

Reimagining Canada's Immigration System

**INSIGHTS FROM A WES
NATIONAL ROUNDTABLE SERIES**



World
Education
Services

Reimagining Canada's Immigration System

INSIGHTS FROM A WES NATIONAL ROUNDTABLE SERIES

Contents

Reimagining Canada's Immigration System: Insights from a WES National Roundtable Series	1
Executive Summary	1
Section 1: Immigration Strategy: Greater Coherence, Clearer Guiding Principles	2
Areas of Broad Alignment	2
Canada needs a coherent strategy with clear objectives to steer decisions across the whole immigration system.....	2
Policymakers must consider what immigration policy can and cannot accomplish.....	2
Immigration is not only about the economy. It is culturally and demographically transformative, requiring a whole-of-government, whole-of-society approach.....	3
Immigration policy must be rooted in core Canadian values, such as fairness, equity, and well-being.	4
Areas of Debate	4
Can we reduce complexity while addressing diverse regional needs?	4
Section 2: Permanent vs. Temporary Migration	5
Areas of Broad Alignment	5
A renewed system should prioritize permanent residence.....	5
A renewed immigration system must curb the abuses of temporary migration.....	5
Areas of Debate	6
What is the ongoing role of temporary migration?.....	6

Section 3: Immigration and the Economy 7

Areas of Broad Alignment 7

 Immigration policy should help to strengthen and grow Canada’s economy. 7

 Canada needs to remove barriers that impede immigrant success..... 7

Areas of Debate 9

 Does Canada need an immigration system focused on a high human capital approach or a labour market needs approach?..... 9

 Is the immigration system agile enough to address real-time labour market shortages? 10

 Should Canada consider a hybrid approach to immigrant selection?..... 11

Conclusion 12

Methodology 13

Participants 17

Reimagining Canada's Immigration System: Insights from a WES National Roundtable Series

Executive Summary

Between March and June 2025, World Education Services (WES) hosted four national roundtables—three in English and one in French—to explore a renewed vision for immigration in Canada. The sessions brought together more than 60 expert participants from academia and applied research, professional regulatory bodies, employer associations, the settlement sector, and government.

Conversations focused on four areas of inquiry:

- Selecting immigrants based on a high human capital approach versus a labour market needs approach
- Using immigration to address gaps in high-wage occupations versus low-wage occupations
- The role of temporary versus permanent immigration
- Overarching principles that should guide a renewed vision for the immigration system

Participants shared a striking degree of alignment on key current challenges; for instance, the existing system—with more than 100 distinct permanent immigration programs—is complex and reactive. More troubling, these experts noted, was that overreliance on temporary immigration has led to what one participant described as a “permanent economic underclass.”

Participants were also broadly aligned on several additional issues, including the need for a coherent, long-term vision for our national immigration system guided by clear strategic goals and measurable outcomes. They agreed that immigration policy requires both economic and social policy lenses, that permanent immigration should be prioritized over temporary immigration, and that real reform requires a whole-of-government approach.

Participants expressed divergent views on several key topics, such as whether selection of economic immigrants should focus primarily on human capital, labour market needs, or a combination of both, and whether and how to allow a limited number of temporary immigration streams to address specific short-term needs.

This report captures participants' viewpoints and perspectives and can be used to inform discussions about a more coherent immigration framework that rebuilds public trust, supports Canada's economic and social objectives, and facilitates the economic and social inclusion of new arrivals.

Immigration Strategy: Greater Coherence, Clearer Guiding Principles

Areas of Broad Alignment

✓ **Canada needs a coherent strategy with clear objectives to steer decisions across the whole immigration system.**

Roundtable participants believe that Canada needs a coherent strategy in order to steer decisions across the whole immigration system. Participants said that the current system has become fragmented and complex and seemingly pulls in many directions at once. This fragmentation ultimately works against the government's ability to achieve any goal effectively. There was broad agreement that the system needs clearer long-term objectives and priorities, as well as clearly articulated values. These would create a framework to guide decision-making in the short and long term.

“What has been lacking is a national strategy... You need to start with: ‘What are the outcomes you’re aiming for?’”

