



BETTER FUTURE
TOGETHER

ANNUAL REPORT 2013 -2014



TRIEC

Toronto Region Immigrant
Employment Council

MISSION

Create and champion solutions to better integrate skilled immigrants in the Greater Toronto Region labour market.

VISION

A Greater Toronto Region that prospers by fully engaging the contributions of skilled immigrants.

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TRIEC is a Maytree Idea.

MAYTREE

For Leaders. For Change.

MESSAGE FROM TRIEC'S CHAIR AND CO-CHAIR



Gordon M. Nixon
President and CEO, RBC,
Chair, TRIEC

Toronto is one of the world's most culturally diverse cities and leading GTA businesses recognize the unique opportunity this provides for their growth and innovation. With our rich diversity, businesses and organizations have an unparalleled opportunity for competitive advantage.

This year's report looks at the progress TRIEC is making towards its strategic goal set in 2013 – building a Greater Toronto region that flourishes through the contributions of skilled immigrants. Workplaces throughout the GTA are seeing first-hand the benefits of placing immigrant inclusion on the agenda – and at RBC we're experiencing a similar impact.

There has been some excellent work delivered on a number of key objectives, but we are not finished yet. Our businesses, our economy, and society overall still have much to gain from our new immigrants. Support for TRIEC's work is an investment in the region's future and recognizes the benefits to all from the knowledge, skills and connections of immigrants. When immigrants achieve their dreams and hopes for a better life – we all win.

This year will see some changes to the Council. Gordon Nixon is retiring as Chair and will be succeeded by Dave McKay, RBC's new President and CEO who will join Zabeen Hirji, co-Chair. TRIEC's leadership and commitment will continue to create a lasting positive impact on advancing immigrant inclusion, building on the work of the past decade.



Zabeen Hirji
Chief Human Resources Officer, RBC,
Co-Chair, TRIEC

FROM THE CHAIR OF THE TRIEC BOARD

When we created TRIEC in 2003, we could not imagine the success that it would become.

Today, TRIEC is a mature organization that provides value-added services to immigrants and employers in Toronto. With the help of TRIEC, and the multi-sectoral collaboration it is known for, so many people have achieved a faster pathway to prosperity.

But the sad truth is, the unemployment rate for recent immigrants remains too high. Our work is still vital because there is much to be done.

After ten years with TRIEC, I will be stepping down as Chair, although I will continue to sit on the board. I would like to thank Margaret, and the board, for seeing TRIEC through an incredible year of renewal, and extend my warm wishes to the new Chair, who will take this important work forward.

My engagement with the issue of immigrant employment is driven by personal experience, which I have seen repeated in the thousands who have come to Canada after me. Because of this, I remain committed to seeing the full inclusion of newcomers. I will always be connected to TRIEC's work.



Ratna Omidvar
President, Maytree,
Chair, Board of Directors, TRIEC

MESSAGE FROM THE EXECUTIVE DIRECTOR

What a wonderful year we have had at TRIEC. Our tenth anniversary gave us a chance to pause and take stock of our work and to chart a course for the future. With your help and support, we launched our new strategic plan, Our Better Future.

