. The Canadian government encourages potential migrants to use pre-arrival services, which are aimed at aligning immigrants' expectations with the realities of the labour market in Canada (Government of Canada, 2018). On the other hand, employers may need to be better educated about the assessment of international experience, skills and education. We discuss such initiatives below.

One way immigrants attempt to acquire valuable Canadian experience is through volunteering, internships and taking lower paid jobs below their skills levels in order to get a foot in the door. Women are more likely to employ these strategies (Rezazadeh & Hoover, 2018). On one hand, there is experimental evidence that by volunteering immigrants lower the risk of discrimination in the hiring process, which improves their rates of integration into the labour market (Baert & Vujić, 2016). On the other hand, Fuller (2018) points out the risks of accepting a position that does not match the immigrant's level of ability, as it opens the possibility of experiencing a depreciation of knowledge and skills which could lead to negative consequences in the future. She shows that the pathways immigrants take in the labour market in the first four years shape their future career paths and finds that quick integration generally has positive effect on their future employment and earnings (Fuller, 2018).

To help break the vicious cycle of lack of relevant Canadian work experience and lack of labour market integration for immigrants, Employment and Social Development Canada (ESDC) is now conducting the Canadian Work Experience Pilot Project in six sites across Canada with immigrant serving organizations and sector and employer councils. Employers participating in the pilot are offered a wage subsidy to hire recently-arrived skilled newcomers for a limited period (e.g., three to six months). SRDC is conducting the evaluation of this pilot program, and early discussions with the sites suggest that, in addition to the wage subsidies for internships, bridging the gaps in expectation and knowledge between employers and newcomer workers is very important. Newcomer workers face difficulties in navigating the Canadian labour market and understanding Canadian workplace cultural norms.

The pilot is also designed to explore the employer experience. Employers face difficulties in assessing the skills of newcomers before they hire the workers. After they hire the newcomer, employers may face difficulties in communicating expectations when they notice workplace behaviours that are different from Canadian workplace culture. Accordingly, some of the pilot participating organizations are testing the promising practices of job development for employers, proactive employment integration coaching for the newcomers, and mentorship programs (SRDC, 2018).

ESDC is also implementing the Foreign Credentials Recognition (FCR) Loans Program in 2018, a program that offers loans to newcomers to help them with the cost of getting their foreign credentials recognized. The program also provides newcomers with support services, such as

information and help to navigate processes for credentials recognition. This program builds on the lessons learned from the FCR Loans Pilot project.

Discrimination by gender/race/newcomer status

Discrimination by race or immigrant status is often cited as one of the barriers to employment by immigrants. Similarly, gender discrimination still exist in the workplace. Visible minority women newcomers may be subject to all these forms of discrimination.

The literature describes two types of discrimination: taste-based and statistical discrimination. Taste-based discrimination occurs when an employer or customer demonstrate racial or gender or ethnic preferences, and is willing to pay a premium to avoid the "psychic cost" of dealing with employees of a certain type (Becker, 1957). In theory, if an employer is selecting candidates based on race or other characteristics that are not related to professional performance, this employer will eventually be disadvantaged on the market, because less discriminating competitors will hire more qualified workers. In practice, taste-based discrimination is mitigated by promoting competitive labour market, legislations, and public education.

Under the statistical discrimination, employers adopt discriminating practices based on imperfect information. The employer who seeks to maximize profit will discriminate against blacks or women if he believes them to be less qualified, reliable, etc. on average than whites and men, respectively, and if the cost of gaining information about the individual applicants is excessive (Phelps, 1972, 659). Facilitation of better and accurate information to employers is a key mitigation strategy to tackle statistical discrimination.

Results from meta-analysis points to the dominance of the taste-based discrimination among hiring employers, however statistical discrimination may still play a role. Equivalently qualified minority candidates need to send 50 per cent more applications than majority applicants to be invited to interviews (Zschirnt & Ruedin, 2016). In a large scale Canadian field experiment, the call-back rates to approximately 13,000 resumes were analyzed (Oreopoulos, 2011). The names, education and work experience on the resumes were randomized to include English and foreign sounding names, education from Canada and other countries and Canadian vs. foreign work experience. The findings indicate that there is a significant call-back gap for people with Canadian names and people with foreign sounding names, even accounting for Canadian education and experience. Interestingly, resumes with English female names got higher call back than English male names, but it was not true for foreign name resumes. Employers value Canadian work experience much more than Canadian education. Recruiters quote perceived lack of language ability as the main reason for avoiding foreign sounding names. They also note the pressure to avoid bad hires, which leads to exaggerated attention to small details that may indicate lower productivity (language). The author also made an interesting note about the cost of initiating conversation with someone who is not fluent in English in that it takes more effort.

Banerjee, Reitz, and Oreopoulos (2017) find that larger employers are less likely to discriminate against applicants with Asian names. Applicants with Asian names and all Canadian qualifications had a 20 per cent disadvantage in applying to a large employer and a 40 per cent disadvantage among small employers. If they had some foreign qualifications the disadvantages increased to 35

per cent for large and 60 per cent for small employers. Some potential explanations for this discrepancy are that larger companies have better recruitment resources, more professionalized recruitment process and more experience with diverse staff (Banerjee et al., 2017).[2] Taking these differences into account will help in designing a more efficient employment program for visible minorities. A more "case management" approach of the job development process may be beneficial in dealing with organizations of different sizes.

Child care

Child care access is often the most prominent barrier for labour market participation for newcomer women. Recent immigrants may be lacking a strong social and family network in their new environment; they may not be able to rely on their friends and family for child care, and thus require good quality, affordable child care solutions. The laws, services and culture are different from those in their home countries, and they may not know who to approach for information and services and often rely on word of mouth. This often leads women, even with high educational and professional achievements to resort to the caregiver role, moving them even further away from the labour market. Non-standard hours, which are often required by immigrant women who are working shift jobs, present another hurdle in finding suitable childcare. The Calgary Immigrant Women Association ran a pilot project offering alternative child care, addressing the irregular work hours issue. They found that immigrant women were initially apprehensive about participating due to their cultural values, but those who did participate saw benefits, and changed their beliefs about formal child care (Calgary Immigrant Women Association, 2018). Research using data from 212 newcomers and 237 service providers investigated what are the challenges in education and employment training supports for the newcomers to middle-sized urban/rural regions. The lack of affordable child care and transportation is a significant barrier to employment training courses and education especially for visible minority women (Sethi, 2013).

Thus, access to affordable and available childcare is crucial in enabling newcomer women to be gainfully employed. Many existing programs recognize this and offer free child minding services, so women can participate in programming. However, cultural aspect of trusting and understanding child care services may be important as well. Some newcomer women may be reluctant to send their kids to daycare due to concerns about care, language or simply because they may not be used to having other people take care of their children. This may not be the most important barrier to

[2] Interestingly, Fuller and Martin (2012) find a lack of universal visible minority disadvantage using a sample of 5,859 immigrants who arrived in Canada in 2001-2002. Some racialized groups do worse in the labour market than Caucasian immigrants, but not all (the caveat is that the analysis only compared visible minorities immigrants to other immigrants, not to Canadian-born people). The authors also cannot distinguish between discrimination and different strategies common for some groups (e.g., self-employment paths among some groups of immigrants). In addition, they find that social networks or ethnic composition of social networks are largely irrelevant to the employment paths. Some of it can be explained by the fact that social networks may be more useful for the low level jobs, where informal hiring is more prevalent. However, modern immigrants tend to be highly educated, and may not be targeting these jobs (Fuller & Martin, 2012).

using the formal childcare as cost and availability may pose greater hurdles, but it certainly plays a role.

Finally, even if childcare was available and subsidized, the awareness of available subsidy programs may be low among newcomer women. Among the participants of the Calgary Immigrant Women Association project mentioned above, only 5 per cent (3 out of 56 participants) were aware of childcare subsidies (Calgary Immigrant Women Association, 2018). Education about finding suitable childcare, the rights of parents, the availability of subsidies and eligibility rules for subsidy programs are equally important.

Cultural gender roles

The differences in female labour market participation rates between Canadian born and immigrant women could be due to either discrimination or immigrant women's and their families' attitudes towards employment, or both. Fortin (2005) shows that in OECD countries, agreement with the statement "When jobs are scarce, men should have more right to a job than women" has a strong correlation with the gender wage gap and female labour market participation. Similarly, agreement with the statement "Being a housewife is just as fulfilling as working for pay" is also closely related to the lower labour market participation of women. Thus, both discrimination and personal attitudes may play a role in creating the differences in employment rates and wage rates between men and women (Fortin, 2005).

There appear to be similar patterns among immigrant women in Australia. Some of the discrepancy between the employment rates of immigrant and local women can be explained by discrimination, however, home country cultural norms with emphasis of a woman's role as a home keeper play a major role in predicting women's labour market participations rates (Foroutan, 2009).

For Canadian immigrants, the presence of home country and gender cultural norms (division of paid and unpaid labour within the family) is correlated with labour force participation rates in Canada; more specifically these factors are associated with low female labour force participation. (Frank & Hou, 2015).[3]

Cultural gender norms present a complicated problem for analysis and policy design. On one hand, if women desire to enter the workforce, then providing them with an opportunity to learn about Canadian social and workplace culture would encourage them to find paid employment. On the other hand, presence of strong cultural norms may indicate unwillingness to enter the labour

[3] The cultural gender norms do not strongly persist through generations. Pessin and Arpino (2018) analysed the attitudes towards working women among first and second generation immigrants from multiple origins living in different countries. They show that first generation immigrants hold views that are more aligned with the source country ideology, while second generation immigrants have stronger positive association with the gender ideology at the destination country. While there may be some selection into coming to a country with more liberal gender norms, newcomers are still more likely to hold origin country's beliefs and views about working women (Pessin & Arpino, 2018).

market, or lack of support from family and spouse. These barriers may be significant and there may be no simple way of overcoming them.