“Coherence is absolutely needed, and I don’t mean coherence for the next year or the next five years. I’m talking about the next 100 years. Where does Canada need to play globally, and how do we then structure ... in order to be successful?”

“The real challenge for Canada is we don’t know why we do immigration anymore. There is no vision for what we are doing here. And it’s really hard to support something when you don’t know what it is.”

✓ **Policymakers must consider what immigration policy can and cannot accomplish.**

Participants urged policymakers to acknowledge the limits of what outcomes can be achieved through immigration policy.

“Immigration is not a silver bullet. This is not how [we solve] labour market issues. This is not how [we solve] demographic issues.”

“Immigration needs to be recognized as only one tool in the toolbox we have to create the society we want.”

“ Talking about high-skilled immigrants without talking about domestic education to me doesn’t make sense—talking about immigration without talking about investment and innovation and investment in productivity doesn’t make sense.”

✓ **Immigration is not only about the economy. It is culturally and demographically transformative, requiring a whole-of-government, whole-of-society approach.**

Participants in each roundtable highlighted that immigration’s impacts are felt throughout society. They agreed that responding across economic, cultural, and demographic dimensions requires a holistic approach including government as well as civil society.

“ Social and demographic objectives, not just economic ones, have to be taken seriously in our immigration policies.”

“ Maybe immigration isn’t the issue that we should be talking about, but rather, what kind of society do we want? What do we have to put in place to achieve that society? And what small role can immigration play in achieving that ideal society?” We need to reimagine immigration as transformational rather than transactional. And by transformation... I mean to the whole nation, whole society.”

Participants consistently emphasized that effective and strategic policy cannot be isolated within any single branch of government, agency, or sector. They called for breaking down silos and ensuring that immigration is integrated into broader policy frameworks. Some of these experts pointed out that post-arrival integration supports are as crucial as pre-arrival selection policy in determining immigrant success.

“ [Immigration policy] must be integrated into the broader development of strategies of our provinces, municipalities, employers, civil society—[our immigration system is] not just IRCC’s problem, but a shared national development opportunity.”

“ The missing piece right now is [that] this is a policy discussion led by IRCC. [We need to be] bringing stakeholders together to think through, what is it that we want to achieve through our immigration system over the next decade or so?”

“ Immigration is seen in silo. If it’s part of our economic and social development as a country, immigration needs to be involved in all levels of government and departments.”

✓ Immigration policy must be rooted in core Canadian values, such as fairness, equity, and well-being.

Most participants felt that fairness, equity, and well-being should be at the core of the immigration system. They wanted a system designed to work towards equity and equal rights, including policies that lead to strong social and economic integration.

- “ Immigration is not just about bodies moving from one place to another. It’s about people and belonging and country-building. Who gets to belong and on what terms, is really the decision that’s being made. We need to take into consideration justice, inclusivity, and, of course, sustainability.”
- “ What’s the worst-case scenario and what’s the best-case scenario? That should be what’s driving us. To me, the worst-case scenario would be a complete bifurcation of our economy and our society where [newcomers] are in low-wage jobs. Newcomers are in temporary jobs or temporary status.”
- “ Human dignity of immigrants should be a central guiding principle. And that means a lot of things. That means transparency. That means equity, no exploitation, and many other things.”
- “ The vision should be to reframe this [debate] to ensure that when migrants arrive they are employed in fair, decent work.”

Areas of Debate

? Can we reduce complexity while addressing diverse regional needs?

Participants largely agreed that Canada’s current immigration system, which comprises well over 100 immigration programs, is too complex. However, many of these experts also noted the critical need for diverse programs to address distinct regional or rural issues. The challenge is that these two goals are, in many ways, conflicting.

- “ Canada’s current immigration program ... is extremely complex. And every change to existing programs, every additional pilot or new program, new stream, new pathway ... just adds more and more complexity.”
- “ I’m coming from a province where the federal solution is not a [local] solution. It’s a solution that works for Ottawa and Montreal, but doesn’t necessarily work for us.”
- “ There’s a lot more that we need to do to empower our local communities and provinces to be able to ... define the needs that we have and where we should be creating spaces [for] that pathway to permanent residence.”

Permanent vs. Temporary Migration

Areas of Broad Alignment

✓ A renewed system should prioritize permanent residence.