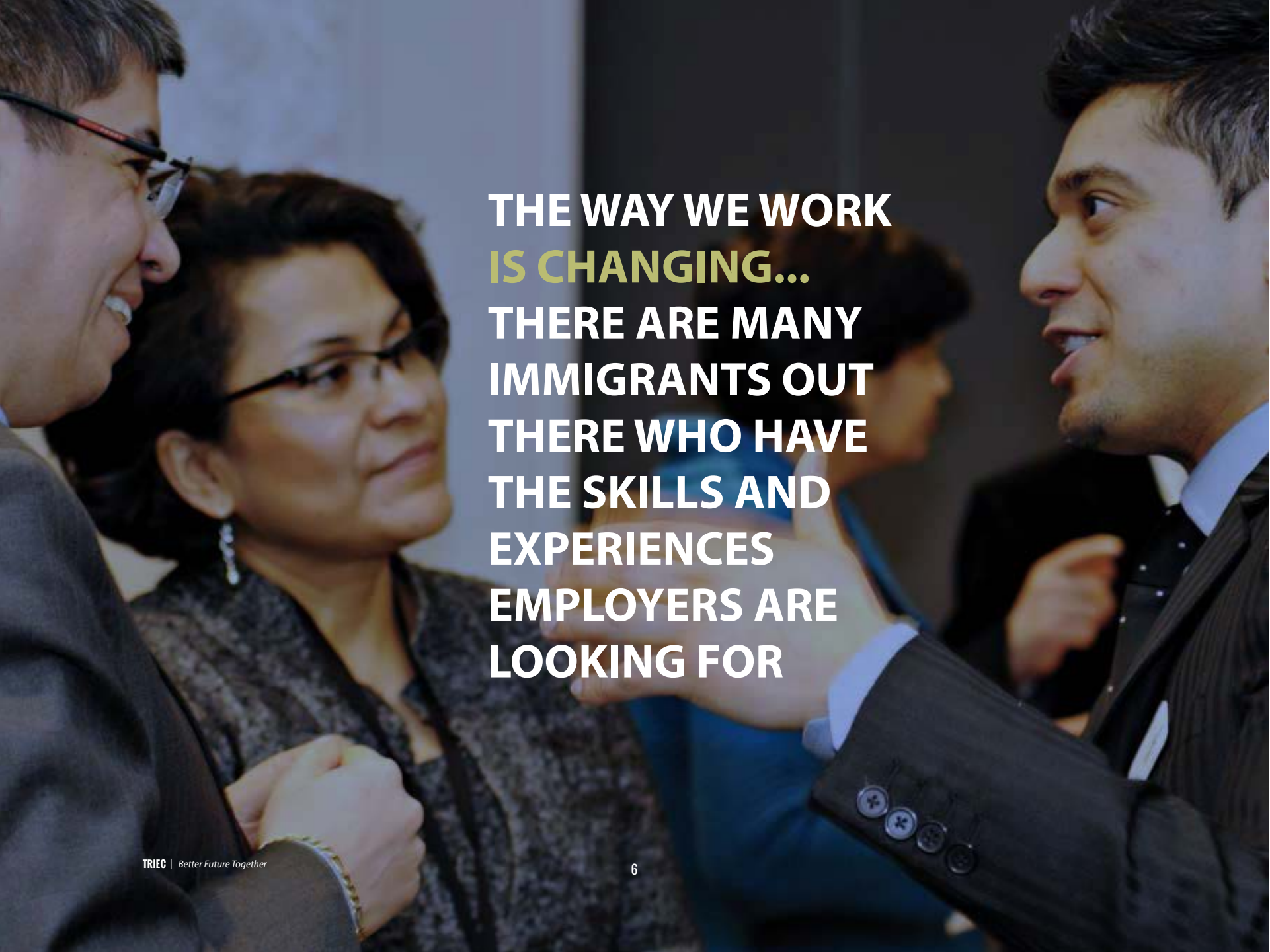
Our Better Future speaks to TRIEC's vision of a Greater Toronto Region that prospers by fully engaging the contributions of skilled immigrants. When immigrant talent is fully utilized, we all benefit: immigrants, their families, their community, their workplaces, and each of us living in the GTA. It truly is a better future for us all.

We have made great strides in implementing our new plan with new programs, new staff, a new organizational structure, new board members, new advisory committees and, most importantly, new and revitalized partnerships.

After nearly two years at TRIEC, I continue to be impressed and amazed by the partnerships and people of our organization: our wonderful not-for-profit partners; our committed employer partners; our generous funders; our caring board and our resourceful staff. Fundamentally, TRIEC is about the creative solutions that result from powerful collaborations that lead to better employment outcomes for immigrant talent. Here's to our better future.



