



Creating a Sanctuary For New Citizens



Taking Action Local Settlement Strategy

Funded by:

Financé par :



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

Prepared for: Greater Sudbury Local Immigration Partnership

September 2011

A solid red rectangular block located at the bottom left of the page.

Table of Content

Forward	4
Executive Summary	7
Introduction	8
Our Sincerest Thanks	12
A Quick Overview	12
Tracing our Steps	14
Creating the Sanctuary “Making Greater Sudbury a Preferred Choice to Live”	15
Why Not Sudbury-Critical Issues-A State of Urgency	17
Bridging our New Vision	18
Research Activities: Providing an evidence base for Policy Change	18
Not Standing Idle	19
Voices of the Community	22
Key Sectors	24-40
a. Language Services	24
b. Employment	28
c. Housing	32
d. Education	36
e. Government	40
Themes	
f. Attraction and Retention	43
g. Settlement	47
h. Healthy Families	51
i. Social Inclusion	55
j. Workforce Integration	60
Planning for Action	63
The Next Steps (Implementation Strategy)	66

Appendices

- A. Demographic Profile City of Greater Sudbury (Immigration Patterns)**
- B. Accomplishments to date**
- C. Declaration of Support**
- D. Glossary of Terms**
- E. Regional Map**

Foreword



It is with great excitement that we now have a wonderful report to submit to the government on behalf of the LIP committee, and the Management Board which represents many constituents in the community. Spearheaded by Scott Fisher, who is our dedicated LIP project coordinator, with the help of Gary J. Michalak & Associates., this report thrives to represent recommendations put forth by community members in all areas pertaining to immigration issues. This all encompassing report is a result of at least two years of work done by both members of the Francophone and Anglophone communities as well as being well represented by our diversity and ethnic groups.

Special thanks go to the members of the Management Board who in turn worked with various volunteers in dealing with various issues of settlement, education, integration, religion,

and housing. The members of the Board that I wish to thank are:

- Guadalupe Luna
- Carlos Siller
- Mahinaz Shakeib
- Vinay Grover
- Nancy Dubé
- Jennifer Olsten
- Lola Harvey
- Meron Yeshoa
- Muhammad Javaid
- Tayyab Butt (former Board member)
- Iseline Gandaho (former Board member)
- Jean-Mathieu Chenier (staff-Greater Sudbury Development Corporation)

as well as the City of Greater Sudbury who was an integral partner in this venture. As a result, of the work being done by a strong group of concerned citizens, our City is on the map as being a Welcoming Community for newcomers (immigrants and refugees). It has been a pleasure working with such a group of genuinely concerned citizens.

This report challenges us to bring these recommendations to fruition so that our City continues to be an area of choice for many who are wanting to make the City of Greater Sudbury their permanent home.

C'est avec grand plaisir que nous pouvons remettre au gouvernement un excellent rapport au nom de notre Partenariat local en immigration et du Comité de gestion (conseil)



qui représente plusieurs partenaires dans la communauté. Sous la direction superbe de Scott Fisher, notre coordonnateur de projet, avec l'aide de Gary Michalak & Associates, ce rapport représente les recommandations signalées par les membres de la communauté en ce qui touche les sujets reliés à l'immigration. Ce rapport est le résultat de deux ans de travail intense effectué par les membres des communautés francophone et anglophone y compris les gens représentant la diversité et les groupes ethniques.

Nous remercions surtout les membres du Comité de gestion d'avoir travaillé avec des équipes de bénévoles pour faire de la recherche au sujet de l'adaptation, l'éducation, l'intégration, la religion et le logement. Les membres en particulier que j'aimerais remercier sont :

- Guadalupe Luna;
- Carlos Siller;
- Mahinaz Shakeib;
- Vinay Grover;
- Nancy Dubé;
- Jennifer Olsten;
- Lola Harvey;
- Meron Yeshoa;
- Muhammad Javaid;
- Tayyab Butt (ancien membre du conseil);
- Iseline Gandaho (ancien membre du conseil) et
- Jean-Mathieu Chénier (employé – Société de développement du Grand Sudbury).

Je remercie également la Ville du Grand Sudbury qui fut un partenaire essentiel dans cette requête. À cause du travail vigilant réalisé

par un groupe de citoyens convaincus, notre Ville est reconnue comme étant une communauté accueillante pour les nouveaux arrivés (immigrants et réfugiés). Ce fut un plaisir travailler avec des gens qui sont véritablement à l'écoute des besoins de nos nouveaux arrivants.

Ce rapport nous lance le défi de mettre en action les recommandations soulignées par le comité pour que la Ville du Grand Sudbury continue d'être un endroit de premier choix de résidence pour les nouveaux arrivés.

Gabrielle Lavigne, M.A.