Participants identified many more benefits than risks in a system focused on permanent immigration. They overwhelmingly favoured permanent residence because it provides immigrants full rights and protections.

- “ One of my biggest fears about the way our system has been going ... is that we risk the creation of a permanent economic underclass that’s permanently vulnerable.”
- “ Permanent residency is the mechanism through which all other rights are accessed. Permanent residency doesn’t determine whether you live here permanently ... it’s about your ability to access rights.”
- “ Permanent status should be the goal for immigrants and immigration programs, given our demographic and social and economic needs.”

✓ A renewed immigration system must curb the abuses of temporary migration.

Most participants viewed temporary immigration as fundamentally flawed, often leading to “exploitation, abuse, and trauma” at the hands of unethical employers. Many noted that the system’s design enables abuse rather than deterring it. Such a system is out of alignment with the values, such as fairness and equity, that participants viewed as non-negotiable.

- “ When we got here [in the 1980s], even though we didn’t have a lot of money, we didn’t have a lot of skills, we came in with PR, and that [prevented] my parents [...] from being doubly exploited. If my family was going to come into this country [now], we would have to come in through a temporary pathway, in a low-wage, low-skilled pathway with temporary pathway status. And my life would be very different from what has happened.”
- “ Temporary workers often face job insecurity, poor housing, and limited rights or protections. Most temporary status results in denial of rights.”
- “ Prioritizing low-wage immigration suppresses wage growth at the bottom end of the labour market, [increasing] economic inequality.”

“ Lower skilled workers ... are often brought in as temporary workers... A lot of the people ... are from the global south, they experience a lot of racism... They put up ... with sexual abuse, with other forms of abuse, and racism in the labour force.”

“ The thing we have to really understand is we have tried in this country to not have exploitation in the temporary immigration streams and have failed.”

Areas of Debate

② What is the ongoing role of temporary migration?

A significant number of participants called for permanent status upon arrival. However, some saw temporary streams as faster and more flexible and wanted to see what one participant referred to as a “tempered two-step approach.”

“ For me, a two-step approach [makes sense.] It’s a small price to pay to come in for two years or three years with a temporary permit for a specific job... And then there should be a smooth transition to a long-term permit that allows you to settle if you want to.”

Those who supported limited temporary residence programs emphasized that there are circumstances in which these programs serve an important function.

“ It’s better to address some significant shortages through temporary immigration. That’s why we created temporary immigration—to address labour market needs in the short term.”

“ There are businesses that literally have to shut down because they cannot find a person that’s key to that business to help them continue with it—and other Canadian companies end up getting into jeopardy because they can’t find the right skill set or the right person to fill the [available] position... And that can have an impact not just on that business, but on the entire community.”

“ [Temporary immigration might make sense] if we have a program that really looks at bringing in temporary people to fill temporary needs rather than temporary people to fill ongoing needs.”

Participants also identified the need for clear, stable pathways to permanent residence and accurate information so that temporary residents know what to expect.

“ It is critically important to have a transparent and predictable permanent residency selection system that allows migrants to make good choices on whether to take up temporary residency in the hope of making a permanent residency transition.”

Immigration and the Economy

Areas of Broad Alignment

✓ Immigration policy should help to strengthen and grow Canada's economy.

Participants generally agreed that an effective immigration policy should, among other things, strengthen and grow the Canadian economy.

“The ultimate goal should be to contribute to the economy, raise the standard of living, [and contribute] to productivity. The ultimate goal is to improve the quality of life for both immigrants and non-immigrants and the existing population in Canada.”

✓ Canada needs to remove barriers that impede immigrant success.

Many of these experts also emphasized that systemic barriers need to be addressed so that individuals across immigration categories can more readily achieve their full potential as residents of Canada. Participants repeatedly highlighted a troubling disconnect between how Canada markets itself to potential immigrants and the reality they encounter upon arrival.

“As a country, we are not fully honest about how we communicate our immigration promise. We position Canada as a land of high-wage opportunities, or at least our point system puts that perception into people's heads... But once they arrive, they find that those opportunities either don't exist or are completely inaccessible due to systemic barriers.”