"Cultural Intelligence"

The concept of cultural intelligence or the "CQ" construct, was developed by Earley and Ang in 2003, and is defined as "a person's capability to perform and manage effectively in an intercultural environment". Cultural intelligence is crucial for the effective integration of recent immigrants into the host society and the workplace. Newcomers with higher CQ can adjust better and create better networks in organizations. Other employees in an organization should also be encouraged to be open-minded and accepting of various styles and points of view (Malik et al., 2013).

Small talk, informal communication and e-mail practices are some of the main intercultural challenges that immigrants face in the workplace. Holmes (2015) describes the results of the government funded workplace program for immigrants in New Zealand. During the course of the study, recent immigrants were presented with a series of workshops on the New Zealand workplace culture, job searching, immigration law, interview techniques and social and legal matters. After completion of the workshops, participants took part in paid or unpaid work terms, usually at a small business. Generally, participants had positive experiences and were grateful to the employers. They did however note that there were challenges in communicating with their colleagues. This research highlights the need for the reciprocal intercultural training for both immigrant and local workers as well as the need for the workplace placements (Holmes, 2015).

Mak and Barker (2008) investigate the implementation of the Excellence in Cultural Experiential Learning and Leadership program in Australia, which is focused on providing immigrants with intercultural social skills training. EXCELL was incorporated as a part of the job training program at a job placement agency in Australia, which assists highly skilled immigrants in finding employment. The programming included a five-day training on CV writing, job search skills, occupational health and safety, networking and interviewing skills. It also included a module on Australian workplace cultural knowledge. Participants were then placed with non-profit organization for three months to apply their newly developed skills. The EXCELL module was a part of this bigger program and included workshops on social contact, seeking help, participating in a group, refusing a request, expressing disagreement and giving feedback. The authors report that program participants experienced increases in job-search efficacy and intercultural social efficacy (Mak & Barker, 2008).

Psychological and social aspects

Recent research shows that workers are not only motivated by monetary compensation, but that non-monetary aspects, such as job satisfaction, are important as well (Cassar & Meier, 2018). Women may value non-monetary aspects of a job more than men; they tend to volunteer more and have higher values for the social aspects of their work (Fortin, 2006). This means that women may be drawn more to not-for-profit jobs that hold social value, etc. It is not clear how much effect this preference may have on job search for visible minority newcomer women, but we need to be cognizant of it in designing a new intervention model.

Fortin (2005) finds that women's participation rates in the labour market may be hindered by an inner conflict, the so called "mother's guilt", when family values clash with society's egalitarian views. Once again, this issue may be an important factor in determining the labour force participation among immigrants especially from countries where women's primary role is viewed as being a homemaker and a childcare provider.

Jelena Zikic investigated the factors that influence the success of immigrants in Canada by interviewing the winners of the "Top 25 Immigrants" competition by the Royal Bank of Canada. She finds that social integration, connection to local culture and people play a crucial role in integrating immigrants into society and in their successful employment. Other important factors include coming to terms with "what they can no longer do and with who they can no longer be" (Jetelina, 2018). Hence, increasing and improving social connections may help reframe this perception by helping immigrants become clearer on their opportunities and what they can do and need to do. In other words, improving social connections may be a key factor in improving the social and economic integration of newcomers.

The labour force participation decision

The statistics discussed earlier show that immigrant women are less likely to participate in the labour force. This gap can be explained by a number of factors. Morissette and Galarneau (2016) find that about half of the differences in labour market participation rates between immigrant and Canadian born married women can be attributed to socioeconomic characteristics, such as family size, and source country attitudes.

The costs associated with paid employment – both monetary and non-monetary – can be relatively high for immigrant women, and their expected wages may be insufficient to cover these costs. The contribution of lower wage rates on the difference in labour force supply is difficult to estimate, so the effect is largely unknown. However, Morisette and Galarneau's (2016) estimation shows that immigrant women's lower wages may partially explain the part of the gap in labour force participation between immigrant and Canadian born married women.

While cultural gender norms and attitudes seem to play a role, there is also some evidence that immigrant women do not act as a secondary worker. Secondary workers only enter the workforce to support their husbands' pursuit of skills specific to the local labour market, and going back to taking care of home and children once the husband has secured employment. However, research shows that women make labour force participation decisions guided by their own opportunities. The level of education affect their decisions. Only relatively uneducated immigrant women in unskilled occupations may fit the profile of secondary workers, with slow skill mobility and getting trapped in low-status jobs, while educated immigrant women experience skill assimilation over time (Adserà & Ferrer, 2014).

As mentioned above, women may also experience a psychological cost of sending children to daycare: worrying about the quality of care, concerns about a child adapting to a new social and linguistic situation, bad experiences from source countries and perception of one's role as a mother.

Taking together with larger family sizes, low wages, cultural norms, lack of knowledge about the Canadian systems, and difficulties in navigating Canadian subsidy and child care programs, it should not be surprising that more immigrant women than local women may choose not to participate in the labour force. Some of these factors may be mitigated by providing information, training, mentorship and support – e.g., guidance in finding suitable childcare, applying for subsidies, finding out the benefits a family is eligible for, impacts on taxes, etc. Some other factors, like cultural norms may be more sensitive to approach and more difficult to affect, since cultural norms are likely to be shared in the family, and participation in the labour force is a family decision. For the purposes of this literature review and the design of the pilot it is important to note that taking these factors into account is crucial in designing and evaluating any proposed intervention.

The barriers discussed above, while not exhaustive, help situate innovative and noteworthy services and supports that respond to these challenges in order to improve labour market outcomes for visible minority newcomer women. While each of these barriers requires specialized attention, it is important to emphasize that economic integration needs do not exist in silos. Rather, they are intersecting and provisions in one area may mitigate barriers in another. An approach that recognizes the relationships between different aspects of settlement and integration is useful and important in considering and designing a model for the pilot. Just as important, the pilot needs to be aware of the environment or content in which it will be operating in. The next section discusses government policies and initiatives that affect newcomer women's economic integration.

The federal and provincial landscape

Jurisdiction over immigration is a joint federal-provincial/territorial responsibility under Section 95 of the Constitution Act of 1867. The *Immigration and Refugee Protection Act (IRPA) and the Department of Citizenship and Immigration Act* authorize the Minister of Citizenship and Immigration, with the approval of the Governor in Council, to enter into agreements with provinces and territories to facilitate the coordination and implementation of immigration policies and programs. The federal government is responsible for establishing the eligibility criteria for settlement programs in all provinces and territories (except Quebec), reuniting families, determining refugee claims within Canada, defining immigrant categories, setting national immigrant levels, and establishing admission requirements (CIC, 2014a).

IRCC administers the Settlement Program that funds service provider organizations to deliver settlement support services to support settlement and integration needs of newcomers (IRCC Research and Evaluation Branch, 2017). The program focuses on settlement needs such as information and orientation and language training. It also includes a component that provides employment-related services. Thus, IRCC does administer some employment programming.

Canada's public employment programming used to reside with the federal government. In the mid-1990s, responsibility for Canada's public employment service was devolved to provinces, territories and Aboriginal organizations. The Government of Canada, through Employment and Social Development Canada provides funding to provinces and territories to help Canadians prepare for and secure employment under two Labour Market Transfer Agreements — Labour Market Development Agreements and the Workforce Development Agreements, a consolidation of the Canada Job Fund Agreements (that included the Canada Job Grant), the Labour Market Agreements for Persons with Disabilities and the Targeted Initiative for Older Workers. These agreements provide funding for provinces and territories to meet the various needs of local labour markets and to provide better targeted supports to Canadians, including employers and individuals who are underrepresented in the labour market.

- The **Labour Market Development Agreements** provides over $2 billion to the provinces and territories to help support individuals who are eligible for Employment Insurance (EI) or have contributed to EI, as well as employment assistance services to all unemployed Canadians (ESDC, 2018a).
- The **Workforce Development Agreements** consolidate a number of existing agreements into a single flexible program to allow provinces and territories to respond to the diverse employment and skills training needs of Canadians who face a number of barriers to the labour market, including people with disabilities. The Agreements allocate $722 million annually with an additional $900 million for the first years to help develop and deliver employment services and skills training to Canadians (ESDC, 2018b).

The system of active labour market programs and supports in provinces and territories is complex, especially in the larger provinces such as Ontario and British Columbia. Collectively, the federal, provincial and territorial governments administer the majority of employment programs and

support measures in Canada; they provide funding to service provider organizations at the community level to deliver programs and services. The system includes a wide range of programs, including programs and services funded and administered directly by the Federal Government such as SkillsLink, the Opportunities Fund for Persons with Disabilities and the Aboriginal Skills and Employment Training Strategy, alongside programs and services that are jointly funded by the federal and provincial/territorial governments under the above agreements. There are also, but to a smaller degree, employment programs and supports funded by other federal departments such IRCC, municipalities, Foundations, and the private sector. Largely, the various programs are not coordinated, which makes it difficult for job seekers to access them easily, especially newcomers who may feel overwhelmed by the amount of information they need to successfully navigate the system. They may not know who to approach for information and services and often rely on word of mouth. This becomes especially problematic where services are not well integrated and delivered by multiple providers (Omidvar & Richmond, 2003).

Our review shows there is a wide range of employment programs administered and delivered by multiple players. Moreover, there are programs targeted at newcomers, and some at newcomer women. However, we did not find any government employment programs and services targeted specifically at visible minority newcomer women, although the Women's program at Status of Women Canada offer several programs for visible minority newcomer women to address barriers to participation and equality in the Canadian society. Sometimes, community programs targeted at immigrant and refugee women end up attracting visible minority newcomer women even though the visible minority status is not part of their eligibility requirements.

The design of the pilot must recognize the programing environment and be aware of opportunities to leverage existing programs, delivery systems and networks. The next section highlights some of these programs, which are generally delivered by community agencies.

Community based programs

Community based programming plays an important part in the immigrants' settlement process. Most community programs are funded by the federal and/or provincial governments, however there are some that are church or ethnic community based. In this section we discuss some of the programs that support the employment process of recent immigrant women. Since virtually no programs only target visible minority women newcomers, we present a selection of relevant programming that target women and/or newcomers in general. Appendix A includes more detailed descriptions of the programs we found. We draw on these programs to provide examples throughout this section. Note however that the lists here and in Appendix A represent selected programs and are not exhaustive.

