

# Collaborating for Change



| 2004 ANNUAL REVIEW |



**TRIEC**

Toronto Region Immigrant  
Employment Council





## *Local innovation*

### Profile

Immigration is a driving force in the Toronto Region. Over 100,000 new immigrants settle in our region each year, adding to the cultural, social and economic diversity of the area. Over 40,000 of these have an undergraduate degree or higher.

The Toronto Region Immigrant Employment Council (TRIEC) was created to address an urgent need of the Toronto Region – effective integration of immigrants into the labour market.

Established in September 2003, TRIEC is a multi-stakeholder collaboration comprised of members representing employers, labour, occupational regulatory bodies, post-secondary institutions, assessment service providers, community organizations, and all three levels of government.

### Highlights

Since September 2003, TRIEC and its initiatives have:

- > Placed over 200 immigrants in Career Bridge internships with 77 Toronto Region employers, resulting in 85% finding full time employment in their field of expertise.
- > Matched over 250 skilled immigrants in Mentoring Partnership relationships with established professionals who share the same occupation.
- > Brought over 50 employers on board as partners in various projects, increasing their awareness of the issue of immigrant labour market integration, and formalizing their role as part of the solution.
- > Engaged over 250 citizens in the council and working groups.



*Working together*

## Leadership message

TRIEC is a citizen's response to a stubborn problem. It is based on the premise that the GTA will not prosper if skilled immigrants do not.

With employers at the forefront and government and community as partners, we have earned some early successes. Through Career Bridge and The Mentoring Partnership immigrants find opportunities they were missing. In our work with employers we are starting to see progress in how companies assess and work with immigrants, and how international experience and skills can be embraced to the benefit of immigrants and employers.

As we go through our growing pains we are also beginning to understand the policy implications of local engagement. We are now more than ever convinced that for immigration to work better, policies and programs must understand and accommodate local realities, capacities and limitations.

TRIEC has become a model for local coordination and leadership that stimulates local innovation. This model of collaboration among a broad cross-section of stakeholders facilitates the creation of solutions that are championed by all. By working together we can make a difference larger than the sum of our constituent parts.

But we cannot rest here.

While we have made progress in hiring skilled immigrants, the majority still do not receive the opportunities they should within our labour market. Statistics show clearly that the demographics of our workforce continue to change. More than ever before, companies will have to hire from an international labour pool. As the skills we need become increasingly global, businesses must learn to do a better job of hiring and retaining professionals with international experience.



## *Making a difference*

We have to understand this issue better, because we will not reach our economic potential if skilled immigrants are not allowed to reach theirs.

By making a difference now – by successfully integrating immigrants into the economy and into the workforce – we believe we are laying the groundwork for a vital and prosperous tomorrow.

TRIEC Chair



**Dominic D'Alessandro**

President and CEO  
Manulife Financial



TRIEC Co-Chair



**Diane Bean**

Executive Vice-president  
Corporate Affairs & Human  
Resources, Manulife Financial



TRIEC Executive Director



**Ratna Omidvar**

Executive Director  
The Maytree Foundation





## *Leadership*

# Meeting our goals

In June 2002 the Toronto City Summit – a conference of leaders representing the city's various sectors and communities – was held to assess the Toronto Region's strengths and challenges, and shape future directions to move the region forward. Following the Summit, the Toronto City Summit Alliance (TCSA), comprised of over 40 civic leaders from the private, voluntary and public sectors, was formed to address the challenges the Summit identified as critical to a shared future.

The TCSA identified the integration of immigrants into the labour market as a key challenge facing the Toronto Region. Employment is a very significant part of settlement, and immigrants face many barriers to employment. To face this challenge the TCSA, along with the Maytree Foundation, established TRIEC.

TRIEC's primary goal is to find and implement local solutions that lead to more effective and efficient labour market integration of immigrants in the Toronto Region. To achieve this goal, the council is focusing on three objectives:

- 1 Increase access and availability of value added services that support labour market integration of skilled immigrants;
- 2 Change the way stakeholders value and work with skilled immigrants; and
- 3 Change the way governments relate to one another in planning and programming around this issue.

# Greater access and support

*Increase access and availability of value added services that support labour market integration of skilled immigrants*

TRIEC is about action and concrete solutions. We are about increasing capacity and getting services to the people who really use them.