“We always say we want those economic, brilliant ... minds out there that come through economic streams, but we bring them here, and we never know what to really do with them.”

“What's the point in bringing in more highly qualified medical doctors when we can't put them to work as doctors?”

“Refugees, refugee claimants—they can fill labour market needs. They can do all these different things, but the actual infrastructure doesn't allow them to. There are policy gaps and barriers.”

Participants suggested that addressing these barriers should be a priority regardless of selection approach. Failure to do so, they noted, undermines the potential benefits of immigration and contributes to the skills underutilization and retention challenges discussed throughout the roundtables.

- “ If we go in a direction in the future of really focusing on high human capital as the primary—not the exclusive, but the primary—way to organize our economic immigration policy, it doesn’t make sense to do that unless we have dealt with some of the systemic barriers or simultaneously deal with the systemic barriers to make sure that [immigrant] contributions are not wasted and frustrated.”
- “ It is essential to create clear pathways for mobility [through] opportunities for skill development ... language training ... recognition of foreign credentials or supporting community organizations who can help the families and migrants to integrate better.”

Participants also suggested that skills underutilization could result in low rates of retention, undermining the potential for long-term economic contributions.

Some expressed concern that a high human capital approach to immigration extracts “skills and money from the [global] south.” Others noted that employers lack a good system for assessing immigrants’ potential contributions.

- “ The challenge of the human capital model really comes down to the credential question, which I actually believe is the wrong conversation... The bulk of the labour market is not regulated—it’s really looking for an employer to be willing to hire somebody and understand how that individual can solve their problems... That’s about how an individual shows up and demonstrates the skills they bring to the table. At the same time, we need to get employers to switch gears and stop using proxies for skills, which is what credentials often are.”

Areas of Debate

② Does Canada need an immigration system focused on a high human capital approach or a labour market needs approach?

Participants identified significant benefits and risks to both a high human capital approach and a labour market needs approach. In arguing for a high human capital model, some of these experts noted that both the economy and immigrants themselves would benefit.

- “ The data that we have at our disposal tells us everything that we need to know. When you select people with high human capital, they’re going to have better outcomes over the medium and long run.”
- “ If what you want to do is leverage immigration to boost GDP per capita in the country ... the best way to do it is to prioritize the applicants of the pool with the highest predicted earnings.”
- “ A benefit to [the] high human capital approach is strong foundational skills that enable people to shift [within the labour market] more easily.”

Others advocated a labour market needs approach with more active employer engagement to ensure that immigrants can put their skills to use shortly after arrival.

- “ Using a labour market lens will increase the likelihood of bringing in professionals and tradespersons who have been licensed abroad and can hit the ground running.”
- “ Greater employer involvement in selection should theoretically accelerate labour market integration.”

However, some participants also identified significant risks with giving employers more influence over immigration policy, especially when newcomers have temporary rather than permanent residence.

- “ What we’re seeing is that low-skilled workers—or so deemed low-skilled—their employers are employers, deportation officers, and landlords at the same time. And this is not acceptable.”
- “ We tend to come at this with the idea that if we bring high human capital individuals into Canada, employers will respond by finding great jobs for those people. I think employers are just as likely to respond by saying, ‘Oh, we can get really highly educated labour for cheap.’”

Some participants challenged the premise that immigration selection must fit into narrow economic categories at all. Still others advocated expanding humanitarian immigration, noting that refugees have considerable skills and capabilities to contribute to the economy.

“ So many people have made contributions to this country who would never have been let into this country if we start to define people in such a narrow way ... by just looking at low-wage or high-skill... My [parents] didn't fit any high-skill, low-skill, low-wage, high-wage criteria. We just came here because we happened to have a nephew that sponsored [us]. My family has made a huge contribution to this country.”

“ There are a lot of changes regarding asylum seekers and refugee support. I think this is an issue we need to keep an eye on. We can't abandon these populations who are often in danger.” *(translated from French)*

Participants broadly agreed on the need for an immigration system that could be clearly explained to the public in order to garner understanding and support. However, several experts differed on whether a high human capital approach or labour market needs approach was more likely to be viewed positively by Canadians.

② Is the immigration system agile enough to address real-time labour market shortages?