Supply side (newcomers)

There is a plethora of programs targeted at newcomers, and a good portion of those have sub-programs aimed at newcomer women specifically. We do not include specific language training programs (LINC) in this scan, since most of these programs target all immigrants and are not gender specific. However, language practice is an implicit component of any programming targeted at newcomers. Most programs targeted at newcomer women include child minding services and help with transportation costs.

Training programs

Pre-employment training programs are usually targeted at women with intermediate level of English or French who are now ready to enter the workforce. Common areas of training include food services, hospitality, child care etc. The training provides women with some Canadian educational experience, improves their language skills especially linked to their targeted occupations, and introduces them to the Canadian work culture. Often these programs have a job-shadowing or internship component, or may lead to future education.

Targeted at low skilled women

A few programs do not require any specific prior knowledge and thus may be implicitly targeting women with lower skills. The Calgary Immigrant Women Association offers training in food preparation and child care, as well as courses targeted at improving language and other essential skills.

The START Customer Service program by ACCES Employment provides immigrant women with training in customer services professions. Participants can work toward industry recognized certificates, get computer training, job search support and coaching.

The Career Exploration Program in Nova Scotia, or the "Power of Trades" program by the YMCA of the National Capital region offers women, including immigrant women, an opportunity to obtain skills necessary to pursue careers in the trades. Women are an underrepresented group when it comes to trades, so promoting these programs among newcomer women could help to both

increase the proportion of women in the trades and improve immigrants' integration into the labour market.

Targeted at high skilled women

High skilled immigrant women will likely benefit most from job development or pre-employment support programs described below. However, some organizations do offer additional training targeted at women with existing skills and education, in order to improve the match between their skills and job requirements or to allow women to retool for a new profession.

For example, the TechWomen program by the Immigrant Service Society of BC offers a nine-month part time technical and job readiness training for immigrant women. It provides women with introductory training in web development, digital marketing or UI/UX design at one of Vancouver's top coding academies. Special attention is given to developing a technical language needed in the industry. Following completion of the training, women are connected with internship or job shadowing opportunities(Immigrant Services Society of BC, 2018).

The Calgary Immigrant Women Association offers training to women with background in administration, marketing and sales to educate them about the Canadian labour market and to provide them with local knowledge and experience. The organization runs a similar program for foreign trained accountants.

Pre-employment support programs

For women with higher education levels or those ready for the labour market, employment support programs provide help with resumes, cover letters and interviews. The Employment and Life Skills Program by Making Changes in Calgary, AB, the Immigrant Women's Employment Readiness Connections by MOSAIC, in Vancouver, BC, the Pre-employment and Computer Essentials in Regina Immigrant Women Centre in Regina, SK and many other programs offer women coaching, mentoring and advice on various aspects of job search and employment. Some programs incorporate a job development component and work with employers to provide women with temporary job placements or internships to gain Canadian work experience. Some employment support programs also help women start their own business.

Settlement support programs

Settlement support programs offer women information on child care services, parenting, health services, financial literacy and any other important aspects of life. These programs do not require any particular language proficiency and help women settle in the new country. They may also aid in creating new social networks, and developing new connections and friendships, which are important for the successful integration in society. Many programs are focusing on stress and anxiety management, since those often affect newcomer women. Some examples of these programs include the Immigrant Women's Life Skills Workshops and Pathways to Success, the Life Skills, Career and Small Business Program for Women by COSTI, Toronto, ON, and the Life Skills for Immigrant Women by Centre for Immigrants in Calgary AB.

Demand side (employers)

These programs include those that are targeted at employers or those that are initiated by employers themselves. Programs that engage employers are usually aimed at improving the matching process between a newcomer and a hiring manager by either reducing the risk of hiring a newcomer (by offering internships), improving the transparency of information (eliminating the need to translate foreign experience and education into Canadian equivalent) or providing information and company success stories from hiring immigrants. These programs are rarely targeted to visible minority women specifically, but some contain innovative ways of integrating newcomers into the labour markets, so we include them in the review.

General focus programs (language, work experience, job development)

MOSAIC, Vancouver, BC

One of many programs for recent immigrants by MOSAIC BC is the Intercultural Competency Training and Workplace Communication course. The goal of both of these programs is to improve communication between people of different cultures. MOSAIC helps employers create an environment where people from different cultural backgrounds can communicate effectively and with ease.

World Skills Employment Centre, Ottawa, ON

The World Skills Employment Centre hosts targeted recruitment events that allows employers to meet numerous qualified candidates. The recruitment sessions vary from multi-sector recruitment events to on-site recruitment sessions. The events work as follows. The employer specifies the skills, requirements and number of available positions. The World Skills Centre finds newcomer candidates that match the required qualifications. Employers present their company and the positions available to the pre-selected candidates and then meet with them for 10-15 minutes one-on-one meetings. The employer then select candidates for follow-up interviews.

These events allow for a more efficient matching between newcomers and potential employers and may reduce the hiring costs for the companies (World Skills Employment Centre, 2018). The World Skills Employment Centre also offers on-the-job language training based on Canadian Language Benchmark criteria. Their language training curriculum is designed with the employees' language needs in mind, focuses on workplace interaction and includes cross-cultural communication and soft skills modules.

NEW (Newcomer Women's Services) Employment services, Toronto, ON

The Newcomer Women's Services agency provides women with a number of settlement and employment services. On the employment assistance side, they offer help with resumes, cover letters and job development; the agency works with employers and match employers to candidates. To minimize the potential perceived risks of hiring newcomers, employers can choose to pursue a

job trial. Some positions may be qualified for a financial incentive through a Canada-Ontario Job Grant.

Refugee Career Jumpstart Project, Toronto, ON

The Welcome Talent Program by Refugee Career Jumpstart Project is a mentorship program in collaboration with LinkedIn, targeting refugees with advanced knowledge of English or French. Program participants are trained to leverage LinkedIn's resources to learn about the Canadian market, prepare themselves for their job search and grow their professional network. They are then paired with a LinkedIn member mentor who helps them enter the Canadian labour market (Welcome Talent Canada, 2018). The Refugee Career Jumpstart project also offers programs that provide training and employment to refugees in the trades.

Toronto Region Immigrant Employment Council, Toronto, ON

The Toronto Region Immigrant Employment Council (TRIEC) connects employers with immigrant talent. TRIEC provides programs such as mentoring, training in networking, leadership, interview skills, language training and continuing education. TRIEC recently submitted a recommendation to the federal government to include investment into mentoring for newcomers in the federal budget. Their research suggests that since its launch in 2004, the TRIEC Mentoring Partnership program that matches recent immigrants with a mentor from their professional field supported over 15,000 immigrants. Seventy-seven per cent of mentees in the Greater Toronto Area find employment in their field within 6 months. Mentorship program also lead to increases in earnings for the immigrants and appears to be cost effective. A proportion of 56 per cent of immigrant professionals served by TRIEC Mentoring Partnership are women (Toronto Region Immigrant Employment Council, 2018).

OECD report on Canada suggests that "Bridge programmes, which help with post-secondary credentials recognition in regulated occupations, and mentoring programmes, which help immigrants overcome underrepresentation in high-quality jobs by developing professional networks, have proved effective and should be expanded (Carey, 2018)."

Work experience programs

These programs are working with employers to create internships and work placements for immigrants. These opportunities provide newcomers with Canadian work experience, allow them to learn more about the Canadian work culture and establish useful social contacts. Many of the program participants go on to either continue at the internship sites or find new positions.

CareerEdge

CareerEdge is a non-profit social enterprise that is Canada's largest provider of paid internships. Paid internships allow newcomers (or new graduates) to obtain Canadian experience and exit the vicious cycle of "needing Canadian experience to get a job – needing a job to get Canadian experience." Employers can have a risk-free channel for trying out diverse, qualified candidates, contributing to the creation of a more welcoming, accommodating workplace.

Career Bridge is the innovative program by CareerEdge offering 4-, 6-, 9-, or 12-month internships to recent immigrants who are fluent in English, have at least three years of international experience and at least a Bachelor's degree. The program is supported by the Government of Ontario.

LiUNA! Local 506

This construction industry union provides its workers with training in the native language if needed. Its approach is to support their members: "If we get a call for a specific training need, even something we don't offer all the time, we'll organize it just for them. If our members need it, we just do it." Over time the workers learn English and have access to training and support in English. However, if needed interpreters are available and training can be given in the native language of the participants.

In collaboration with ACCES Employment, LiUNA! Local 506 developed the Construction Trades Program to support Syrian refugees to gain employment in the construction sector. Trainees are provided with language accommodation, supports settlement needs and focuses on helping those who desire to work as soon as possible. The program offers language training first, and then participants progress to pre-apprenticeship training and then to apprenticeships or employment. Refugees with pre-requisite levels of English (CLB Level 2 or CLB level 4 depending on the stream), with experience or strong interest in construction industry, are eligible for the program.

After launching the pilot in November 2016, the program assessed 143 individuals with 66 completing one or more training streams. The retention rate was 100 per cent for all streams. Twenty participants found full-time jobs and four others were considering offers at the time of the interview.

Key lessons for replication: place and understand the unique needs of the participants; agree on objectives and build trust and communication; engaging and collaborating with other partners.

This project is an example of a successful collaboration between an industry (LiUNA!) and a settlement organization (ACCES) (Hire Immigrants, 2016).

Information programs

These programs mainly provide informational support and resources to employers who are considering hiring immigrants.

Hire Immigrants

Hire Immigrants (http://www.hireimmigrants.ca/) is a website that provides information on "what works" in immigrant employment worldwide. It is a resource that guides employers in recruitment, retention and promotion of immigrants. It contains a number of success stories and helpful advice, describing individual companies' experiences with hiring immigrants and refugees.

Support for HR professionals

Hiring immigrants may not be a straightforward task for HR professionals. Lack of clear understanding of what immigrants' credentials truly represent and confusion about translating foreign experience into Canadian equivalent experience may deter some hiring manager from trying to hire an immigrant. Educating HR professionals is key when it comes to improving the labour market outcomes for newcomers.