What TRIEC is not about is duplication. We do not deliver services. We help to grow and develop ideas for programs and services that can then find their place outside TRIEC where they logically fit.

The initiatives developed by TRIEC so far have found their homes in organizations that already provide similar services, or where the service fits with what they currently provide.

## **Career Bridge**

The Career Bridge program responds to Canada's labour market demand for internationally qualified professionals and to the aspirations of qualified immigrants eager to work in their professional fields in Canada. A bridge between industry and immigrants, the program creates paid internship opportunities – from four- to 12-months long – at a wide range of employers that are committed to providing relevant work experience to professional-level newcomers.

The program is a low-risk, cost-effective way for Canadian organizations to tap into the skilled immigrant talent pool. Employers can add skills and diversity to their workforce while providing highly qualified and motivated individuals with their first Canadian work experience in their fields of expertise. Immigrants who wish to enter the program are pre-screened in areas such as language skills, educational qualifications and international experience.

Career Bridge began in November 2003 as a pilot program funded by the Government of Ontario and successfully created 51 internships at 28 organizations in the Greater Toronto Area. The full program rollout began in June 2004 and Career Bridge has since created nearly 225 new internships in the GTA. As a measure of success, 85% of those who have completed their Career Bridge internships are working full-time in their fields at Canadian employers.

Career Bridge is administered by the Career Edge Organization, a not-for-profit that has operated career-launching internship programs across Canada since 1996.

Visit [www.careerbridge.ca](http://www.careerbridge.ca) for more information.

## Most active recruiters of Career Bridge interns

(Nov 2003 - March 2005)

|                      |                         |
|----------------------|-------------------------|
| Bell Canada          | Manulife Financial      |
| City of Toronto      | Procter & Gamble        |
| Filogix              | TD Bank Financial Group |
| Hudson's Bay Company | The Town of Markham     |

# 85%

of Career Bridge interns who have completed their internships have gained full-time employment in their fields of expertise.

## The Mentoring Partnership

The Mentoring Partnership matches new immigrants in the City of Toronto, Peel Region and York Region with mentors who share the same profession. The skilled immigrants who enter the program possess the education, experience and language skills needed to excel in the workforce. All they are missing are the connections and knowledge that can only be gained from real-life experience.

Administered by a coalition of community agencies, The Mentoring Partnership is a true collaboration of funders, agencies, employers and TRIEC. Building on the expertise of existing community-based mentoring programs, the Partnership is expanding the capacity of the community agencies so they are able to offer the service to more immigrants. The goal of The Mentoring Partnership is to match 1,000 mentors and mentees by March 2006.

Mentors give 24 hours of their time over a four-month period to help their mentee navigate the job search process by sharing their knowledge and experience. This advice and insight helps mentees begin to understand Canada's workplace cultures, and helps introduce them to professional networks and build their social capital.

Mentors develop coaching and leadership skills, become more aware of the issues new immigrants face and help to support someone who is trying to contribute fully to the Canadian society and economy.

Funding for The Mentoring Partnership is currently provided by Human Resources and Skills Development Canada, The Maytree Foundation, Region of Peel, Citizenship and Immigration Canada and United Way of Peel Region.

Visit [www.thementoringpartnership.com](http://www.thementoringpartnership.com) for more information.

*“If we want to use the expertise and knowledge that immigrants bring with them to Canada, there has to be a way to get them into a job, and past the barriers they face. Mentoring is one way to do this.”*

**David Pecaut, Senior Partner, Boston Consulting Group**



## The Mentoring Partnership agencies

|  |                                  |
|--|----------------------------------|
| A.C.C.E.S.                             | Dixie Bloor Neighbourhood Centre |
| Brampton Neighbourhood Resource Centre | JobStart                         |
| Caledon Community Services             | JVS Toronto                      |
| COSTI                                  | Malton Neighbourhood Services    |