Roundtable participants also identified a number of challenges with using immigration to address labour market needs, noting significant gaps in the government's ability to collect and respond to relevant data in a timely manner.

“ Almost all of the benefits [of a labour market needs approach] are premised on the idea that there is, in fact, the ability to identify labour market needs. And I think that it's almost impossible.”

“ The government [needs] up-to-the-minute, accurate data to determine what the real labour market needs are.”

“ Everyone agrees—there's consensus on this—the economy is always going to evolve quicker than a policymaker's ability to adapt. Even when it's so clear to us there's a demand for particular occupations, things can change so rapidly, and now our policies are completely out of date.”

“ It's like an Amazon logic of 'just in time,' you know, 'we'll make sure that truck arrives just in time for the warehouse.' But that's not how immigration works. And there's just not enough data for this approach.”

“ Predictability goes out the window, and the system just becomes relentlessly reactive... It's what we're always doing...”

② Should Canada consider a hybrid approach to immigrant selection?

Many participants advocated a “both-and” approach, selecting some immigrants based on high human capital and some based on labour market need. This approach resembles the system that has, with the increase of category-based selection, emerged in recent years. Proponents of this approach believed this system could reduce reliance on the temporary immigration system, meet labour market needs through permanent immigration, and also enable the benefits associated with a high human capital approach.

- “ I don’t believe this is an either-or. We need to move away from polarized thinking and instead focus on how to build an immigration system that enables both [a high human capital approach and a labour market needs approach]. That requires a social development lens, not just an economic one.”
- “ Traditionally the immigration system has prioritized those that are highly educated. We see so many calls saying we need to go back to that, but that system was not necessarily perfect. We have so many people with PhDs and master’s degrees and once they land in Canada, they do not find employment... And at the same time we see that there’s huge demand for what is called ‘low-skilled jobs.’ So for me it’s not [adequate] to think about one or the other.”
- “ We’ve continued to hear from various sector organizations: ‘There’s a shortage of truck drivers!’ or ‘There’s a shortage of heavy-duty mechanics!’ Maybe what we need is a hybrid model ... because just having a human capital model alone ... it’s not meeting true labour market needs.”
- “ We definitely need to have a balanced approach that combines both high-skilled and low-skilled migrants to meet labour market needs, because we do need both. But to reduce precarity, it is essential to create clear pathways for mobility ... [including] access to permanent residency.”

Conclusion

While not aimed at achieving consensus, the roundtables did reveal a great deal of alignment on a clear direction for reforms to Canada's immigration system. Participants were clear that Canada must abandon its fragmented, reactive approach—one that has been driven by the influence of a large and diverse range of actors and goals. Instead, they envisioned a coherent long-term vision that prioritizes permanent residence and acknowledges immigration's transformative social impacts.

The rich discussions that we heard point to several priorities as Canada moves toward a new immigration strategy.

- First, any renewed system requires unprecedented coordination across government departments and levels—immigration policy cannot succeed as an isolated federal initiative.
- Second, Canada urgently needs to reduce reliance on workers with temporary residence, as temporary immigration programs create complexity and risk for employers and newcomers alike.
- Third, addressing systemic barriers that impede immigrants' economic and social inclusion must be as central to policy design as selection criteria themselves.

The broad agreements documented here, along with other stakeholders' calls for a renewed immigration strategy, provide Canada's government with insight into what comprehensive reform will require. Moving forward successfully will demand sustained political commitment, appropriate resource allocation, and the willingness to make difficult trade-offs between competing priorities. The alternative—continued piecemeal adjustments to an increasingly challenged system—serves neither Canada's interests nor those of the immigrants we seek to attract.

Methodology

Across four roundtable sessions (three in English, one in French), more than 60 expert participants engaged on a range of topics designed to spark conversations about immigration that can contribute to building a new framework in the years ahead.

To facilitate the conversations, roundtable participants added comments to a matrix using the Miro platform, identifying risks and benefits of different approaches. Discussions in plenary sessions and in breakout groups built upon their written comments. The roundtable sessions were recorded, and Claude.ai was used to assist with analyzing transcripts.