"Hire Immigrants Ottawa" provides a cross-cultural competency training for employers designed to help employers and HR managers to prepare for the multi-cultural employee base. They also created an Employer's Guide to Integrating Immigrants into the Workplace that helps employers in hiring immigrants and assessing their credentials (Hire Immigrants Ottawa).

In addition to educating HR managers on assessing the immigrants' education and experience the demand based approach used in *BC Partners in Workforce Innovation* project could be useful. In this model, a Recruitment Specialist connects employers seeking workers and individuals who are ready for the labour market (in the BC WiN model, the focus is on people with disabilities, however, the model can be adapted for other populations such as visible minority newcomer women). Workers are given a chance to present their skills to the employers and employers are reassured that the candidates have been pre-screened and that their skills match the job requirements (BC Centre for Employment Excellence, 2018).

Common trends/lessons from government and non-profit programming

Most of the government and NGO programs for newcomers and immigrants incorporate some of the best practices described in the preceding sections. Below, we highlight and summarize some of these best practices. They are used in both general settlement agencies and in agencies delivering programs targeted specifically at women.

There appears to be a growing interest in **job development programs** (demand side) where employers define the skills required for a job and then an agent or employment service provider matches qualified candidates to opportunities. This approach may be especially beneficial for newcomers, as their foreign experience and education may be difficult to transpose on Canadian territory. Job developers or employment service providers may help newcomers define which skills they have, what type of jobs and tasks they have performed, and then use this information to match them with a job. Some initiatives have targeted specific sectors.

Some service providers and employers offer a **combination of job training and language** training or offer language training at a job site. The benefits of such approach is that newcomers are gaining work experience, and learning language by immersion with the focus on the required workplace vocabulary. While "work first" approach may work better for some industries (see the example of the construction union program for hiring refugees and recent immigrants), providing targeted language training may be feasible for most workplaces and settlement programs.

To address the Canadian work experience requirement, some settlement programs work with employers to offer **paid internships**. This allows the employers to lower the risk of hiring a recent

immigrant and provides immigrants with Canadian work experience. Some provincial governments are offering temporary subsidies to employers who are willing to hire immigrants. The federal government has its own newcomer internship program. Aside from the positive anecdotal evidence, there is no rigorous evaluation of these programs yet.

Government and settlement agencies are providing **pre-arrival workshops** and informational programs to potential newcomers. These programs allow immigrants to learn accurate information about Canadian culture, workplace customs, labour market, credentials and any issues that may arise.

To address the **cultural knowledge** barrier, most programs aimed at newcomers explicitly include components on workplace culture and communication and other relevant issues. Verbalizing these rules is crucial to ensure successful immigrant integration into the workplace.

Finally there are services that help **HR professionals** translate foreign education and credentials into the Canadian equivalent, and there are organizations that provide training for the employers and HR managers who may be hiring immigrants. Working with employers to increase their "cultural intelligence" is an important component of integrating immigrants into the workplace.

Promising practices

Based on the literature review and specific suggestions and recommendations made by some practitioners (Women's Economic Council, 2011; Mennonite New Life Centre, 2012), we identified the following practices that appear to be beneficial or promising for successful integration of newcomers into the Canadian society.

Pre-arrival workshops that provide the information about the Canadian labour market for newcomers, emphasize the need of language training, and offer realistic information about the challenges of credential recognition should better align newcomers' expectations about the challenges of entering the labour market and settling in Canada. One of the examples is the "Planning for Canada" initiative by Immigration, Refugees and Citizenship Canada (IRCC, 2018).

Customized **language training** that is combined with the employment training or includes the workplace specific vocabulary would help immigrants in communicating with potential employers.

Some providers find that **one-on-one mentoring** or buddy systems help immigrants quickly integrate into society (TRIEC, OECD). Information sessions and mentoring from established immigrants could be valuable, as newcomers may find their experiences more relevant and useful, and established immigrants may have concrete advice about overcoming potential barriers and navigating Canadian systems.

The main concern with the current system is the dispersion of services provided and potential duplication of services across agencies. A more **streamlined and organized** orientation and settlement services may be needed; however, this may not apply to all geographic areas.

In terms of the recommendations for visible minority women, offering **leadership training** has been mentioned as a way to increase visible minority women's participation in decision making

roles. A training of this type could be more useful for higher skilled women who have been in Canada for a few years and would benefit from an additional confidence boost.

From the employers' side, offering **incentives for hiring or providing internships** to immigrants could allow them to hire newcomers while minimizing the potential risks. These incentives could be especially important for small and medium sized businesses that may not have the necessary HR resources to evaluate foreign credentials and for which the risk of hiring an immigrant may be perceived as substantial. Such programs could provide newcomers with necessary Canadian experience, allow them to improve their work specific language skills and increase their level of cultural knowledge.

Better **coordination and integration of employment programs and services** to improve newcomers' access and navigation to appropriate services in a more timely fashion. In the **New Americans Centers Demonstration Project**, New Americans Centers (NACs) were developed within One-Stop Career Centers in high population areas (Arkansas and Iowa). The goal of the NACs were to help newcomers finding employment with living wages and integrating into society, as well as to provide assistance to employers and enhance economic development opportunities in the communities. After the completion of the three-year project, the following best practices, lessons and future research recommendations were developed.

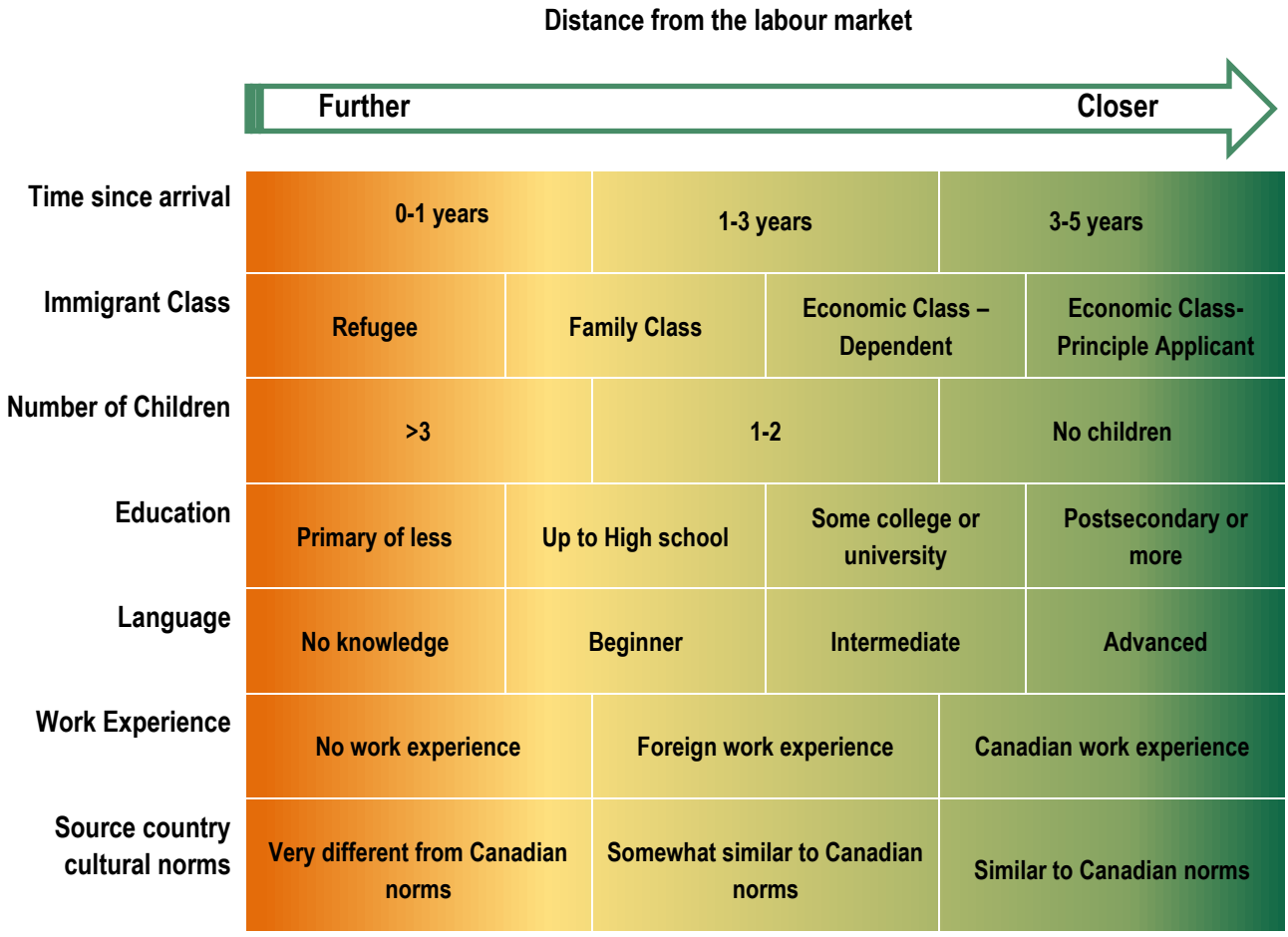
- NACs built a **network** of local community leaders, service providers and businesses, facilitating the provision of services to newcomers.
- NACs were able to address the **needs of the community**, thus the services provided varied across the centers. NACs were careful to not replicate existing services, but rather acted as a **referral agency**.
- Network building and **community support** was crucial in the success of the centres. Successful implementation required community buy-in from the beginning.
- Dynamic **staff** and location are key in service delivery.
- While the results cannot be attributed to the project with certainty, there was a slight increase in employment and earnings among the participants in Iowa (Koralek, Johnson, Ratcliffe, & Vericker, 2010).

Target population

It is clear that while there will be some common elements informed by promising practices and contextual factors in the design of interventions for visible minority newcomer women, the exact programming will differ depending on their distance from the labour market. Figure 2 illustrates how women with different characteristics may be further away from employment than others. For example, women who may need the most help are the ones with limited knowledge of English/French, coming to Canada as refugees from countries with very different cultural norms, lacking education and having several children. On the other hand, someone who has good knowledge of English, has been in Canada for a few years, and has some Canadian experience, would have an easier time integrating into the labour force, and would not need extensive

programming. In Figure 2, the program elements should address the characteristics or barriers listed on the vertical axis, and the types or intensity of services decreases from left to right.