Présidente du Comité de gestion

PLI – Sudbury



It gives me great pleasure in presenting this report to the community of the City of Greater Sudbury. I would like to thank all of those individuals who have committed their time and efforts into making this report a document to bring about change-change that will allow Greater Sudbury to continue to grow and prosper into the future. It is imperative that we, the community, create an environment that fosters the inclusion of all its residents, recognizes the depth of skills and talents that we possess, and becomes a destination of choice for individuals and families that are moving to this wonderful country. By striving to achieve the goals and objectives outlined in this report, we will be closer to realizing our great potential as a community. Thank you.

C'est avec grand plaisir que je présente ce rapport à la communauté de la Ville du Grand Sudbury. Je tiens à remercier tous ceux qui se sont engagés à la rédaction de ce rapport de sorte qu'il soit un document qui incitera des changements permettant au Grand Sudbury de

continuer à croître et à prospérer à l'avenir. Il est impératif que nous, en tant que communauté, créions un environnement qui favorise l'intégration de tous les résidents, qui reconnaît l'ampleur des compétences et des talents que nous possédons et qui fait de notre région une destination de choix pour les individus et les familles désirant s'établir dans ce merveilleux pays. En nous efforçant d'atteindre les buts et objectifs énoncés dans le présent rapport, nous nous rapprocherons à la réalisation de notre plein potentiel en tant que communauté. Merci.

Sincerely/ Bien à vous,

Scott Fisher, Project Coordinator/
coordonnateur de projet

Local Immigration Partnership (LIP)/ Partenariat
local en matière d'immigration du Grand
Sudbury

Executive Summary

The City of Greater Sudbury Local Immigration Partnership (LIP) is an initiative funded by Citizenship and Immigration Canada (CIC) with the goal of developing local partnerships and identifying sustainable solutions around the needs of newcomers. Throughout the community, several discussions had been taking place on creating a welcoming and diverse community. These discussions were, in many cases, focused on specific groups or objectives. The Greater Sudbury LIP has been able to provide a mechanism for these ideas and discussions to intersect with each and develop into a plan of action.

This is a very timely exercise as the City is experiencing rapid growth in many of its industries and sectors. A shift is occurring to a skills intensification of the workforce and we need to be better prepared for future demand. Our demographics, coupled with extremely low immigration to the City, create a potential barrier to the growth of our City, its citizens and the wider community.

In acknowledging the prior work completed by members of the community, the Greater Sudbury LIP started in earnest in April of 2010. A forum on governance was convened shortly thereafter to determine the structure and direction of the LIP Council. Ten (10) broad themes/sectors were identified by the community as priorities in the goal of creating a welcoming and open community of Greater Sudbury for the attraction and retention of new immigrants. These themes/sectors are:

- Education
- Employment
- Housing
- Language Services
- Government
- Attraction and retention
- Healthy Families
- Social Inclusion
- Workforce Integration
- Settlement

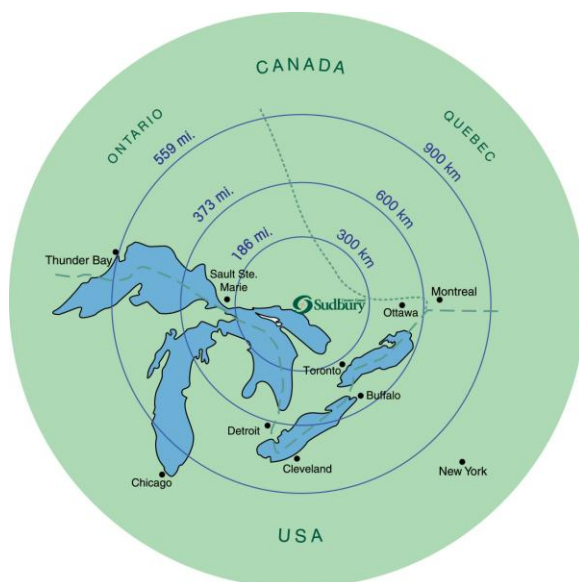
A Management Board (MB) was formalized and has been meeting monthly to evaluate progress and provide direction to the Greater Sudbury LIP. Small focus groups/meetings, including outreach to the growing international student population, were conducted throughout the process. A validation exercise was held in March of 2011 in the form of a large scale community event.

The final report is a result of the considerable effort and input provided by a diverse representation of community members. It is a powerful document and will help the community move forward and continue to grow and prosper into the future. To ensure its relevancy, the Greater Sudbury LIP will hold an annual community forum to evaluate action plans and community changes with the goal of making adjustments as necessary to adapt to the new realities within the community. The final report is not a static document but, rather, a catalyst for change. It is an accomplishment of the community that will continue to be amended and enhanced in the upcoming years.