This report includes many direct quotations and comments without attribution to illustrate participants' diverse perspectives. While we sought to achieve broad cross-sectoral participation, there was limited representation of government, employers, unions, and immigration lawyers.

Summary of Comments on Selection Approaches

THE HIGH HUMAN CAPITAL APPROACH

Mismatch between skills and labour market: Immigrants with high human capital may not have skills in in-demand occupations.

Credential recognition issues: Many immigrants struggle to obtain skills-commensurate work and remain unemployed or underemployed.

Expectations of immigrants not aligning with reality: Newcomers who arrive as economic class immigrants but are unable to find skills-commensurate work may become frustrated and leave Canada, depriving the country of their contributions.

Equity concerns: Approaches that focus on high human capital can reinforce inequality favouring immigrants with more wealth and better access to education.

Economic growth: An approach that centres on human capital helps to support innovation, GDP per capita growth, and increased productivity.

Adaptability: Immigrants with high human capital are better positioned to be resilient during economic downturns and to pivot when there are changes in the labour market.

Long-term outcomes: High levels of human capital are connected to better long-term economic outcomes, as well as intergenerational benefits with positive effects across generations.

International competitiveness and nation-building: Strong human capital positions Canada well amid competition for global talent and helps to support long-term nation-building.

R I S K S

B E N E F I T S

Potential for exploitation: A focus on labour market needs can create a power imbalance between workers and employers, increasing the potential for exploitation of immigrants and poor working conditions.

Short-term and reactive: A focus on labour market needs leads to short-term, reactive decision-making, instead of strategic decisions with long-term economic considerations.

Limitations in identifying need: Labour market needs can be difficult to predict and can change quickly.

Integration challenges: A focus on labour market needs is often connected to temporary immigration, enabling exploitation of immigrants.

Vulnerability to economic downturns: Workers selected under a labour market needs model may struggle to pivot as the economy and labour market change.

Short-term labour market impacts: A focus on immigration that supports labour market needs can help to address labour gaps and shortages with a quick turnaround.

Essential services: A focus on labour market needs can help to ensure that critical sectors like health care and agriculture remain functional in the face of disruptions.

Regional and rural supports: Immigration designed to address labour market challenges can support small communities and rural areas that are more likely to face challenges filling gaps in the labour market.

THE LABOUR MARKET NEEDS APPROACH

Summary of Comments on Temporary and Permanent Immigration

PERMANENT IMMIGRATION

Potential for labour market mismatch:

The skills of permanent immigrants may not align with labour market needs, resulting in challenges integrating into the workforce and obtaining skills-commensurate employment.

Not responsive to short-term or regional labour market gaps:

Permanent immigration programs may not be responsive to a changing economy or needs in rural or remote areas.

Rights and mobility:

Permanent status provides immigrants with more rights and greater labour market mobility.

Greater social inclusion:

Immigrants feel able to develop stronger connections to communities.

Attract global talent:

Canada is in a better position to attract global talent when it offers permanent residence.

Better integration:

Permanent status enables access to government supports which can improve labour market entry and integration.

Long-term security:

Permanent status provides more opportunities for both immigrants and businesses to plan long term.

R I S K S

B E N E F I T S

Job insecurity:

Temporary workers often face precarious working conditions.

Limited rights and protections for workers:

Temporary status leads to exploitation of workers who fear to report concerns because work permits are tied to employers.

Increasing inequality:

Immigrants with temporary status have fewer rights and protections than their permanent resident and Canadian counterparts.

Gaps in settlement and support:

Temporary residents cannot access government services available to permanent immigrants, harming their ability to integrate and thrive.

Labour market flexibility:

Temporary workers help to fill labour market gaps quickly and respond to shortages in critical sectors.

Provides Canadian experience:

Arriving on a temporary status can enable newcomers to experience Canada and determine if it is right for them while gaining Canadian work experience.

Regional benefits:

Temporary immigration can provide opportunities for smaller regions to attract and retain immigrants to address distinct needs and fill roles in critical sectors.