Margaret Eaton
Executive Director, TRIEC



**THE WAY WE WORK
IS CHANGING...
THERE ARE MANY
IMMIGRANTS OUT
THERE WHO HAVE
THE SKILLS AND
EXPERIENCES
EMPLOYERS ARE
LOOKING FOR**

Our purpose

411,776 PEOPLE IMMIGRATED TO THE CITY OF TORONTO ALONE IN THE LAST FIVE YEARS. THE GREATER TORONTO REGION CONTINUES TO BE AN ENGINE FOR ECONOMIC GROWTH. AND THE WAY WE WORK IS CHANGING – IN THE MOVE TOWARD A KNOWLEDGE-BASED ECONOMY, EMPLOYERS WANT TO ADD MULTIPLE SKILL SETS TO THEIR TEAMS. THIS PRESENTS OPPORTUNITIES FOR IMMIGRANTS, WHO BRING A UNIQUE SET OF ABILITIES TO THE TABLE.

Toronto's workplaces are undoubtedly becoming more diverse, but the number of immigrants working in skilled professions is still a long way from reflecting the actual number of immigrants living in the region.

This means that when it comes to hiring and developing staff, employers are still not accessing the full range of talent that is available to them. There are many immigrants out there who have the skills and experiences employers are looking for, but employers still struggle to tap into this pool.

At TRIEC, we believe that when immigrants prosper, the whole region prospers. Immigrants bring in new skills, which help businesses grow and develop in to global competitors. So, we champion immigrant talent, for the benefit of the whole community. We help make Toronto's businesses stronger, by supporting them to diversify their workforces. We connect immigrants to the networking opportunities, information and advice they will need to find meaningful employment. We do this by bringing partners and stakeholders together, to develop innovative solutions in a truly collaborative effort.

Strategic goals

FOR TRIEC, A “BETTER FUTURE” MEANS A FUTURE WHERE WE ALL STAND TO GAIN FROM WHAT IMMIGRANTS BRING TO OUR CITY. OUR THREE-YEAR STRATEGIC PLAN, LAUNCHED IN THE FALL OF 2013, SETS OUT HOW WE WILL WORK WITH COLLABORATORS AND STAKEHOLDERS FROM ACROSS ALL SECTORS TO MAKE THIS A REALITY.

Our vision is for long-term, large-scale, sustainable change: more employers in the GTA implementing policies and practices to truly integrate immigrants in their workplace; more immigrants, including those who have been here more than three years, placed on a path to suitable employment; and TRIEC having the resources, structure, and skills to make these things happen.

In 2014, we're continuing to make change by working towards three strategic goals:

1

Lead employer culture change
(page 9)

2

Reach and empower more skilled immigrants
(page 15)

3

Be an outstanding organization today and tomorrow
(page 20)

Leading employer culture change

BACK IN 2003, TRIEC'S MESSAGING TO EMPLOYERS FOCUSED ON THE VALUE OF RECRUITING IMMIGRANT TALENT. TEN YEARS LATER, THE DIALOGUE HAS CHANGED CONSIDERABLY. EMPLOYERS ARE HIRING SKILLED IMMIGRANTS, AND NOW THAT THEIR ORGANIZATIONS ARE INCREASINGLY CULTURALLY DIVERSE, THEY ARE FOCUSED ON MAKING THE MOST OF A TEAM WHOSE MEMBERS ORIGINATE FROM DIFFERENT INTERNATIONAL BUSINESS CULTURES.

Over this same period, TRIEC has cultivated a robust platform of solutions that can help employers eliminate obstacles to productivity due to cultural differences in the workplace. We have also gained considerable employer engagement experience that will help us to move our employer community toward greater immigrant-readiness.

In the past year, we have continued to convene employers, as we did during our recent strategic planning process, to better understand their evolving organizational development and talent management needs. We also introduced a new diagnostic tool – an Inclusive Workplace Index – that benchmarks an employer's immigrant-readiness and informs the introduction of specific interventions, such as TRIEC Campus and The Mentoring Partnership.