Introduction

The City of Greater Sudbury was officially formed on January 1, 2001 with the amalgamation of the Tier One Regional Municipality of Sudbury and the Tier Two communities namely Capreol, Nickel Centre, Onaping Falls, Rayside-Balfour, Walden, Sudbury and Valley East. It currently has a population of approximately 164,400 (2010).

It serves as the regional capital of northeastern Ontario. Located 390 kilometres north of Toronto, 290 kilometres east of Sault Ste. Marie, and 483 kilometres west of Ottawa, Greater Sudbury occupies a central location in Ontario at the convergence of two major highways, Highway 69 South and Highway 17 (Trans-Canada Highway).



In addition, in being new citizen friendly, the City is blessed with incredible natural beauty including 330 lakes within its municipal boundaries. Mother Nature has indeed created a wonderful environment for those who enjoy the value for the great outdoors in a safe and secure environment.

More information concerning statistical data on the City of Greater Sudbury can be found in Appendix A and Appendix E.

The Education capital of the North

Greater Sudbury's compliment of Laurentian University with its federated universities, its Northern Ontario School of Medicine (NOSM), its newly approved Northern Ontario School of Architecture (NOSOA), along with Cambrian College and Collège Boréal, has emerged as a new educational hub in Ontario. Sudbury also has a number of existing or developing incubators of new knowledge. Some of these world class facilities include: Sudbury Neutrino Observatory Laboratory (SNOLAB), Mining Innovation, Rehabilitation and Applied Research Corporation (MIRARCO), Vale Living With Lakes Centre, the Centre for Excellence in Mining Innovation (CEMI), the Centre for Integrated Monitoring Technology (CIMTEC), a coordinating office of Canadian Climate Impacts and Adaptation Research Network for Ontario (C-CIARN-Ontario), and at Cambrian College the Sustainable Energy Centre (SEC) and the Northern Centre for Advanced Technology (NORCAT). At Collège Boréal, one of only three francophone colleges in Ontario, Xstrata Nickel Biodiversity Applied Research Centre has been established. All of this serves to highlight the fact that advanced education is a significant growth engine in the community, one that has the potential to ignite innovation and create new economic and commercial opportunities.

A Hub for Healthcare services and research

The Hôpital régional de Sudbury Regional Hospital (HRSRH) is a regional resource and referral centre for more than 530,000 residents who live across northeastern Ontario. It is evolving into a full teaching facility in collaboration with the Northern Ontario School of Medicine, affiliated with Laurentian University in Sudbury, and Lakehead University in Thunder Bay.

In addition, the Northeastern Ontario Regional Cancer Centre (NORCC) located in Sudbury is affiliated with the National Cancer Institute of Canada and the Ontario Clinical Oncology Group, which allows the NORCC to access the most advanced treatment trials available.

Creating a Sanctuary for New Citizens

If you imagine a sanctuary, visions of a welcoming, safe, secure, and friendly community jump to mind. It is strongly felt that the City of Greater Sudbury has all of the ingredients to create a haven for immigrants who choose our City as their preferred place to live, play and work.

Lance Secretan author of “Reclaiming Higher Ground” believes that organizations have sacrificed the soul for the personality. His goal is to help us reawaken and bring soul back into organizations to create what he calls Sanctuaries. Using Secretan’s vision our goal as a City is to position the City of Greater Sudbury as a world sanctuary for those who are contemplating the move to immigrate to a new country.

Testimonial

Story 1:

Being a young newcomer to Canada who had been living for a few years in the GTA, I decided to take another step in my newcomer experience: leaving the GTA, the place that I first settled in coming to Canada, to move to and live in some other place in the country. I was feeling the need for change of scenery, and hence I decided to move up north to Sudbury. It wasn't an easy decision to make though, I had to make sure that the city or town that I'd be calling home would have all the things that I need to nurture my career, and fuel my lifestyle.

While sending out résumés to potential employers all over the province, I've been reading on and finding out as much as I could about the places the I could be potentially living in. I was looking to living in a place that would have lots of jobs within my field of work, and I find that Sudbury is home to several companies that offer a good handful of career opportunities. I was also keen on living in a place that had many options for leisure, recreation, and things to spark my interest, and I'm glad that Sudbury offers just that. Sudbury's multi-cultural atmosphere creates a lively arts and theater scene, a wide variety of foreign cuisines to choose from, and comes with the promise of getting to meet a wide variety of new people. Arts, Food, and Culture: the three primary things that get me going, and I'm glad to say that Sudbury has an abundance of that. It also comes as a lovely bonus that next to Ottawa, *la Ville du Grand Sudbury* is home to the largest Canadian-Francophone community outside of Quebec. What could be a better way for newcomers to experience Canada than having to live that experience both in English, and *en français*?