TEMPORARY IMMIGRATION

Key Terms

-  **High human capital approach** focuses on selecting younger individuals who have advanced education, skills, and experience that can contribute broadly to Canada's economy and society.
-  **Labour market needs approach** focuses on selecting immigrants based on occupations aligned with specific occupational shortages in particular sectors or regions.
-  **Temporary immigration** allows people to come to Canada with time-limited permits. Currently there are a limited number of pathways to permanent residence available to temporary residents.
-  **Permanent immigration** provides newcomers with permanent residence status, full rights, and a pathway to citizenship.
-  **An economic policy lens** prioritizes economic goals and economic impacts of immigration, such as GDP growth, productivity, and labour market shortages.
-  **A social policy lens considers** broader goals and impacts of immigration, such as multiculturalism, community integration, equity, and demographic change.

Participants

WES appreciates the participation and input provided by the following individuals in the roundtable sessions.

Roukya Abdi Aden
RDÉE

Henry Akanko
Hire Immigrants Ottawa

Naomi Alboim
*Canada Excellence
Research Chair in
Migration and Integration
Program, Toronto
Metropolitan University*

Rozeta Aleksov
*The Neighbourhood Group
Community Services*

Pedro Antunes
*The Conference Board
of Canada*

Tanya Basok
University of Windsor

Larissa Bezo
*Canadian Bureau for
International Education*

Don Boddy
MANSO

Elena Boudo
AFO

Lisa Brunner
*University of British
Columbia Centre
for Migration Studies*

Paula Calderon
*Calgary Immigrant
Women's Association*

Véronik Campbell
RADIUS

John Carlaw
*Toronto Metropolitan
University*

Tonie Chaltas
Achēv

Stephen Chase
*Government of
New Brunswick*

Deborah Cohen
*Health and Supportive
Care Providers
Oversight Authority*

Alice Craft
*The Conference Board
of Canada*

Abdulla Daoud
The Refugee Centre

Saint-Phard Désir
CÉSOC

Yann Désirée
*Le Centre francophone
du Grand Toronto*

Kareem El-Assal
El-Assal Insights

Marketa Evans
Magnet

Irwin Glasberg
*Office of the Fairness
Commissioner of Ontario*

Lauren Hamman
*The Conference Board
of Canada*

Alejandro Hernandez
Concordia University

Daniel Hiebert
*University of
British Columbia*

Syed Hussan
*Migrant Workers
Alliance for Change*

Ümit Kiziltan

Deena Ladd
Workers' Action Centre

Lisa Lalande
Century Initiative

Henry Lotin
*Integrative Trade
and Economics*

Bidanam Ehanam
Mabigue
*Le Centre francophone
du Grand Toronto*

Patrick MacKenzie
IECBC

Parisa Mahboubi
C.D. Howe Institute

Tanja Maleska
*Canadian Council
for Refugees*

Ingrid Mendez
Migrant Workers Centre

Misheck Mwaba
Bow Valley College

Colleen Myrie
*College of Audiologists
and Speech-Language
Pathologists of Ontario*

Esdras Ngenzi
CANAF

Ashika Niraula
*Toronto Metropolitan
University*

Diana Palmerín-Velasco
*Canadian Chamber
of Commerce*

Andrew Parkin
*Environics Institute
for Survey Research*

Darrell Pinto
Jumpstart Refugee Talent

Corinne Pohlmann
*Canadian Federation
of Independent Business*

Allison Pond
ACCES Employment

Valerie Preston
York University

Corinne Prince
*Metropolis Institute
and the Association
for Canadian Studies*

Chris Ramsaroop
*Justice for Migrant
Workers*

Ben Rempel
*Talent Beyond
Boundaries Canada*

Farahnaz Rezaei
*Government of Prince
Edward Island*

Jessica Rogers
SDÉCB

Yoan Rousseau
CIF ÎPE

Mikal Skuterud
University of Waterloo

Rachel Slipp
City of Moncton

Alison Stanley
City of Toronto

Larissa Strong
College of the Rockies

Anna Triandafyllidou
*Toronto Metropolitan
University*

Robyn Webb
Halifax Partnership

Paulina Wyrzykowski
*The Neighbourhood Group
Community Services*

Rania Younes
*Immigrant Employment
Council of BC*

This report was prepared by WES staff Kathryn Dennler, Joan Atlin, and Ashley Craddock, with support from Sara Ditta and Jon Medow of Medow Consulting.



World
Education
Services