## Mentoring Circle of Champions

- Dominic D’Alessandro**, Chair, TRIEC,  
President and CEO, Manulife Financial
- Elyse Allan**, President and CEO, GE Canada
- Michael Bator**, CEO and Director of Education,  
Dufferin-Peel Catholic District School Board
- Rahul Bhardwaj**, CEO, United Way  
of York Region
- Harold Brathwaite**, Executive Director,  
Retired Teachers of Ontario
- Rob Brouwer**, Managing Partner, KPMG
- Ann Buller**, President, Centennial College
- Paul DeCoito**, Executive Director, Social  
Planning Council of Peel
- Michael Donoghue**, CEO, Allstate Insurance  
Company of Canada
- Rick Ducharme**, Chief General Manager,  
Toronto Transit Commission
- Vivien Dzau**, Tax Principal, Ernst & Young, LLP
- Warren Eberlin**, Director of Human Resources,  
Lucent Technologies Canada Corp.
- Rabiz Foda**, Vice-president, Indian Institute of  
Technology Alumni Canada
- Stephen Green**, Representative, Toronto  
Board of Trade
- Jim Grieve**, Director of Education, Peel District  
School Board
- Megan Harris**, President, Harris Consulting
- Bill Hogarth**, Director of Education,  
York Region District School Board
- Shirley Hoy**, Chief Administrative Officer,  
City of Toronto
- Dr. Helena Jaczek**, Commissioner of Health  
Services and Medical Officer of Health,  
York Region
- Ron Jamieson**, Senior Vice-president,  
Aboriginal Banking, BMO Bank of Montreal
- Frances Lankin**, President and CEO, United  
Way of Greater Toronto
- Barbara Leavitt**, President, Baxter Corporation
- Sheldon Leiba**, General Manager, Brampton  
Board of Trade
- Don McCreesh**, President, The Garnet Group Inc.
- Doug McIntyre**, Chairman, York Technology  
Association
- Dr. Ken Ng**, Chairman, Federation of Chinese  
Canadians in Markham
- Ron Noble**, Vice-president, Corporate Planning  
and Construction, Credit Valley Hospital
- Yezdi Pavri**, Group Managing Partner, Deloitte
- David Pecaut**, Senior Partner, Boston  
Consulting Group
- Senator Vivienne Poy**, The Senate of Canada
- Ian Proudfoot**, Vice-president & Regional  
Publisher, York Region Newspaper Group
- Raja Ramanathan**, Manager, Compensation  
and HR Operations, Bayer Inc., Canada
- Doreen Rigby**, Senior Vice-president and COO,  
State Street Trust Company Canada
- Karen Rubin**, Vice-president and Group  
Counsel, Amex Canada Inc.
- Anne Sado**, President, George Brown College
- Dr. Colin Saldanha**, Past President,  
Mississauga Board of Trade
- Wayne Sales**, President and CEO, Canadian Tire  
Corporation Limited
- Ravi Seethapathy**, Chair, Engineers Without  
Borders
- Stan Seggie**, President and CEO, RBC Travel  
Insurance Company
- Dan Sibley**, Director of Human Resource  
Management, City of Brampton
- Peggy Sum**, Senior Vice-president, Asian  
Market, BMO Bank of Montreal
- David Szwarc**, Commissioner of Social Services,  
Region of Peel
- Shelly White**, Executive Director, United Way  
of Peel Region

## Leading corporate partners in The Mentoring Partnership

---

|                               |                               |
|-------------------------------|-------------------------------|
| Deloitte                      | United Way of Greater Toronto |
| Ontario Power Generation Inc. | United Way of Peel Region     |
| TD Bank Financial Group       | United Way of York Region     |
| The City of Toronto           |                               |

---

## Ideas going forward

### FINANCIAL SERVICES PORTAL

Immigrants coming to Canada have access to a variety of resources pertaining to settlement, but often lack labour market information specific to their sector. As a possible solution, TRIEC is working with the Ontario Council of Agencies Serving Immigrants (OCASI) to develop an online tool designed to provide skilled immigrants with granular information on working in the Toronto Region's financial services sector. This pilot site would link to provincial and federal immigration sites, including "Going to Canada," and could be replicated for other sectors.

### LANGUAGE ASSESSMENT TOOL

There are currently several different systems and benchmarks used to measure language skills and competency. This can be confusing to both immigrants and those who require the testing – often educators, government and employers. TRIEC is working on the development of a assessment tool that is portable, valid and reliable, and can be used across different government programs and be relevant to employers.

### BRIDGING PROGRAMS

Many internationally trained professionals arrive in Canada with the skills, education and experience needed for the job, but require additional skills or education in order to be eligible for licensing or to work in their field. These missing pieces are often provided through bridging programs. TRIEC is exploring areas where there is a need for bridging programs and is helping to bring together the partners to develop them.