Furthermore, considering that my parents are settled in the GTA, Sudbury's location helps since living here doesn't put me too far away from home. In fact, Sudbury isn't too far from anywhere I wanna be, while at the same time, still being far enough to have its own distinct character. Location, location, location, they say, and where we are here is good for that: right in the centre of the up and coming Northern Ontario region, and well-connected to the rest of Canada and the world.

To me, living in Sudbury holds the promise of a more than ideal life, now why don't you come

visit and experience it for yourself? Come to Sudbury, *Bienvenue!*

Story 2:

We are fortunate that we selected Sudbury as the city to settle down in Canada. Our success story started with the application for permanent residence in June 2007. While waiting for a positive response, my wife got an opportunity to apply for a postgraduate program at Laurentian University Sudbury in her field of study. As she was selected to Laurentian for a master's degree in Biology, our visa process got expedited and we were able to land in Canada in fall 2009 just before her school year started.

During the planning stages before coming to the new country we researched to find information about Sudbury and Sri Lankan community living in Sudbury. We were able to find a Sri Lankan Professor Laxman Amaratunga through the Laurentian University website and they introduced us all Sri Lankans living in Sudbury. Having got to know our travel plans present Director of Ontario International Development Agency (OIDA) who is living in Sudbury came to welcome us at the Toronto Pearson Airport on our date of arrival which was 4th August 2009. After completing all immigration paper work at the airport he drove us all the way to Laurentian University Residence in Sudbury where we stayed during the first two years. Laurentian Mature Student's Residence facilitates married students and their families and therefore our family didn't have any problem in looking for housing. We were very happy with the community around university residence and also the Sudbarians who were very nice to us where ever we go. Our first winter in Canada was very harsh for us and was a new experience as we were used to a temperate climate where

the temperature is more or less the same through out the year. However we knew that Sudbury being a city in Northern Ontario the winter was going to be much cooler compared to the other cities. With the information obtained from other friends we came prepared for the climate and cultural shock. Further during the winter we felt the need of a vehicle as part of settlement in Sudbury. My wife was able to obtain financial assistance through Ontario Student Assistance Program (OSAP) the financial assistance that is offered to students which is funded by the Government of Canada and the Government of Ontario. It was a great financial assistance at correct time till we settle with basic requirements.

The second hurdle after landing in Sudbury was to finding a job. Having worked as a Senior Relationship Manager at a leading commercial bank in Sri Lanka I had a big challenge in job hunting process. We knew that coming to Canada was a crucial decision as we were well established in our professions at that time in Sri Lanka. However, considering the better future for our son, we took the decision to move in to Canada. Newcomer assistance programme at YMCA helped me to fine tune my resume and Staff members gave me valuable advice on finding a job. I got registered myself with almost all job posting sites and posted my resume. Applied for every job that matches my skills, education level, etc. Within few days I got some feedback from few employers and had the opportunity to have some phone interviews, face to face interviews that gave me a valuable insight as to what Canadian Employers are looking for. Not possessing Canadian educational qualifications and work experience were the main reason for my rejection initially. However that motivated me to look for more opportunities and to obtain a relevant license to

work. Within few days I was hired by an insurance company with a pre-requisite of obtaining the insurance license, which I did within few months. However I was not that successful as I didn't have a proper network in Sudbury to get good leads for a successful business. The job involved in cold calling and most of the time Sudbarians had problems in understanding my Sri Lankan accent. Further insurance job involved extensive driving and remuneration was entirely based on commissions. I was not happy with that as I wanted a fixed salary in order to plan my monthly finances. Therefore, I didn't stop my job hunting. After sometime, CIBC bank posted a part-time job at Val Caron and I was fortunate to secure it. Even though it was for 7.5 hours a week, and had to travel a lot I opted to accept the job as I knew that once I got in, I will be able to apply for internal postings. It was an entry level job and with my 10 years experience at middle management level, the bank officials were not sure whether I really like to accept it. As we bought a vehicle by that time and obtained Canadian driving license, travelling to Val Caron was not an issue for me. During the interview I told the employer that I'd love to start my banking career in Canada at entry level (teller) as it gives me an ample opportunity to learn everything from the bottom and will help me in sharpening my abilities to move up. Within few months I was able to secure a full time position at the closest branch to where we live.