IN 2013-2014, WE INTRODUCED 508 NEW INDIVIDUALS TO CAMPUS, AND 1275 RESOURCES WERE DOWNLOADED FROM OUR SITE

TRIEC Campus

THE TRIEC CAMPUS HAS SUPPORTED EMPLOYERS ON THEIR JOURNEY TO AN IMMIGRANT-INCLUSIVE WORKPLACE, AND IMMIGRANTS ON THEIR JOURNEY TO EMPLOYMENT.

Through its e-learning modules, training videos and easy-to-use tools, TRIEC Campus helps organizations develop their staff's knowledge and skills around diversity and inclusion, and helps immigrants with additional skills they may need to succeed in their career. In 2013-2014 we introduced 508 new individuals to Campus, and 1275 resources were downloaded from our site.

2013-2014 has been a year of partnership, in which we carried out consultations with employer and service delivery partners to develop Campus and make it more sustainable. As a result, we revamped the learning management system and developed a new business strategy. We have now started marketing Campus in new ways, creating new content, and promoting it at events.

A key partner this year has been RBC, who have published e-learning modules from Campus on their own in-house learning management system. 150 RBC employees completed courses on this system during 2013-2014.



www.trieccampus.ca
Learn. Lead. Transform.



“ IMMIGRANTS HAVE A LOT TO OFFER. WHAT IS MISSING IS CONFIDENCE AND SOMEBODY TO GIVE THEM CUSTOMIZED ATTENTION TO HELP THEM PRESENT THEMSELVES IN THE BEST WAY. THAT’S WHAT WE DO AND IT HELPS ENSURE OUR CLIENTS FIND THE BEST TALENT TO MEET THEIR NEEDS.”

Aneela Zaib

Vice President, Sales and Marketing, emergiTEL,
Immigrant Success Award Winner



Immigrant Success Awards

RAISING AWARENESS, PROVIDING INSPIRING EXAMPLES AND MOTIVATING GOOD WORK THROUGH RECOGNITION PLAY AN IMPORTANT ROLE IN BRINGING ABOUT CULTURE CHANGE. OUR IMMIGRANT SUCCESS (IS) AWARDS RECOGNIZE LEADERSHIP AND INNOVATION IN RECRUITING AND INTEGRATING SKILLED IMMIGRANTS INTO THE REGION’S LABOUR MARKET.

The awards have two objectives:

1

To find and recognize innovative practices, organizations and individuals.

2

To build employer awareness of immigrant employment and the opportunity for their business through inspiring and motivating stories.

This year’s IS Award winners reflect our new approach and new strategy. They are innovative and enterprising and have identified different ways to create equitable access to opportunities for immigrants. The awards were presented at a high- profile event which helps build awareness about diversity and inclusion among GTA employers.

Apart from showcasing these stories on our website and through social media, we promote them through our partners, Canadian HR Reporter, CBC Toronto and the Toronto Star, and through other media channels.

Sponsored by :



Media Partners :



Selection Committee Sponsor:





**THE IMMIGRATION
LANDSCAPE IN CANADA
IS CHANGING... THERE IS
STILL MORE TO DO**

Reaching and empowering more skilled immigrants

TRIEC'S WORK EMPOWERING IMMIGRANTS TO FIND MEANINGFUL EMPLOYMENT HAS SEEN MANY SUCCESSES, BUT THERE IS STILL MORE TO DO.

The unemployment rate for recent immigrants is double the rate for people born in Canada, and there is a 30% wage gap between recent immigrants and their Canadian counterparts. The immigration landscape in Canada is also changing: how people are arriving in the country, and where they are coming from, is not the same as it was when TRIEC began.

In 2013-2014, we have looked at what we can do to address these issues. In consultation with stakeholders and partners, we established an advisory committee, to help determine TRIEC's role in the growing field of immigrant employment, and how we should measure our success. We are doing research to better understand who those skilled immigrants that are still not meaningfully employed are, what programs and services are available, and where the gaps and opportunities are.