Figure 2 Key factors affecting labour market integration



Summary

This document and literature review is one of several activities of the Career Pathways for Visible Minority Newcomer research project. Its findings, in combination with the other research activities, will provide evidence on best practices and promising approaches to help inform the development and evaluation of a 3-year pilot to address the multiple barriers that visible minority newcomer women face in accessing Canada's labour market.

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Appendix A: Sample of programs targeting newcomer women

Program title	YWCA FOCUS@work
Description (from website)	FOCUS @ Work is a free program that helps women reconnect with themselves, their passions and their strengths so they can find meaningful employment. · No fee to participate · A confidence-building, supportive environment · Networking opportunities · Interview practice · Employment coaching (one-to-one and in groups) until employed · Financial assistance for transit and child care top-up based on eligibility
Provider	YWCA Vancouver
Target population / eligibility criterion	Women
Geographic location	Vancouver, BC
Barriers addressed	Lack of networks, Canadian workplace culture knowledge, childcare assistance
URL	https://ywcavan.org/programs/employment/focus-work

Program title	Power of Trades
Description (from website)	Offers pre-employment training and support for immigrants who want to work in the skilled trades. · Six weeks of in-class, non-technical training · Orientation to skilled trades and apprenticeships · Access to in-demand certification (WHMIS, Service Excellence, etc.) · Work towards earning your Ontario Secondary School Diploma · Three-week work placement in your trade following your training · Ongoing individualized job search support
Provider	YMCA/YWCA National Capital Region
Target population / eligibility criterion	Immigrants who want to work in skilled trades
Geographic location	National Capital Region
Barriers addressed	Canadian experience, Canadian training
Cost information	Funded by IRCC
URL	http://www.ymcaywca.ca/Adults/employmentservices/Power-of-Trades?utm_source=Apprenticeship+News+-+Summer+2018&utm_campaign=AN+-+Summer+2018&utm_medium=email

Program title	Career Exploration Program (CEP)
Description (from website)	The Career Exploration Program is a free, 14-week program that allows women to explore their interests in the trades or technologies.
Provider	Women Unlimited
Target population / eligibility criterion	Women who are: · unemployed, underemployed or working less than 20 hours a week · not in school, community college or in a full-time adult-learning program · over eighteen years of age · entitled to work in Canada · someone who is interested in exploring careers in these fields · someone who has a grade 12 diploma or GED · available to attend 14-weeks of full-time programming
Geographic location	Nova Scotia
Barriers addressed	Canadian experience, training
URL	http://www.womenunlimitedns.ca/programs/career-exploration

Program title	Bridge to Success for Professional Immigrant Women
Description (from website)	Bridge to Success for Professional Immigrant Women is a full-time 26-week employment training program. This program helps women with educational and professional backgrounds in administration, sales, marketing, community and social services, and other related professions to attain professional experience in their field of expertise by helping to connect them to the labour market.
Provider	Calgary Immigrant Women's Association
Target population / eligibility criterion	Newcomer women who are: · Permanent residents or citizens · 30 years of age or older · Canadian Language Benchmarks (CLB) 7 or higher · Post-secondary education and professional experience in administration, sales, marketing, community and social services, and other related professions · Unemployed or underemployed · Individuals with EI, eligible for EI or non – EI
Geographic location	Calgary, AB
Barriers addressed	Income support, childcare, transportation, networking, obtaining Canadian experience
Presence of evaluation evidence	Annual report 2017-18
Number of Visible Minority Woman Newcomers benefited	17854 clients served. Top countries – Philippines, India, China, Syria, Pakistan, Eritrea
URL	https://www.ciwa-online.com/
Notes	CIWA provides a number of training programs to women, both for employment and for life skills.

Program title	Employment and Life Skills Program
Description (from website)	The Employment and Life Skills Program (ELS) is Making Changes Association's foundational program. At its essence, this program is an empowerment process for immigrant women, increasing their personal power through participation so that they can take action to improve their circumstances. The program offers a series of workshops that help immigrant women plan and prepare for their future in Canada. The training provided builds confidence and skills in the areas of career planning, communication, assertiveness, Canadian business culture and accessing community resources. The ELS Program includes: · Effective Resume Writing · Interviewing Skills · Online and Offline Networking · Canadian Business Culture · Personality Dimensions · Career Planning and Innovative Job Search
Provider	Making Changes – Women helping women
Target population / eligibility criterion	· Permanent Resident or Convention Refugee · Minimum Canadian Language Benchmark 3 · Must commit to attending all eight classes · Must be ready to look for work
Geographic location	Calgary, AB
Barriers addressed	Offers free childcare for 6 months-6 year old children; cultural knowledge
Number of Visible Minority Woman Newcomers benefited	97 immigrant women graduated in 2015/16; 2200 participants over 35 years.
URL	http://makingchangesassociation.ca/our-programs/employment-and-life-skills-program/

Program title	Immigrant Women's Employment Readiness Connections
Description (from website)	The Immigrant Women's Employment Readiness Connections (IWERC) Program is specifically designed to assist eligible women with backgrounds in the administrative, financial, and business sectors through: · Free pre-employment skills training · Employment assistance customized to each individual · Intercultural competency training to better understand cultural viewpoints · Intensive job-development coaching
Provider	MOSAIC BC
Target population / eligibility criterion	· Identified as a woman · Have lived in Canada for 7 years or less · Permanent Resident or Canadian citizen · Be qualified to work in Administrative, Financial, and/or Business Management positions with relevant licensure for target job · Have completed a Bachelor's degree or higher in the above sectors · Have English CLB Level 7 and above · Are unemployed or underemployed
Geographic location	Vancouver, BC
Barriers addressed	Obtaining Canadian experience; Cultural Intelligence; Networking
URL	https://www.mosaicbc.org/services/employment/immigrant-womens-employment-readiness-connections/
Notes	MOSAIC BC hosts many other relevant programs aimed at both immigrants and employers

Program title	Empowering Women
Description (from website)	This one-week intensive program focuses on supporting newcomer women to be successful in their careers. Through customized workshops, coaching, and mentorship, Empowering Women will provide you with the skills and confidence to become a leader in your sector. We work with internationally-trained women in the IT, Finance and HR sectors. The program offers training and coaching in the following areas: · Networking and building your professional contacts · Presenting with confidence and giving positive feedback · Preparing and delivering presentations · Finding work-life balance in your career · Writing targeted resumes · Developing an 'elevator pitch'
Provider	ACCES Employment
Target population / eligibility criterion	Newcomer women
Geographic location	GTA
Barriers addressed	No fees; Network
URL	http://accesemployment.ca/empowering-women

Program title	START Customer Care Programs
Description (from website)	The START program is designed to support immigrant women with pursuing careers in the customer care sector in Canada. This nine-week program provides participants with industry-recognized certifications, computer training, job search support and coaching. Supported by Toronto Employment & Social Services, this program is highly effective in motivating participants and preparing them for achieving success in their employment goals. Program Benefits: · Customer Care Essentials certification · Job shadow experience with a local employer · Effective job search strategies · Applied computer skills training · Workplace culture and communication skills preparation · Individualized career planning support · Understanding of customer care roles in different organizations · Connections with employers that are hiring
Provider	ACCES Employment
Target population / eligibility criterion	Newcomer women (referral from Ontario Works)
Geographic location	GTA
Barriers addressed	Canadian certification; Canadian experience; Network
URL	http://accesemployment.ca/start-program-for-immigrant-women

Program title	Pre-employment and Computer Essentials
Description (from website)	The Pre-Employment and Computer Essentials Program is a FREE program designed to help immigrant women overcome barriers to employment, build self-confidence in preparation for the Regina labour market. This program has been designed for immigrant women who are facing cultural or gender barriers. It provides clients with the skills necessary to find employment in Regina and to successfully transition from traditional to non-traditional roles. The program includes: One-on-one Counselling: Working closely with the Employment Counsellor, you will have long-term one-on-one counselling, which provides you with the individual guidance and support necessary to enter the workforce. Pre-Employment Workshops: A series of workshops will be held throughout the duration of the program. These workshops will provide clients with the foundation necessary to succeed in the Canadian workplace. The workshop topics include: Canadian Workplace Culture: This workshop provides clients with insight into Canadian cultural values, employer expectations, gender issues and workplace dress and etiquette. Resume Writing Workshops: These workshops include different forms of resumes, soft, transferable, and hard skills, and tailoring your resume for different jobs. Interview Skills: This workshop assists women in all aspects of preparing for an interview, and includes a practice interview for all attendees. Resume and Job Search Assistance: Our Employment Counsellor will work closely with you to assist you with creating a professional resume and searching for jobs. Personal Follow-up on your Progress: The Employment Counsellor will provide personal follow-up to assist you with questions you might have, even after you have left the program. Computer classes: The Basic and Advanced computer classes are available to the clients in the Pre-employment program to equip them with the theoretical and practical skills necessary to operate computers for personal and employment purposes.
Provider	Regina Immigrant Women Centre
Target population / eligibility criterion	· You are an immigrant woman · You are 18 years of age or older · Residency Status: Open Work Permit, Permanent Resident, Refugee, Canadian Citizen · You have a minimum English CLB Level 2
Geographic location	Regina, SK
Barriers addressed	Knowledge of Canadian culture

URL	http://www.reginaiwc.ca/

Program title	**Essential Pathways to Employment Program**
Description (from website)	The Pre-Employment Development program is an 8-week course that offers basic skills training and pre-employment counseling for Ontario Works clients to assist them in accessing other programs, social support or employment. RIWC continues to support the highly marginalized in their struggles to enter, or re-enter, the workforce through its Essential Pathways to Employment (EPE). Pathways to Success is unique to the GTA and we are very proud of our reputation and achievements for clients. The EPE program also works in conjunction with our Violence Against Women (VAW) program to provide additional supports to our VAW clients. In-depth client assessment and development of a client action plan: · Information sessions about labour market trends · Basic computer skills training · Food and hospitality training · Financial management training (e.g., budgeting and credit counseling) · Job search, resume and cover letter writing, interview preparation · Strategic information sessions/workshops (job search, nutrition, leadership training etc.) · Workplace training & placement
Provider	Riverdale Immigrant Women Centre
Target population / eligibility criterion	Unemployed men and women who are Ontario Works recipients. Eligible participants must first contact their Ontario Works caseworker to set up an appointment and obtain a referral form before registering in the EPE course at RIWC.
Geographic location	Toronto, ON
Barriers addressed	Canadian culture; Canadian work experience
URL	http://www.riwc.ca/