Our son started schooling at MacLeod Public School from grade 5. He loved the school very much and found many good friends. He was able to pick up the language fast and the teachers loved his work in school. Later to keep him occupied we joined him in cub's scouting in Sudbury and a Badminton Club. Within few

months everyone in our family adjusted with the Canadian conditions and adopted Canadian life style and was very happy about selecting Sudbury as our final destination. When time passed we wanted to take the advantage of the facilities available at my work place and started hunting for a house at the south end. As done with the online job hunting, online house hunting became my next priority. I discussed my intention to buy a house with a colleague of mine at the bank who specialized in mortgages and she arranged me a mortgage and gave me a rough idea of the price of the houses that I should look for which suites my budget and income level. We found few houses that matched our needs. We liked the first ever house we went to see which exceeded our budget. However the offer we gave them was accepted and now we are lucky owners of a house. Finally we managed to find everything we wanted and now are really happy with what we achieved during the past 2 years stay in Canada especially in Sudbury.

However, still we are engaging in gathering more educational qualifications while obtaining on the job experience and always looking for opportunities to move up. Our advice to new immigrants is to be patient and have a positive attitude, avoid disappointment, and look for all opportunities available and to be happy with what you have. Most important is to have a goal and work towards achieving it at the quickest possible time. Sudbury being famous for its mining industry has got many prospects. Also it's a homely, quite city with lots of nice scenery and landscape. Science North and Dynamic Earth provide best education and entertainment for kids throughout the year. Finally we don't have any regrets as we have selected the best city in Canada !!

The Orchid-“Beauty takes a little extra care”

For those that grow orchids, orchids (like new citizens) need a little extra care to flourish- effort is needed to assure that new citizens have the opportunity to flourish.

Our Sincerest Thanks

This report recognizes that many individuals who have dedicated a great deal of time and effort in building a welcoming and inclusive community. The application to Citizenship and Immigration Canada (CIC) was jointly submitted by the City of Greater Sudbury, the Sudbury Multicultural Folk Arts Association (SMFAA), and Contact intercultural francophone de Sudbury (CIFS). Twenty-two (22) other organization/associations provided their official support and we would like to acknowledge them as follows:

- Diversity Advisory Panel to the City of Greater Sudbury
- YMCA Sudbury
- Sudbury Manitoulin Workforce Partnership Board
- Laurentian University
- Social Planning Council
- India Canada Association of Sudbury
- Filipino-Canadian Association of Sudbury
- Korean-Canadian Association of the Greater Sudbury and districts (KCAS)
- Vedic Sanskriti Samiti
- Sudbury Sikh Sangat
- Shaar Hasomayim Synagogue
- Islamic Association of Sudbury
- Afro Heritage Association
- Chinese Community Centre of Sudbury
- Pakistan Canada Cultural Society of Sudbury
- Pakistan Canada Foundation

- Greater Sudbury Chamber of Commerce
- Sudbury Bosnia Hercegovina Association
- Professional Edge
- Cambrian College
- LINC Sudbury-Church of the Epiphany

Since that time, an additional 100 individuals/organizations have contributed to this process. These have included, among others, professionals, professors/instructors, international students, City staff and Council, and community champions. Without all of you, we would have not been able to produce such a high quality report.

A Quick Overview

Living Document

One of the major shortcomings of any community development processes is that change happens daily and new ideas obviously do not get into current strategic reports. However, this process will be different. Good ideas will be received, evaluated, implemented immediately.

Summary of Findings

Unless you have experienced immigrating to a new country, it is very difficult to understand the challenges that a new citizen(s) must face when they arrive in their new country of choice. For many it would be traumatic. We have heard many horror stories of not finding work, running out of funds, cramped in unbelievable living accommodations, loss of family, and other social support networks.

Ivan A Cuxeva ([Enzine Articles](#)) reports on “Hardships of an Immigrant-tells a story of Dr. Colin Saldanha. The story is worth sharing.

Apart from the obvious challenges, such as having to adjust to life in a new country, numerous other obstacles have to be overcome. But stay the course, and there's no telling how far you can go.

Just ask Dr Colin Saldanha, now a physician with a busy family practice and a recipient of the federal 'Canada 125' Commemorative Medal for services to the community.

When he moved to Canada, from Karachi, Pakistan, he discovered his medical qualifications counted for very little. There was a complete absence of a support system, and foreign professionals had to pay exorbitant fees to write an exam. With jobs hard to come by and no income, he had to depend on relatives and friends.

"Coming from a status of a professional to being dependent in every sense of the word was an eroding of self-respect," says Saldanha. "Just having to pay the TTC fare was a challenge."

That was 25 years ago, but Saldanha, who now shares his learning experience through mentorship programs, says even today, not enough is done to help integrate immigrants into society and the workforce. He sees first-hand the health consequences of the failure of integration. "My patients are mostly immigrants, and I frequently see high stress levels and depression resulting from adaptation problems."

Saldanha, who has served on numerous committees on immigrant integration and business promotion, says the public and corporate sectors need to move on from 'lip service' to "practical, definitive solutions in addressing newcomers' integration into society and the workforce."