*“Very simply, we believe diversity helps foster creativity and innovation in our business. We’re building Career Bridge into our recruiting strategy to leverage the diverse talents of Canada’s workforce. It’s a great fit for P&G.”*

**Jane Lewis**, HR Director, Procter & Gamble Canada

# Changing perceptions

*Change the way stakeholders value and work with skilled immigrants*

The issue of integrating immigrants into the labour market in an effective and efficient way is one that affects a broad cross-section of society. From employers to government to regulatory bodies to the general public, each group has its own role to play in creating solutions and breaking down the barriers that immigrants face.

TRIEC is working to engage various stakeholders in the issue with the objective of changing the way they work with and value skilled immigrants. When speaking to the general public we have had tremendous support from the local and national media, with dozens of stories appearing in print and broadcast. These can be found on-line at [www.triec.ca/media](http://www.triec.ca/media).

The first stakeholder group we have focused on directly is employers. Going forward we will be expanding this focus, and also seeking opportunities to work with other groups.

## **hireimmigrants.ca**

hireimmigrants.ca is a compilation of stories and strategies from the corporate world on how organizations have been able to recruit, retain and promote skilled immigrants within their workforces. The goal of the site is to show other organizations what they can do to improve their HR practices with regards to skilled immigrants.

Employers are arguably the most important stakeholder group when it comes to integrating skilled immigrants. Many are forward thinking and very aware of changing demographics. Others are not. hireimmigrants.ca will educate employers in an interactive way. By taking visitors through employer stories, many from Fortune 500 companies, they will see what others are doing. A self assessment section will show visitors where they stand now, and give them strategies enabling them to improve their practices. Resources will provide information and workshops employers can use when implementing these practices within their own organizations.

Accompanying hireimmigrants.ca is a brochure that will be distributed to employers across Canada, either directly by TRIEC, or through a partnership with the Dominion Institute. The brochure will give readers an overview of the site, and drive them to the web site for more detailed information.

Visit [www.hireimmigrants.ca](http://www.hireimmigrants.ca) for more information.

## Organizations featured on hireimmigrants.ca

|                         |                                      |                          |
|-------------------------|--------------------------------------|--------------------------|
| American Express Canada | Girit Projects                       | Magna International Inc. |
| Apotex Inc.             | Hummingbird Ltd.                     | Manulife Financial       |
| ATI Technologies Inc.   | Husky Injection Molding Systems Ltd. | NoAb BioDiscoveries Inc  |
| CIBC                    | IBM Canada Ltd.                      | RBC Financial Group      |
| City of Toronto         | Iris Power Engineering Inc.          | St. Michael's Hospital   |
| Ernst & Young LLP       | LEA International Ltd.               | Teranet Inc.             |

## Ideas going forward

hireimmigrants.ca is one of a number of initiatives for employers which will support employer efforts to include skilled immigrants in the workplace. Over the next two years TRIEC also plans to role out the following programs:

### LEARNING COMMUNITY

A seminar series that will target human resources professionals and hiring decision-makers. Partnerships are being developed with a number of organizations, including post-secondary educators, that will help design content for and deliver the learning sessions. Content will include strategies found on hireimmigrants.ca, as well as other strategies related to the integration of immigrants. TRIEC will also work with colleges and universities to embed best practices related to integrating immigrants into the curriculum of human resources programs.

### EMPLOYER CHALLENGE

A media challenge in partnership with the Toronto Star and Canadian HR Reporter that will serve three purposes:

- 1 help bring public awareness to the issue;
- 2 recognize in a public way employers who excel at integrating immigrants; and,
- 3 provide new and fresh content for the web site and learning community.

Media partners will post a call to employers to submit their best practices. Winners will be recognized in a variety of ways, including positive media coverage.

### BUILDING OPTIONS FOR EMPLOYERS

When looking at their own HR practices and how they can be updated to include skilled immigrants, employers need an easy roadmap to follow. TRIEC will work with a number of partners, including Career Bridge, World Education Services and community agencies to provide coordinated and strategic outreach to employers. By providing a number of options for employers in an easy to navigate and understandable fashion, the hope is that employers will be better able to integrate immigrants into their workforces in a faster and more efficient manner. TRIEC will also work with recruiters and human resource consultants to develop their capacity to recognize immigrants' skills and experience during the recruitment and interview process.