Program title	Pre-employment Training Program
Description (from website)	Making Changes Program is a pre-employment, life skill orientation program with an English component. It is a two weeks program requiring four days a week or once a week for eight weeks for a total 48 hours. The course offers: · Counseling to help you find what is right for you. · Opportunity to develop your English language skills. · Opportunities in class to practice difficult situation, e.g., a job interview or proper telephone etiquette. · Information about community agencies and services. · Information about going back to school, returning to work, or changing your job. · Continued support after the course to help you carry out your plan.
Provider	A Centre for Immigrant Women
Target population / eligibility criterion	· An immigrant woman who arrived in Canada less than three years, · Has taken an English language assessment test, · Scored at least a level 3 of the Canadian language Benchmarks (LINC).
Geographic location	Edmonton, AB
Barriers addressed	Language skills, Canadian culture
URL	http://www.changingtogether.com/

Program title	TechWomen
Description (from website)	TechWomen is a nine-month, part-time pre-employment program that provides you with technical and job readiness training. · provides you with introductory web development, digital marketing or UI/UX design training at one of Vancouver's top coding academies · teaches you technical language needed to work in the industry · provides job readiness and soft skills training · connects you to internship/job shadow opportunities
Provider	Immigrant Service Society of BC
Target population / eligibility criterion	· A landed immigrant, caregiver (with open work permit), refugee claimant or naturalized citizen · A woman · Have CLB level 6 or higher · Have basic computer skills · Interested in pursuing a career in tech
Geographic location	Vancouver, BC
Barriers addressed	Canadian training; Canadian experience
Presence of evaluation evidence	Some success stories
URL	https://issbc.org/

Program title	Women's Employment and Life Skills (WELS)
Description (from website)	COSTI's Women's Employment and Life Skills program provides immigrant women who face barriers with Canadian labour market information, employment coaching, business English, pre-employment preparation, life skills training and online learning – communication in the work place. Through a series of thirty workshops, participants develop the skills and confidence to better enable them to increase their employability and achieve their individual goals.
Provider	COSTI
Target population / eligibility criterion	· Services are available to immigrant women who are permanent residents, · Conventional refugees, or refugee claimants with a valid one-year work permit. · Individuals must be able to communicate at an advanced level of English and have basic computer skills in Word.
Geographic location	Toronto, ON
Barriers addressed	Language, Canadian cultural experience
Cost information	Funded by United Way Greater Toronto
Number of Visible Minority Woman Newcomers benefited	56 per cent of COSTI clients are women Within the last year: · 4,300 newcomers improved their language skills by attending English language classes, Literacy, Grammar in Conversation, Oral and Communications Skills classes. · 7,100 immigrants received assistance with their settlement and adjustment through supportive counselling, information and referral, interpretation and assistance in the completion of government forms. Over 1,000 refugees were provided temporary shelter at the Ralph Chiodo Family Immigrant Reception Centre. · Over 2,000 adults found a job or moved on to further training or education.
URL	http://www.costi.org

Program title	Immigrant Women's Life Skills Workshops
Description (from website)	Workshop topics include: Managing the Stress of Integration – methods to identify and recognize stress; assess levels of stress; develop strategies to cope with and reduce stress. Communicating Assertively – learn what assertiveness is, and is not, and explore ways to communicate effectively while maintaining healthy relationships, particularly when resolving conflicts. Personality Profile – using the Personality Dimensions model, clients will improve awareness and confidence in their own personality while appreciating the diversity of characteristics found in others. Canadian Culture in the Workplace – acknowledges that working in a new and unknown country can be scary. This workshop covers the major do's and don'ts of Canadian workplace culture. Parenting in Canada – commonly accepted practices within Canadian society on issues such as: childcare, health care, education, discipline. Find out your parenting rights and responsibilities. Self-Esteem and Confidence Building for Newcomers – look at what causes positive and negative self-esteem and learn how to maintain a positive self-image while dealing with everyday challenges. Understanding Everyday Canadian Culture – discuss differences in cultural practices and learn how to cope with everyday challenges through quizzes, tips, and role-play exercises. Financial Literacy for Women – is your money working for you or are your debts spiraling out of control? What are the warning signs of financial troubles? Should you have a credit card? Understanding money and gaining financial security will help you to feel more confident about yourself and your future.
Provider	COSTI
Target population / eligibility criterion	· Services are available to immigrant women who are Canadian citizens · Landed immigrants, convention refugees or refugee claimants approved by Citizenship and Immigration Canada
Geographic location	Toronto, ON
Barriers addressed	Canadian culture, parenting in Canada, financial literacy; staff able to speak other languages

URL	http://www.costi.org/
Program title	**Pathways to Success: Life Skills, Career and Small Business Program for Women**
Description (from website)	This program addresses critical issues leading to acquiring of self-confidence, life management and job search skills. It will enable women to participate confidently and fully in today's changing labour market and to achieve economic success and social integration in their communities.
Provider	COSTI
Target population / eligibility criterion	· Services are available to women who are Canadian citizens, · Landed immigrants, convention refugees or refugee claimants approved by Citizenship and Immigration Canada.
Geographic location	Toronto, ON
Barriers addressed	Cultural knowledge, labour market preparation
URL	http://www.costi.org/

Program title	**Women Connecting with Women**
Description (from website)	The program will address the systemic issues of newcomer women who face multi-barriers. The program will provide newcomer women with tools and resources to reduce social isolation, increase self-esteem, increase their networks and build confidence. The program will also provide access to one on one counseling/crisis counseling, support groups, mentoring, language enhancement and life-skills training. The end goal is for newcomer women to feel empowered and to support their social and economic integration in the Canadian Society. Childcare and transportation help available.
Provider	Skills for Change
Target population / eligibility criterion	This program is open to anyone who is woman-identified.
Geographic location	Toronto, ON
Barriers addressed	Psychological barriers, social networks
URL	https://skillsforchange.org/womenconnect/

Program title	Newcomer Women's Services
Description (from website)	With the help of volunteers and community partners, our friendly, all-female staff provides employment and settlement services, skills development, and language training, completely free of charge. There are also programs for children, including child care for kids between 19 months and 6 years of age. Provides food handling course, language classes, social events and employment services including job development.
Provider	Newcomer Women's Services
Target population / eligibility criterion	Immigrant women
Geographic location	Toronto, ON
Barriers addressed	Employment, social networks, cultural knowledge, language
Presence of evaluation evidence	Annual reports
Measured impacts / SRDC assessed potential impact	72 per cent of employment program participants secured employment.
Number of Visible Minority Woman Newcomers benefited	1325 women participated in programming and workshops (2016-17)
URL	http://www.newcomerwomen.org/

Program title	LEAD
Description (from website)	The program encourages social interaction in an intercultural environment while practising English speaking skills. Participants learn about Canadian work environment, norms and practices, job search skills and more.
Provider	Pacific Immigrant Resources Society
Target population / eligibility criterion	Program for immigrant and refugee women who speak English at an intermediate level and are ready to start exploring employment, education or training options.
Geographic location	Surrey, BC
Barriers addressed	Childcare available, cultural knowledge, language skills
Presence of evaluation evidence	Annual report 2016-17
Number of Visible Minority Woman Newcomers benefited	English language: 552 women; Women development and pre-employment: ~70
URL	http://pirs.bc.ca/programs-services/womans-development/

Program title	Markets Unlimited
Description (from website)	The Markets Unlimited project aims to increase the economic opportunities for women in Cooksville especially those engaged in or wishing to start a small-scale business. The project provides women with skills training; access to community markets to sell clothing, crafts and food; and an opportunity to explore the creation of a cooperative.
Provider	Afghan Women's Organization
Target population / eligibility criterion	Women, newcomers
Geographic location	North York, Toronto
Barriers addressed	Social network, entrepreneurship/Canadian experience, cultural barriers
URL	http://afghanwomen.org/settlement-services/community-connections/

Program title	Language Specific Women's Groups
Description (from website)	Run for 8-12 weeks for newcomer women trying to adapt to life in Canada, and establishing new networks while struggling with many difficulties often associated with settlement. The groups focus on Settlement, Employment and Women's Rights in Canada. Esteem building, Safety Planning, and generally cover topics identified by groups' members.
Provider	Working Women Community Centre
Target population / eligibility criterion	Women immigrants
Geographic location	Toronto, ON
Barriers addressed	Social network, settlement
URL	http://www.workingwomencc.org

Program title	Employment Services for Immigrant Women
Description (from website)	Life skills and pre-employment workshops on effective job search skills and Canadian employer expectations One-on-one coaching with an employment counsellor to determine next steps Individualized action plan for success in Canada Resources to assist you in your employment and settlement needs Other services, such as free computer training, counselling, etc. are also available
Provider	Immigrant Women Services Ottawa
Target population / eligibility criterion	Immigrant women
Geographic location	Ottawa, ON
Barriers addressed	Child care provided
Presence of evaluation evidence	Annual Report 2016-17
Number of Visible Minority Woman Newcomers benefited	1354 women participated in settlement activities; 275 registered for computer training, 1612 newcomer children used childcare.
URL	http://www.immigrantwomenservices.com/

Program title	Career Paths for Skilled Immigrants
Description (from website)	Career planning Occupation Specific Language Training (OSLT) if eligible Financial support for Skills Enhancement Services (e.g., formal credential assessment, technical skills and academic upgrading, exam preparation, professional membership and recognition) Networking with professionals, employers and regulators Job search workshops Practicum and mentorship opportunities
Provider	MOSAIC BC
Target population / eligibility criterion	· Skilled immigrants with experience and education in the business, administration and accounting fields · Permanent Residents (5 years or less) · Living in British Columbia · Unemployed or underemployed · Over 3 years of pre-arrival experience or 1 year for youth (19-30 years old) · English proficiency ≥ CLB 6 · Not receiving Employment Insurance (EI) or BC Employment & Assistance (BCEA)
Geographic location	Burnaby, BC
Barriers addressed	Canadian experience, network, language
URL	https://www.mosaicbc.org