On the other side of the issue, he emphasizes the need for immigrants to "create that passion to serve and participate in the socio-political process of this great country that has accepted them and given them a future."

Our role in creating a "Sanctuary for New Citizens" is to minimize immigrant hardships and pain involved in relocating to our City. Our

partners have said that to do this we must work with our Mayor and Council in creating **policy** that will improve upon the following:

Sectors:

- Language Services
- Employment
- Housing
- Education
- Government

Themes:

- Attraction and Retention
- Settlement
- Healthy Families
- Social Inclusion
- Workforce Integration

Because of the planning process, priorities have been determined for each of the above followed by proposed goals, strategies, and actions.

Planning High Lights

A few of the recommendations are as follows:

Establish a permanent language centre with accredited, year-round testing facilities (TOEFL, etc.)

Establish a mentoring network with employers

Work with current unions to provide a better understanding of how a union functions (education) and improving the opportunities for newcomers

Develop a local media campaign to demystify the negative perception of new immigrants' skills and talents

Provide appropriate short-term housing options for newcomers when they first arrive in Sudbury

Involve the real estate sector more with the newcomer community in identifying preferences and needs in home purchasing

Collaborate with staff from the four school boards in developing a better understanding of newcomer needs

Create a physical location for a 'one-stop' referral centre.

Various government departments provide more outreach services to immigrant communities

Work in conjunction with embassies to promote Sudbury as a destination for immigration.

Establish/improve networking circles for newcomers; build newcomers social capital

Develop and implement cultural awareness programs

Establish a mentoring network between established immigrant communities and new immigrants

Highlight success stories of recent immigrants and promote their success to potential newcomers

Provide information sessions to health care providers and their staff on unique needs and circumstances of particular cultural groups

Educate local professional associations of the credentialing process undertaken in other countries

Encourage more co-op and internship opportunities for international students

Tracing Our Steps

Government

Senior and local government continue to play a major role in the advancement of citizen welfare. Local government has and must continue to build communities that are welcoming and inclusive. The long-term commitment to attracting immigrants must remain a priority if the City of Greater Sudbury is going to vie for those who are making a decision to come to Canada.

For years Senior government has not only provided required and most needed funding but has provided great counselling as well as other support resources. The advancement of immigration settlement would not be possible if it were not for those who form part of Citizens and Immigration Canada and the Ministry of Citizenship and Immigration

Margaret Mead

"Never doubt that a small group of committed people can change the world. It is the only thing that ever has."

Community Champions

Indeed a small group of people (now growing in leaps and bounds) is creating the Sanctuary for new citizens.

Professor Parveen Nangia, (Laurentian University) in his report "Immigration and Settlement in Greater Sudbury gives credit to the start of the movement beginning in 1989. Page 10 of his report recognizes the effort of the Advisory Committee to the Sudbury Regional Police Services Board on Racial and Multicultural relations between ethno/racial minorities and police. This policy change may have led the way to the following key developmental success stories:

Mayor and City Council-Year 2002

The City promotes and approves a working group to develop a “diversity plan.”

Canadian Heritage-Year 2004

Approved funding for the community to come together and develop the action report titled “Diversity Thrives Here.”

Diversity Panel-Year 2004

One of the most important events of the project was the creation of the Panel with the following mandate:

“To help foster the achievement of cultural, social, and economic well-being for all citizens of the City of Greater Sudbury. The Panel will use the knowledge and expertise of its members to provide advice to CGS Council focusing on enabling Greater Sudbury to become a more inclusive and accepting community. The Panel will also act as a liaison with local agencies and other partners to promote the benefits and values of a multi-cultural mosaic for residents of the community.”

The Panel is mandated to serve Council until the end of the current term, which will be November 30, 2014.

Immigration Planning Forum: November 2008

The primary purpose of the forum was to determine the ways of attracting immigrants to Greater Sudbury. The City and community took an active role and twelve recommendations were made to make the City more immigrant friendly.

Local Immigration Partnership-Year April 2010

Funded by Citizenship and Immigration Canada, forms as a sub-committee of the Diversity Panel, and housed within the Greater Sudbury’s Economic Development department the Partnership has been busy in engaging the community to take action. The following events have taken place:

LIP Community Forum-May 25th 2010

LIP Community Forum-March 26th 2011

Creating a Sanctuary-Making Greater Sudbury a Preferred Choice to Live

The Canadian Choice

Mercer Human Resource consulting using 10 categories and 39 criteria to measure “Quality of Living” ranks Canada as the world’s best country to live in. Evaluation categories include political and social environment; medical and health considerations; public services and transport; consumer goods; economic environment; schools and education; recreation; housing; socio-cultural environment; and natural environment.