# Enhancing collaboration

*Change the way governments relate to one another in planning and programming around this issue*

In Canada, immigration and the services provided to immigrants are overseen by a variety of departments and ministries within all three levels of government. Unfortunately, the structure of government can lead to departments and ministries working in silos. There is a clear need for more opportunities for governments to consult each other about their respective work and how it may interrelate. TRIEC is trying to change this model by showing how collaboration and coordination are an effective way of looking at issues.

## Intergovernmental relations

TRIEC's Intergovernmental Relations Committee consists of representatives from all departments and ministries in all three levels of government that have an interest in the issue of immigrant integration. The committee meets regularly and is looking at opportunities for collaboration and new mechanisms for funding and policy making.

## Letter to the PM

Dominic D'Alessandro, chair of TRIEC, sent a letter to Prime Minister Paul Martin outlining six recommendations for the government of Canada to break down the barriers faced by skilled immigrants. The six recommendations included:

- 1 Revise settlement policy to deliberately include labour market integration.
- 2 Extend programming options overseas so that immigrants can better prepare themselves and be able to hit the ground running when they arrive in Canada.
- 3 Update and expand language training programs in order to meet the needs of industry and the new profile of the skilled immigrants.
- 4 Expand successful labour market integration programs such as internships and mentoring, working with employers and other partners.
- 5 Recognize the special role of Canada's largest metropolitan areas as key partners in immigrant settlement and implement a "bottom up" approach.
- 6 Develop and implement regional strategies, in collaboration with provincial, regional and municipal governments, to expedite labour market integration of immigrants.

The letter was very well received, prompting a meeting between TRIEC and a number of government officials. Other government representatives from across Canada wrote TRIEC stating their support of the issue and the council.

# Working together for change

TRIEC is truly a multi-stakeholder collaboration. Never before have people from so many sectors come together on the issue of immigrants entering the labour market. The representation on TRIEC and its working groups, and the participants in the programs that have been launched, clearly show that this is an issue that speaks to all cross-sections of society and industry.

TRIEC acknowledges with thanks the outstanding contributions of the following individuals and organizations who have worked with us in moving our ideas forward.