Program title	Immigrant Women Integration Program (IWIP)
Description (from website)	The Immigrant Women Integration Program (IWIP) offers immigrant women leadership development opportunity to prepare for work or for volunteering in the social service and community-based sector. Participants develop organizational and analytical skills, gain understanding of organizational structures and participate directly in local community organizations. The 9-month intensive program includes 25 hours per week of in class learning and a three-month internship placement.
Provider	Centre for Community Learning and Development
Target population / eligibility criterion	Immigrant women, minimum CLB 6, Intermediate computer skills
Geographic location	Toronto, ON
Barriers addressed	Understanding of Canadian system; work experience
Presence of evaluation evidence	Annual report 2016-17
Measured impacts / SRDC assessed potential impact	675 people participated in 45 trainee-led workshops. 5/7 graduates found employment.
URL	http://www.tccld.org/programs/immigrant-women-integration-program/

Program title	Power of trades
Description (from website)	Six weeks of in-class, non-technical training Orientation to skilled trades and apprenticeships Access to in-demand certification (WHMIS, Service Excellence, etc.) Work towards earning your Ontario Secondary School Diploma Three-week work placement in your trade following your training Ongoing individualized job search support Individualized Consultation (ongoing) Specialized one-on-one employment consultation for job seekers Available by referral to any client of employment or settlement services in Ottawa-Gatineau Multilingual staff Services for Employers (ongoing) Help with staffing needs Access to job fairs and customized hiring sessions Access to a large pool of pre-screened candidates of all skill levels in all four trade sectors No-risk co-op placements with pre-screened mature learners
Provider	YMCA
Target population / eligibility criterion	Immigrants
Geographic location	Ottawa, ON
Barriers addressed	Canadian education, Canadian experience, language
Number of Visible Minority Woman Newcomers benefited	http://www.ymcaywca.ca/Adults/

Program title	Life Skills for Immigrant Women
Description (from website)	Life Skills Training for immigrant women empowers newcomer women to understand, adjust and fully participate in their settlement process. You will learn by sharing your experiences and listening to the experiences of other women (and learn from each other). The FREE program creates activities based on your interest and what you would like to know to help understand your community.
Provider	Centre for newcomers
Target population / eligibility criterion	· Immigrant, refugee & other low-income women · Facing social isolations · Have limited language skills · Interested to improve your communication skills · Child care, transit tickets provided
Geographic location	Calgary, AB
Barriers addressed	Language, social networks
Presence of evaluation evidence	Annual report 2016-17
URL	http://centrefornewcomers.ca/our-services/settling-in-canada/life-skills

Program title	EthniCity Catering
Description (from website)	EthniCity Catering is a social enterprise of the Centre for Newcomers that provides transitional employment and training for immigrant and refugee women and men, and a multi-ethnic menu for Calgary customers. Offering a temporary and part-time Canadian job, along with training to work in a commercial kitchen, the program also presents the opportunity to learn essential life skills and workplace training, along with a food safety card from Alberta Health Services and support in looking for permanent work.
Provider	Centre for newcomers
Target population / eligibility criterion	Immigrant, refugee men and women
Geographic location	Calgary, AB
Barriers addressed	Language, social networks, Canadian experience, Canadian credentials
Presence of evaluation evidence	Annual report 2016-17
Measured impacts / SRDC assessed potential impact	60 participants, 96 per cent employment after graduation, $216,708 in sales
URL	http://centrefornewcomers.ca/ethnicity-catering

Program title	Entry to Hospitality Careers for Women
Description (from website)	12 weeks and part-time (10:30-1:30 Monday to Friday or 3 hours 5 days a week) Learn skills and knowledge to be a kitchen helper or housekeeping room attendant WorldHost and Foodsafe Level 1 certificate Job search skills 2-week workplace practicum (Canadian work experience) On site childminding for 18 months to 5 years available Food for women and children; transportation (bus pass) and work equipment and clothing (e.g., non-slip safety shoes, restaurant jacket, name tags, everything they need to belong in the kitchen)
Provider	Pacific Immigrant Resources Society (PIRS) in partnership with Vancouver Community College
Target population / eligibility criterion	· Newcomer women · Unemployment and non-EI eligible · No EI claims in the last 3 years and no maternity/parental EI claims in the last five · Underemployed · Canadian citizen/permanent resident/protected person legally entitle to work in Canada · Difficulty securing employment due to lack of skills or training · CLB level 4 or above in speaking and listening; CLB 2 or above in reading and writing · Physically fit to work in a kitchen environment
Geographic location	Vancouver, BC
Barriers addressed	Skills development for kitchen helper or hotel housekeeping room attendant, job search skills, certificates, workplace practicum, Canadian work experience
URL	http://www.amssa.org/wp-content/uploads/2017/09/EntryTo-Hospitality-poster_pdf2017-2018.pdf

Program title	MYWAY (no longer offered)
Description (from website)	A nine-month employment program Consists of a six-month classroom portion followed by a 12-week work placement Classroom portion is divided into two sections: employability and life skills development Work placement is intended to give participants real Canadian work experience, provide networking opportunities, and allow them to gain Canadian employment references Participants are placed based on their skills, abilities, education, English proficiency, past work experience, and area of interest
Provider	Saskatchewan Intercultural Association
Target population / eligibility criterion	Immigrant and refugee women who are: · Live in the Saskatoon community · Unemployed or underemployed and has little to no prior work experience in Canada · Between 18 and 30 years of age during the classroom portion of the program (with preference given to women with lower levels of education – some college or less) · A permanent resident or a person who has been granted refugee status in Canada; and · No on employment insurance (since this is a paid employment program) and has not received employment insurance within the past three/five years (three for basic employment insurance and five years for maternity benefits)
Geographic location	Saskatoon, Sask
Barriers addressed	Employment readiness, Canadian work experience, networking, commensurate employment
URL	https://www.canada.ca/en/immigration-refugees-citizenship/corporate/partners-service-providers/immigrant-serving-organizations/best-pratices/myway.html

Appendix B: Sample of "Hub-like" Centres

Hub Centre	Newcomers' Centre operated by Agincourt Community Services Association
Description (from website)	The Newcomers' Centre delivers a complete package of programs and services for newcomers to respond to their settlement and integration needs through knowledge transfer, capacity-building & creating meaningful connections with the goal of promoting newcomers as functional individuals, contributing to the economic, social, & cultural development of Canada
Funder	Immigration Refugees and Citizenship Canada (IRCC)
Target population / eligibility criterion	· Permanent Residents · Convention Refugees · Protected Persons · Live-in Caregivers
Geographic location	Scarborough & Toronto
Barriers addressed	Local knowledge, social networking, employment referral, settlement counseling, upgrading of skills, preparation of immigration related application forms
URL	https://www.agincourtcommunityservices.com/newcomers-centre

Hub Centre	Multicultural Centre of the Yukon
Description (from website)	Settlement services in the Yukon are provided through the Multicultural Centre of the Yukon (MCY). Services are available to assist in the settlement and integration of immigrants and refugees into the social, economic, cultural, and political life of their community. It offers assistance and programs in the areas of settlement services, language instruction, employment services, and community networking
Funder	Immigration Refugees and Citizenship Canada (IRCC) and the Yukon Government
Target population / eligibility criterion	· Permanent residents · Refugees · Yukon nominees · Canadian citizens and individuals with work permits
Geographic location	Yukon
Barriers addressed	Language assistance, introduction to the local community and Canadian knowledge. Information regarding rights and responsibilities, referrals to government services, understanding official forms, referrals to doctors, dentists, lawyers etc., employment assistance
URL	https://mcyukon.com/en/

Hub Centre	Immigrant Working Centre in Hamilton
Description (from website)	Welcome new Canadians and support their full social, civic and economic participation in their new city. For over 30 years, IWC has provided a broad range of settlement services to newcomers to Canada. Hamilton's only dedicated settlement service organization, delivering in-person and online services in 16 languages at four locations in Hamilton
Funder	Immigration Refugees and Citizenship Canada (IRCC), Employment and Social Development Canada, Ontario Ministry of Citizenship and Immigration
Target population / eligibility criterion	· Permanent residents · Convention refugees
Geographic location	Hamilton, Ontario
Barriers addressed	Orientation & Settlement, English language, employment services, community connections
URL	http://iwchamilton.ca/

Hub Centre	Welcome Centre Immigrant Services, GTA (North, East)
Description (from website)	The Welcome Centre service delivery model is based on a holistic, flexible approach that provides a broad range of cross-sector services and expertise to immigrants/newcomers under one roof. Clients and service users are assisted with gathering information and resources and are supported in a welcoming, culturally-sensitive way. By using a coordinated, integrated case management system, clients are able to develop a one-to-one trusting relationship and access all the services they require to help them integrate economically and socially into the Canadian Labour Market and local communities
Funder	IRCC
Target population / eligibility criterion	· Immigrants and refugee · newcomer women · youth and senior
Geographic location	Durham and York
Barriers addressed	Settlement and integration services, English language training, accreditation and qualifications information, employment supports and other services based on community needs (such as legal services, mental health services, culturally-appropriate family counselling, etc.
URL	http://www.welcomecentre.ca/calendars/index.html

Hub Centre	Regina Newcomer Centre, SK
Description (from website)	The RODS Newcomer Welcome Centre is a one-stop / first-stop, collaborative service centre to welcome newcomers (immigrants and refugees) to Regina, SK. The centre helps guide and support newcomers to an easy integration to the community, by accessing information, available resources and services, easily and quickly, FREE of charge
Funder	IRCC and the Saskatchewan Ministry of the Economy.
Target population / eligibility criterion	Immigrants and refugees who came to Regina from outside Canada or from another Canadian province. They can be permanent or temporary residents or new Canadian citizens.
Geographic location	Regina, Saskatchewan
Barriers addressed	Immigration, Housing, Employment, Education, Youth, Health, Transportation, Social Supports, Budget and Finance
URL	https://reginanewcomercentre.ca/services