Canadian Cities

Canada Immigration News, January 2008 reports “Given current Canadian population trends and labour force shortages, the cities that can act as magnets for new people are the ones that will be the most prosperous in the coming decades. The article goes to say that the Conference Board of Canada in the recent report on the attractiveness of Canada’s census metropolitan areas has rated Canadian cities using the following seven domains: economy; innovation; environment; education; health; society and Housing.

How Did We Rate?

The real issue is that for the most part people are making the larger cities their preferred city to live in. Research tells us that 70 per cent of Canadian immigrants move to Toronto, Vancouver, or Montreal for their cultural and economic diversity.

Based on the evaluation the City of Greater Sudbury ranked 21 out of 27 cities. Table 1 illustrates the overall ranking.

Table 1

Canadian Conference Board-Canadian Cities		
Rank	Census Metropolitan Area	Grade
1	Calgary	A
2	Toronto	A
3	Vancouver	A
4	Edmonton	A
5	Victoria	A
6	Ottawa-Gatineau	A
7	Halifax	B
8	Oshawa	B
9	Kitchener	B
10	Abbotsford	B
11	Quebec City	B
12	Sherbrooke	B
13	Saskatoon	B
14	Montreal	B
15	Hamilton	B
16	St. John's	B
17	Regina	B
18	London	C
19	Winnipeg	C
20	Kingston	C
21	Greater Sudbury	C
22	Trois-Rivieres	C
23	Windsor	C
24	St. Catharines-Niagara	C
25	Saguenay	D
26	Saint John	D
27	Thunder Bay	D

The only other Northern Ontario community rated was Thunder Bay who came in 27th. The following table shows that Greater Sudbury ranked eighth out of 10 Ontario communities.

Table 2

Canadian Conference Board-Ontario Cities	
Cities	Ranking
Toronto	1 st
Ottawa-Gatineau	2 nd
Oshawa	3 rd
Kitchener	4 th
Hamilton	5 th
London	6 th
Kingston	7 th
Greater Sudbury	8 th
St. Catharines-Niagara	9 th
Thunder Bay	10 th

Cities without the ability to act as magnets and attract new people will struggle to stay prosperous in the decades ahead.

Conference Board of Canada-
Insights You Can Count ON

In other words, those cities who make a conscientious effort to create communities that are more attractive to new citizens will no doubt gain major economic gains in both the short term as well as the long term.

Trend-Selection of Smaller Cities

There is hope because there is a current trend where immigrants from larger centres are making smaller communities their first choice. August, 2008 the Canada Immigration newsletter quote Citizenship and Immigration Canada statistics show that Canada's small and mid-sized urban areas are enjoying an immigration boom. The article goes on to say that the change is largely due to shifting economic and employment prospects across the country and successful regional initiatives such as the Provincial Nomination Program and increased recruitment and retention efforts from smaller cities.

The City of Greater Sudbury should feel very proud. There is no doubt that the City is poised to be one of the key figures in creating wealth through promoting the City as being one of Canada's greatest natural asset. The **benefits** of coming to the Greater Sudbury would be:

- Vibrant academic community with three (3) post-secondary institutions
- Strong and growing research base; For example, RNA Diagnostics Inc. Is completing the development of an innovative diagnostic product used in cancer management, known as RNA Disruption Assay (RDA)

- First medical school in Ontario in 30 years (NOSM)
- First School of Architecture awarded in the last 15 years
- Unique cultural environment with influential francophone and aboriginal communities
- Regional centre for government and health services
- Vibrant arts scene; numerous theatre groups and festivals
- Thriving business sector
- A high standard of Quality of life

Greater Sudbury-Critical Issues

Nangia (2009)

Parveen Nangia reports that the City of Greater Sudbury has very limited services for immigrants. Making reference to the Immigration Forum 2008 (Mishra, Vendramin) the following outlines the challenges that immigrants face when selecting Greater Sudbury as their new home:

- Inadequate information on immigrant services;
- Lack of an accreditation office for recognition of foreign credentials;
- Affordable housing
- Lack of hosting program to assist in faster integration;
- Require improved culturally sensitive services in health care;

The minutes of the Local Immigration Partnership meeting from May 25th 2010 participants raised the following points:

- How it is more difficult for newer immigrants (5 years or less since arriving in Canada) to find employment than established immigrants (greater than 5 years)

- International students are not accounted for in these statistical comparisons as they are determined to be temporary residents by the federal government.
- The high percentage of Mother Tongue French Only of 30% was surprising to some participants. It was discussed that amalgamation and other factors (such as self-preservation) have had an impact on this data
- There should be an effort to retain some of the international students in Sudbury. Participants indicated that, now, a very high percentage of international students leave once they have finished their studies. Participants discussed some strategies to retain these students
- Lack of understanding for the benefit and need for immigrants in the building of healthy communities;
- Highly qualified professionals not able to work in their field of expertise;
- Inadequate housing to support new families;
- Work opportunities

Francophone immigration

One of the critical issues cited by many of the Francophone partners is the challenge that most French immigrants have in coming to their new country of choice. Upon their arrival many are extremely surprised when they are unable to function with their inability to speak English. Finding out that English employers are not able to hire those who only speak French comes as a major blow to their ability to live in Sudbury. One of the common expressions heard is that the French immigrant is a minority within a minority.