## Council members

### CHAIR AND CO-CHAIR

**Dominic D'Alessandro**, Chair, TRIEC,  
President and CEO, Manulife Financial

**Diane Bean**, Co-Chair, TRIEC, Executive  
Vice-president, Corporate Affairs and Human  
Resources, Manulife Financial

### EMPLOYERS

**Diane J. Brisebois**, President & CEO,  
Retail Council of Canada

**John Farrow**, President, LEA International

**Mary Federau**, Senior Vice-president,  
Talent Development, MDS Inc.

**Stephen W. Green**, Representative,  
Toronto Board of Trade

**Zabeen Hirji**, Senior Vice-president of Corporate  
Human Resources, RBC Financial Group

**Robert Hosking**, Acting Division Director,  
Accountemps, Robert Half International Inc.

**Allan Mark**, Partner, Ernst & Young

**Yezdi Pavri**, Group Managing Partner, Deloitte

**Dr. Colin Saldanha**, President, Mississauga  
Board of Trade

**Yalmaz Siddiqui**, Senior Consultant, IBM  
Business Consulting Services

### OCCUPATIONAL REGULATORY BODIES

**Kim Allen**, Registrar and CEO, Professional  
Engineers of Ontario

**Anne Coghlan**, Executive Director,  
College of Nurses of Ontario

**Dr. Rocco Gerace**, Registrar, College  
of Physicians and Surgeons of Ontario

**Edwina McGroddy**, Associate Registrar, The  
Institute of Chartered Accountants of Ontario

**Doug Wilson**, Registrar and CEO, Ontario  
College of Teachers

### POST SECONDARY INSTITUTIONS

**Bev Balenko**, Chief Operating Officer,  
Durham College

**Robert Gordon**, President, Humber College

**Angela Hildyard**, Vice-president, Human  
Resources, University of Toronto

**Claude LaJeunesse**, President, Ryerson University

**Rhonda Lenton**, Dean, Atkinson Faculty of  
Liberal and Professional Studies, York University

**Anne Sado**, President, George Brown College

### COMMUNITY

**Mario Calla**, Consortium of Agencies Serving  
Internationally-trained Persons and Executive  
Director, COSTI

**Paula DeCoito**, Executive Director, The Social  
Planning Council of Peel

**Debbie Douglas**, Executive Director, Ontario  
Council of Agencies Serving Immigrants

**Lucille Joseph**, President and CEO, Career Edge

**Dr. Longhuan Kim**, President, Chinese  
Professionals Association of Canada

**Amanuel Melles**, Chair, African Canadian  
Social Development Council

**Carlos Sebastian**, Member, Policy Roundtable  
Mobilizing Professions and Trades

**Fuzail Siddiqui**, Member, Policy Roundtable  
Mobilizing Professions and Trades  
**Uzma Shakir**, Executive Director, Council  
of Agencies Serving South Asians  
**Dr. Joseph Wong**, Chair, Yee Hong Wellness  
Foundation

## CREDENTIAL ASSESSMENT SERVICES

**Tim Owen**, Director, World Education Services

## LABOUR

**John Cartwright**, President, Toronto-York  
Regional Labour Council  
**Janice Gairey**, Education Director, Ontario  
Federation of Labour  
**Winnie Ng**, Regional Director, Canadian  
Labour Congress

## EXPERT ADVISORS

**Naomi Alboim**, Fellow and Adjunct Professor,  
School of Policy Studies, Queen's University  
**Usha George**, Director, Joint Centre of  
Excellence for Research on Immigration  
and Settlement  
**Jennifer Lynn**, President, Lynn  
Communications Inc.  
**David Pecaut**, Chair, Toronto City Summit Alliance  
**Jeffrey Reitz**, R.F. Harney Professor of Ethnic,  
Immigration and Pluralism Studies, Professor  
of Sociology, University of Toronto  
**Ravi Seethapathy**, President, Engineers  
Without Borders

## FUNDERS

**Maureen Adams**, Vice-president, Allocations  
and Community Services, The United Way  
of Greater Toronto  
**Alan Broadbent**, Chairman, The Maytree  
Foundation  
**Rahul Bhardwaj**, CEO, The United Way  
of York Region  
**Martin Connell**, Board Chair, Toronto  
Community Foundation

## FEDERAL GOVERNMENT

Canadian Heritage  
Citizenship and Immigration Canada  
Human Resources and Skills Development  
Canada  
Industry Canada

## ONTARIO PROVINCIAL GOVERNMENT

Ministry of Citizenship and Immigration  
Ministry of Training, Colleges and Universities

## MUNICIPAL GOVERNMENT

**Mayor Donald Cousens**, Town of Markham  
**Mayor Susan Fennell**, City of Brampton  
**Mayor David Miller**, City of Toronto  
**Mayor Ann Mulvale**, Town of Oakville  
**Bill Fisch**, Regional Chair and CEO, York Region  
**Emil Kolb**, Regional Chair, Region of Peel  
**Joyce Savoline**, Regional Chair, Regional  
Municipality of Halton  
**Shirley Hoy**, Chief Administrative Officer,  
City of Toronto\*

\*Government staff will serve as ex officio members of the Council.

## COUNCIL SECRETARIAT

**Elizabeth McIsaac**, Manager, TRIEC,  
The Maytree Foundation  
**Ratna Omidvar**, Executive Director, TRIEC and  
The Maytree Foundation

## Working group members

### CAREER BRIDGE ADVISORY COMMITTEE

Co-Chair: **Robert Gordon**, Humber College  
Co-Chair: **Colleen Fleming**, Career Edge Organization  
**A.C.C.E.S**  
**Avana Capital**  
**Canadian Manufacturers and Exporters**  
**GE Canada**  
**Manulife Financial**  
**Ministry of Training, Colleges and Universities**  
**Motorola Canada Inc.**  
**Procter & Gamble**  
**RBC Financial Group**  
**St. Michael's Hospital**  
**Toronto Training Board**  
**Town of Markham**  
**TRIEC**