Hub Centre	Immigrant Centre, Manitoba
Description (from website)	Mission is to helping Newcomers succeed through personalized settlement plans and community partnerships. Aim to triaging clients immediately on arrival, and address their needs in a consistent, smooth, and timely manner. Intake ensure a "Roadmap of Services" tailored to assist and guide newcomers in their settlement process.
Funder	Immigration Refugees and Citizenship Canada (IRCC), Share Our Strength, Wawanesa Insurance, RBC, The Winnipeg Foundation, United Way.
Target population / eligibility criterion	· All Newcomers who have a Permanent Resident Card including Government Assisted Refugees (GARS), Joint Assisted Refugees (JAS) and Privately Sponsored Refugees (PSR) · Temporary Residents Including Temporary Foreign Workers · International Students · Visitors · Canadian Citizens
Geographic location	Winnipeg, Manitoba
Barriers addressed	Employment, Drivers education, Language, Neighbourhood settlement, citizenship classes, computer training, nutrition services.
URL	http://icmanitoba.com/services/

Appendix C: Main public library services for newcomers/immigrant women

Library	Vancouver Public Library
Services (from website)	Provides: ▪ Online and In Person resource centre ▪ Dedicated skilled migrant employment assistance website ▪ English conversation circles ▪ Classes, workshops, book clubs and special events in several languages. Working with staff and community partners, they teach and host events in Mandarin, Cantonese, Spanish and Vietnamese and more. ▪ Citizenship test preparation ▪ Specific Chinese immigrant guide website for living, studying and working in BC ▪ English language books, videos and online tools for written and spoken English lessons ▪ NewoBC Committee which operates the Library Champions Project, a volunteer outreach program, as well as develops, updates and disseminates a variety of library and settlement information resources for new immigrants and uses social media platforms to share information with new immigrants ▪ Settlement Services and immigrating to Canada guide ▪ Refugee support and claim assistance ▪ Translation services ▪ Dedicated online community resource hub
URL	https://www.vpl.ca/

Library	Toronto Public Library
Services (from website)	Provides: ▪ Online IELTS training via e-learning page. ▪ Citizenship practice tests. ▪ Free weekly classes at a variety of church and community centers to teaching English. ▪ Library Settlement Partnership (LSP). Settlement workers at various library branches to help answer settlement questions, or provide translations. It offers classes and workshops on topics such as dental and oral health, mental health and migration, career awareness for women, and understanding their rights in the workplace. The program is a three-way partnership between Immigration, Refugees and Citizenship Canada, the Toronto Public Library, and seven settlement agencies. The program is funded by IRCC. Settlement agencies receive the funding and hire the settlement workers who then use the library as their base. ▪ As part of the Sun Life Financial Museum + Arts Pass Program (MAP), new immigrants and patrons in Neighbourhood Improvement Areas of the city will be able to visit museums and art locations for free. (Sun Life will stop funding this end of 2018)
URL	https://www.torontopubliclibrary.ca/

Library	Ottawa Public Library
Services (from website)	Provides: ▪ Library Settlement Partnership (LSP). Settlement workers at various library branches to help answer settlement questions, or provide translations. It offers classes and workshops on topics such as dental and oral health, mental health and migration, career awareness for women, and understanding their rights in the workplace. The program is a three-way partnership between Immigration, Refugees and Citizenship Canada, the Library, and seven settlement agencies. The program is funded by IRCC. Settlement agencies receive the funding and hire the settlement workers who then use the library as their base. ▪ Books, DVD and Music in many different language. ▪ Chinese eReading room. ▪ Library patron access to the Language Library which has Mango, Learning Express Library, RosettaStone, Pimsleur and more to assist with learning written and spoken French and English. As well as the Learning Express Library for citizenship practice tests. ▪ Citizenship and Permanent residence test preparation and information sessions at the library. ▪ Regular conversation groups for conversational French and English. ▪ Children and adult homework help. ▪ Settlement seminars and welcome to Ottawa seminars.
URL	https://biblioottawalibrary.ca

Library	Calgary Public Library
Services (from website)	Provides: ▪ English conversation classes. ▪ A six week registered English writing course. ▪ IELTS online study guides as well as Rosetta Stone language courses. ▪ Online citizenship practices exams and study material. ▪ Free Online English tutors with brainfuse. ▪ Settlement Agents in the library for one on one qualified help funded by Citizenship and Immigration Canada. ▪ Regular SmartTips for newcomers 2 hour program offered in partnership with Immigrant Services Calgary (ISC). ▪ Welcome to Canada workshops partnership with the Calgary Bridge Foundation, In-School Settlement Program. ▪ Online courses and practice tests for Elementary School to College, plus professional and personal development, occupation practice tests, English language proficiency, and citizenship preparation. ▪ Canadian Immigration process and driving in Alberta workshops. ▪ New Friends & Neighbourhood Groups for Women. Join other immigrant women to practise English, make friends, and learn about resources. Free childcare provided. In partnership with CIWA. ▪ As part of the Sun Life Financial Museum + Arts Pass Program (MAP), new immigrants and patrons in Neighbourhood Improvement Areas of the city will be able to visit museums and art locations for free. (Sun Life will stop funding this end of 2018).
URL	https://calgarylibrary.ca/

Appendix D: Initiatives/agencies serving only newcomers/immigrant women

Hub Centre	Ottawa Community Immigrant Services Organization
Description (from website)	Supports immigrants through the journey of making Canada their home by providing creative and responsive programs that are culturally and linguistically appropriate, by building community through mutual respect and partnerships, and by fostering healthy and inclusive spaces for open dialogue and healing.
Funders	IRCC City Of Ottawa Ministry Of Community & Correctional Services Ministry Of Training, Colleges & Universities Ontario Trillium Foundation United Way Of Ottawa Community Foundation Of Ottawa Ottawa-Carleton District School Board Status Women Canada RBC Foundation
Target population / eligibility criterion	Immigrants and refugees.
Geographic location	**Ottawa**
Barriers addressed	Settlement and integration, Language, Employment, Counselling, School Supports, Youth Programmes, Housing assistance, Legal Counsel
URL	https://ociso.org/

Hub Centre	Immigrant Services Association of Nova Scotia
Description (from website)	Provides a wide range of services to immigrants, from refugee resettlement to professional programs, from family counselling to English in the Workplace. Largest immigrant-serving agency in Atlantic Canada with over 190 staff members from more than 46 countries.
Funders	Association of Canadian Community Colleges, Atlantic Canada Opportunities Agency Bank of Nova Scotia Community Foundation of Nova Scotia Employment & Social Development Canada Employment Nova Scotia Home Instruction for Parents of Preschool Youngsters (HIPPY) Family Learning Initiative Endowment Fund Immigration, Refugees & Citizenship Canada J & W Murphy Foundation Nova Scotia Apprenticeship Agency Nova Scotia Communities, Culture & Heritage Nova Scotia Department of Community Services Nova Scotia Department of Education Nova Scotia Department of Labour & Advanced Education Nova Scotia Office of Immigration Royal Bank of Canada Foundation St. Francis Xavier University SUCCESS Toronto Dominion Bank United Way
Target population / eligibility criterion	Newcomers and immigrants
Geographic location	**Nova Scotia**
Barriers addressed	Settlement Services, Language, Employment
URL	http://www.isans.ca/

Hub Centre	Multicultural Association of Carleton County
Description (from website)	MACC is a rural Immigrant Service Organization (ISO) located in Carleton County, New Brunswick Canada. Services include: settlement, employment, language training and community connections
Funders	Immigration Refugees and Citizenship Canada (IRCC) Population Growth Division – Department of Post-Secondary Training and Labour
Target population / eligibility criterion	Newcomers, permanent residents, temporary foreign workers and their families.
Geographic location	Carleton County, Ontario
Barriers addressed	Settlement, Employment, Community connections, Language
URL	http://www.maccnb.ca/services/

Hub Centre	Calgary Immigrant Women's Association
Description (from website)	Calgary Immigrant Women's Association (CIWA) is a non-profit organization established in 1982 as a registered charity. CIWA is a culturally diverse settlement agency that recognizes, responds to, and focuses on the unique concerns and needs of immigrant and refugee women, girls and their families. CIWA's uniqueness is based on having a narrow gender related mandate, which has provided best practices in developing customized female focused initiatives. These initiatives always include children and their well-being as important outcomes of our engagement. During its 36-year history, CIWA has developed innovative programs, entered into partnerships and become an organization that is truly responsive to the unique and diverse needs of its constituency. Over the years, CIWA has made the transition to Canada a more comfortable, pleasant and successful one for more than 80,000 immigrant women.
Funder	Immigration Refugees and Citizenship Canada (IRCC) Status of Women Canada Service Canada Government of Canada's New Horizons for Seniors Program Family and Community Support Services United Way Calgary Foundation Calgary Learns Calgary Emergency Resiliency Fund S.C.E.N.D Momentum CIBC RBC Foundation Canadian Woman's Foundation The Flanagan Foundation Innoweave FirstCalgary Finance
Target population / eligibility criterion	Immigrant and refugee women, girls and their families
Geographic location	**Calgary**

Barriers addressed	Employment and Careers, Language, Settlement and integration, childcare
URL	https://www.ciwa-online.com/

Hub Centre	**Pacific Immigrant Resources Society (PIRS)**
Description (from website)	Aims to empower immigrant and refugee women and children to fully participate in Canadian life through neighbourhood-based programs. Provides early childhood development programs, language training and women's development programs and outreach support.
Funder	BC Direct Access Gaming, City of Vancouver Postmedia Raise-a-Reader – Decoda Literacy Public Health Agency of Canada (CAPC) Seedlings, Foundation United Way
Target population / eligibility criterion	Immigrant and refugee women and children
Geographic location	**Vancouver**
Barriers addressed	Language, community knowledge, Self-development
URL	http://pirs.bc.ca/

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