We have been reviewing our existing programs, looking for opportunities to scale up The Mentoring Partnership, and exploring other models that will enhance our mentoring activities (*see page 16*). Professional Immigrant Networks is now in its third year, and we've continued to work with the associations to build their capacity to connect members to employment. This year, we focused on leveraging the network to achieve greater impact (*see page 18*).

And we have been developing initiatives that focus on new stakeholder groups: people who are planning to immigrate to Canada but who have not yet landed, and those immigrants who have been here three years or more and remain un- or under employed. We have begun consultations with partners to explore how we can work together. One initiative has already emerged from these consultations: *Connector*, a networking program based on a model developed by the Greater Halifax Partnership. We have sought funding for this work and will be taking this forward in 2014-2015.

The Mentoring Partnership

THE MENTORING PARTNERSHIP GREW CONSIDERABLY DURING 2013-2014, ATTRACTING 723 NEW MENTORS AND MATCHING ALMOST 1,300 SKILLED IMMIGRANTS. THE PROGRAM PROVIDES REAL-LIFE DIVERSITY MANAGEMENT TRAINING: BEING A MENTOR HELPS MANAGERS DEVELOP THEIR CROSS-CULTURAL COMMUNICATION SKILLS AND GAIN A BETTER UNDERSTANDING OF THE SKILLS AND EXPERIENCE THAT IMMIGRANTS BRING TO THE WORKPLACE. IT ALSO STRENGTHENS CORE LEADERSHIP COMPETENCIES, AND HELPS EMPLOYERS MAKE THEIR WORKPLACES IMMIGRANT INCLUSION-READY.

In November 2013, we launched the first of four self-directed, online learning modules on the TRIEC Campus, designed to help mentors support their job-seeker mentees. We also ran a series of professional development events for mentors, hosted across the GTA by our employer partners. These workshops, webinars and networking sessions brought together mentors across the program to share their strategies and strengthen core mentoring skills.

The program continues to benefit mentees too: by 2014 over 9,000 skilled immigrants had been matched. A strong testament to the success of The Mentoring Partnership are the former mentees who go on to find professional success and become mentors for new immigrants themselves. This year, The Mentoring Partnership recognized 16 former mentees who are now mentors, and eight mentors who see so much value in the program that they have mentored more than ten times.

The Mentoring Partnership collaborated with high-profile employer partners in 2013-2014. Some, in particular, have achieved outstanding results from implementing the program in their organizations. The City of Toronto is one of the leading contributors, and was recognised as the first public sector partner to reach 1,000 Mentoring Matches at our November annual Partners Recognition Event, hosted by CIBC. TRIEC also recognized Scotiabank for reaching the 500 Mentoring Matches milestone, and Ontario Power Generation, RBC and Manulife Financial for reaching the 100 Mentoring Matches milestone this year.



Canada



Funded by / financé par :

Founding Partner :

1,299

skilled immigrants matched with mentors



1,154 MENTEES REPORTED OBTAINING EMPLOYMENT IN THEIR PROFESSION OR A RELATED FIELD

In 2013-2014, mentors surveyed reported that after being involved in the program:

95% better understand the challenges and barriers that skilled immigrants face in the labour market

95% better appreciate the talent and experience that skilled immigrants bring to the workplace

94% reported greater understanding of differences in workplace norms and cultural expectations

94% reported improved ability to motivate, coach and develop people

93% reported they are better able to assist immigrant professionals in adapting to the workplace

723

new mentors registered



480 MENTORS ATTENDED 28 MENTOR PROFESSIONAL DEVELOPMENT EVENTS

Professional Immigrant Networks (PINs)

THE PROFESSIONAL IMMIGRANT NETWORKS PROGRAM IS A NETWORK OF ASSOCIATIONS FOR IMMIGRANT PROFESSIONALS. THESE ASSOCIATIONS ARE RUN BY IMMIGRANTS, AND ARE SUPPORTED BY TRIEC STAFF AND PARTNERS.

In 2013-2014 TRIEC continued to build awareness and the capacity of the PINs associations. We have implemented new ways of leveraging relationships within the network, and we continue to strengthen the capacity of our PINs association leaders – volunteers who have set up professional associations for other immigrants from their communities or fields.