### EMPLOYER PROMISING PRACTICES WORKING GROUP

Chair: **Zabeen Hirji**, RBC Financial Group  
**ACE Bakery**  
**BMO Financial Group**  
**Canadian Manufacturers and Exporters**  
**City of Toronto**  
**George Brown College**  
**Halton Region**  
**Human Resources and Skills Development  
Canada**  
**Humber College**  
**Lynn Communications Inc.**  
**MDS Inc.**  
**Ministry of Training, Colleges and  
Universities**  
**Policy Roundtable Mobilizing Professions  
and Trades**

## EMPLOYER PROMISING PRACTICES WORKING GROUP *continued*

Region of Peel  
Rogers Wireless Inc.  
Seneca College of Applied Arts  
and Technology  
Toronto Training Board  
Town of Markham  
World Education Services  
YMCA

## INFORMATION, PUBLIC AWARENESS AND RECOGNITION WORKING GROUP

Co-Chair: Jeffrey Reitz, University of Toronto  
Co-Chair: Yalmaz Siddiqui, IBM Business  
Consulting Services  
Citizenship and Immigration Canada  
City of Toronto  
Engineers Without Borders  
Hispanic Development Council  
MDS Inc.  
Ministry of Citizenship and Immigration  
Ministry of Economic Development  
and Trade  
Ministry of Training, Colleges and  
Universities  
Ontario College of Teachers  
Ontario Council of Agencies Serving  
Immigrants  
Policy Roundtable Mobilizing Professions  
and Trades  
Seneca College of Applied Arts and  
Technology  
The Hospital for Sick Children  
The Social Planning Council of Peel  
Toronto Public Library  
Town of Markham

## INTERGOVERNMENTAL RELATIONS COMMITTEE

Chair: Naomi Alboim, Queen's University  
Canadian Heritage  
Citizenship and Immigration Canada  
City of Toronto  
Halton Region  
Human Resources and Skills Development  
Canada  
Industry Canada  
Ministry of Citizenship and Immigration  
Ministry of Economic Development and  
Trade  
Ministry of Training, Colleges and Universities  
Peel Region  
York Region

## MENTORING WORKING GROUP

Chair: Mario Calla, COSTI  
Centre for Language Training and  
Assessment  
Chinese Professionals Association  
of Canada  
City of Toronto  
Deloitte  
Ernst & Young LLP  
Green and Spiegel  
Halton Region  
Human Resources and Skills Development  
Canada  
Ministry of Citizenship and Immigration  
Ministry of Training, Colleges and Universities  
Peel Region  
Policy Roundtable Mobilizing Professions  
and Trades  
Rogers Wireless Inc.  
St. Michael's Hospital  
The Hospital for Sick Children  
Toronto Board of Trade  
Toronto Community Foundation  
United Way of Greater Toronto  
United Way of York Region  
University of Toronto  
York University

## OCCUPATION AND LICENSING BRIDGE WORKING GROUP

Chair: Kim Allen, Professional Engineers Ontario  
Association of International Physicians  
and Surgeons of Ontario  
City of Toronto  
College of Nurses of Ontario  
College of Physicians and Surgeons  
of Ontario  
Council of Agencies Serving South Asians  
George Brown College  
Human Resources and Skills Development  
Canada  
Joint Centre of Excellence for Research  
on Immigration and Settlement  
MDS Intl.  
Ministry of Training Colleges and Universities  
Ontario College of Teachers  
Policy Roundtable Mobilizing Professions  
and Trades  
Region of Halton  
The Institute of Chartered Accountants  
of Ontario  
University of Toronto  
World Education Services  
York University



# Funders

We would like to acknowledge with thanks the support of the following funders of the TRIEC secretariat and TRIEC initiatives:

Canadian Heritage  
Citizenship and Immigration Canada  
Human Resources and Skills Development Canada  
Ministry of Training, Colleges and Universities  
Region of Peel  
The Maytree Foundation  
United Way of Peel Region

## A word from The Maytree Foundation

The Maytree Foundation is the operational partner of TRIEC, and one of its key funders. For many years, Maytree has worked in immigrant settlement, and has developed a deep understanding of what works.

We have learned that the most powerful instrument of successful settlement is finding a good job. When a newcomer to Canada can get a job for which she or he was trained, has experience, has talent, and can do with enthusiasm, both the person and country are enhanced. And, conversely, when that critical and effective link with the labour market is not made, the newcomer suffers, the potential employer suffers, and the country suffers.

Over the years Maytree has observed that services for newcomers do not always provide a vital link to the labour market, and we had been talking for some time about creating an effective project to close the gap. We knew that immigration was a tremendously important matter, as Toronto attracts half of Canada's immigrants. So, we embarked on the TRIEC idea in partnership with the Toronto City Summit Alliance.

Maytree has been happy to provide a home and key staff resources to make TRIEC operational. We think it is one of the great examples of how effective collaborations can act to deal with societal issues. Citizen initiated, TRIEC has been the right idea, articulated in an effective plan, and guided by effective people to contribute to an important public good.



**Alan Broadbent**  
Chairman  
The Maytree Foundation

# Statement of Income

## Toronto Region Immigrant Employment Council Statement of Income and Expenditures

(Unaudited)

For the year ended November 30, 2004

|   |                           |  |                    |   | Nov 30/03<br>to Nov 30/04 | May 01/03<br>to Nov 30/03 |
|---|---------------------------|--|--------------------|---|---------------------------|---------------------------|
|   | The Maytree<br>Foundation | Citizenship and<br>Immigration<br>Canada | Heritage<br>Canada | Human<br>Resources<br>and Skills<br>Development<br>Canada | Total                     | Total                     |
| <b>Contributions</b>                                | \$ 244,608                | \$ 218,405                               | \$ 59,670          | \$ 43,257   | \$ 321,332                | \$ 129,783                |
| <b>Expenses</b>                                     |                           |  |                    |   |                           |                           |
| Salaries and benefits                               | \$ 162,480                | \$ 104,395                               | \$ -               | \$ 25,102   | \$ 291,977                | \$ 106,470                |
| <b>Programs, communications<br/>and consulting</b>  |                           |  |                    |   |                           |                           |
| Council development                                 | 24,959                    | 6,148                                    | -                  | -   | 31,107                    | 11,357                    |
| Communications                                      | 1,756                     | 42,847                                   | -                  | -   | 44,603                    | 213                       |
| Working groups                                      | -                         | 64,459                                   | -                  | -   | 64,459                    | -                         |
| Employer promising practices                        | -                         | -  | 59,670             | -   | 59,670                    | -                         |
| The Mentoring Partnership                           | -                         | -  | -                  | 17,489  | 17,489                    | -                         |
|   | \$ 26,715                 | \$ 113,454                               | \$ 59,670          | \$ 17,489   | \$ 217,328                | \$ 11,570                 |
| <b>General and administrative</b>                   |                           |  |                    |   |                           |                           |
| Rent, common area maintenance<br>and taxes          | 23,003                    | -  | -                  | -   | 23,003                    | -                         |
| Audit and accounting                                | 13,350                    | -  | -                  | -   | 13,350                    | -                         |
| Travel  | 3,617                     | -  | -                  | -   | 3,617                     | 57                        |
| Meeting costs                                       | 5,521                     | -  | -                  | -   | 5,521                     | 1,642                     |
| Telephone and conference calls                      | 3,733                     | -  | -                  | -   | 3,733                     | 388                       |
| Office supplies, postage and other<br>miscellaneous | 5,634                     | -  | -                  | -   | 5,634                     | 1,247                     |
|   | \$ 54,858                 | \$ -                                     | \$ -               | \$ -  | \$ 54,858                 | \$ 3,334                  |
| <b>Capital costs</b>                                | \$ -                      | \$ 1,111                                 | \$ -               | \$ 666  | \$ 1,777                  | \$ 8,409                  |
| <b>Expense recoveries</b>                           | \$ 555                    | \$ (555)                                 | \$ -               | \$ -  | \$ -                      | \$ -                      |
| <b>Total expenditures</b>                           | \$ 244,608                | \$ 218,405                               | \$ 59,670          | \$ 43,257   | \$ 565,940                | \$ 129,783                |
| <b>TOTAL INCOME OVER EXPENDITURES</b>               | \$ -                      | \$ -                                     | \$ -               | \$ -  | \$ -                      | \$ -                      |





The Maytree Foundation  
170 Bloor Street West  
Suite 804  
Toronto, ON M5S 1T9  
Tel 416.944.2627  
Fax 416.944.8915

[www.triec.ca](http://www.triec.ca)



**TRIEC**

Toronto Region Immigrant  
Employment Council