We have done this by providing PINs leaders with training and resources, designed to support them and their work to help their members connect to employment. We've produced new video content for our website, where PINs leaders and partners can access information more easily, and catch up on training sessions and events they may have missed.

Through our PINs annual event we have brought together our association leaders and partners to strengthen 44 connections within our PINs network. We have developed new relationships and identified opportunities for collaboration. We extended our outreach to the Francophone community and built stronger relations with Francophone PINs associations and partner organizations.

The Professional Immigrant Networks program is one of the key ways that TRIEC supports immigrants to find meaningful employment. We continue to explore ways for PINs associations and partners to collaborate and connect job seekers to networking events and other opportunities with our employer partners.

In the 3 years since it launched:

93% of PINs leaders acted on connections and referrals made through PINs

85% of PINs association members have reported an increase in job readiness

Since our website launch we've had

35,684

visits to the PINs directory which features PINs associations in the Greater Toronto region.

52

PINs ASSOCIATIONS REPRESENTED BY 255 LEADERS REACHING OVER 30,000 IMMIGRANT PROFESSIONALS

Funded by / financé par :

18



Citizenship and Immigration Canada

Citoyenneté et Immigration Canada



Scotiabank

19

An outstanding organization for today and tomorrow

TRIEC IS AN OUTSTANDING ORGANIZATION, BUT WE NEED TO MAKE SURE WE CAN DELIVER OUR GOALS EFFECTIVELY, WHILE BECOMING MORE SUSTAINABLE. OUR WORK TOWARDS THIS THIRD GOAL DURING 2013-2014 INCLUDES FUNDRAISING, COMMUNICATIONS, AND ACCOUNTABILITY.

In 2013-2014 we have created a plan to diversify our sources of revenue, such as through sponsorship, fees for services, donations and grants from foundations. We have also continued to grow our work and relationships with government through the Intergovernmental Relations Committee, which includes representation from all three levels of government. Our work with this committee has enabled us to establish ourselves as a trusted source of information and connection.

Communications is an integral part of TRIEC's work. This year we began to develop a three-year communications plan that will support TRIEC's strategic goals. Communications highlights in 2013-14 include:

- **Toronto Star editorial: A 10-year record of immigrant success**
- **Globe and Mail op-ed by Gord Nixon, Chair, TRIEC Council: Canada must see immigration as a competitive edge**
- **The 7th annual Immigrant Success Awards** (see page 13).

This year we have also been reflecting on our accountability as an organization, and have created new tools that will help us put our strategic plan into measurable action and make TRIEC even more accountable through our Balanced Scorecard. In addition to this, we have worked on an IT strategy, consulting with staff, and looking at tools, such as a Customer Relationship Management database, that can support us to work more effectively.

TRIEC Council members

TRIEC SINCERELY THANKS OUR COUNCIL MEMBERS, OUR PARTNERS IN CREATING IMMIGRANT EMPLOYMENT SOLUTIONS.

Chair and Co-Chair

Gordon M. Nixon, President and CEO, RBC and Zabeen Hirji, Chief Human Resources Officer, RBC

Council members

ACCES Employment Services
American Express Canada
Association of Filipino Canadian Accountants
Avana Capital Corporation
BMO Financial Group
Brampton Board of Trade
Business Development Bank of Canada
Canadian Colombian Professional Association
Capgemini
Career Edge Organization
Centennial College
Centre francophone de Toronto
CERIS - The Ontario Metropolis Centre
Certified General Accountants of Ontario
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Nytric Limited
Ontario Council of Agencies Serving Immigrants
Ontario Society of Professional Engineers
Peel Halton Workforce Development Group
Peel Newcomer Strategy Group
Pitney Bowes

Professional Engineers Ontario
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Thank you to our funders and sponsors

TRIEC WOULD LIKE TO ACKNOWLEDGE OUR FUNDERS IN 2013-2014:



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Thank You!



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Employment Council

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