Organisations such as the Contact intercultural de francophone du Sudbury (CIFS), Le Réseau de

soutien à l'immigration francophone du Nord de l' Ontario (RSIFNO), and L'Association canadienne-française de l'Ontario du grand Sudbury (ACFO-Sudbury), have been very active in addressing issues relating to francophone immigrants. Various forums have been held on improving the community's capacity to assist francophone individuals, including francophone immigrants

Two forums, one in March, 2008 and one in March, 2009, were coordinated by CIFS and RSIFNO to discuss and identify important issues for francophone immigrants. These reports can be found here: <http://www.cifs.ca/node/11>

In addition, Les États généraux de la francophonie du Grand Sudbury was created in February of 2008 to improve the quality of life for the francophone population. Founding organizations include l'ACFO du Grand Sudbury, le CIFS, the Réseau de développement économique et d'employabilité (RDÉE), and the City of Greater Sudbury. Les États généraux consists of 8 tables, or themes, and immigration (francophone immigration) has its own table. More information can be found at: <http://etatsgeneraux.planifsudbury.ca/>

The Greater Sudbury LIP has worked in partnership with many of the organizations mentioned above in promoting and enhancing a vibrant francophone community.

Additional challenges can be found in the priorities section of the ten themes located in this report.

Bridging our New Vision

"The City of Greater Sudbury is an open, welcoming, inclusive, healthy, diverse, and prosperous community."

New Citizens now have a brighter future now that a solid foundation is in place.

We have a plan, we have local government commitment, and we have a newfound energy and commitment to make things happen.

Creating a "Sanctuary for new citizens" is not an overnight journey. It is more like a long-term voyage. There will be many challenges. However, with the future for Greater Sudbury and its ability to attract new citizens has never looked better.

Research Activities: Providing an evidence base for Policy Change

It is an exciting time for the Sudbury area as we are now experiencing an increased activity level for academic research that directly impacts new immigrants and the wider community. Below are some current research projects that the Greater Sudbury LIP has been engaged in:

- **Welcoming Communities Initiative (WCI):** This is a group of 15 universities in Ontario that are studying how to create a welcoming community for new immigrants in 2nd and 3rd tier cities (cities less than 1 million people). Dr. Aurélie Lacassagne, from Laurentian University and who is a member of WCI, has provided research like "A Landscape of immigration in Sudbury" to the LIP and has worked collaboratively with the LIP partnership.
- **Pathway to Prosperity:** This is a separate project of WCI that will concentrate on northern/rural/remote communities. The Greater Sudbury LIP is involved as a partner in this initiative
- **Ron Roy-Queen's University-francophone immigrant groups in Sudbury and Moncton**
- **Anna Zhokhova-Immigration environment in Smaller Northern Ontario Cities**
- **Dr. Chedy-Université de Moncton-francophone international student communities in Sudbury and Moncton**

Ongoing work is being conducted by the local academic community in providing a body of

evidence to make informed decisions on policy. These have included work on the integration of immigrant and refugee women (Gabrielle Lavigne, PhD student), language barriers to health care services for new immigrants (Kathleen Brennan, undergraduate thesis, Laurentian University), and general immigration trends for Sudbury (Tibila Sandiwidi, graduate thesis, Laurentian University).

Past and present thesis/presentations/papers relating to Sudbury and immigration include: Aurélie Lacassagne, « Le défi de l'immigration francophone à Sudbury : un enjeu national ignoré », in *Cahier de la Recherche sur l'Immigration francophone au Canada*, Metropolis, March 2010, pp.26-29. and Aurélie Lacassagne, « Le Contact Interculturel Francophone de Sudbury (CIFS): francophone savant tout! Exemple d'un inter-culturalisme réussi », *Reflets*, vol.16, no.2, 2010, pp.202-213

All of this activity will greatly assist the community in moving forward with policy implementation that produces systematic change for the benefit of newcomers to Sudbury and, more importantly, to the community itself.

Not Standing Idle

During the evolution of this community development process, many participants have pleaded with us to assure that, we must get beyond the planning stage and get quickly into getting quality results. The team of volunteers and staff have not been sitting idle.

Accomplishments

Past

- Beginning of the Greater Sudbury Local immigration Partnership (LIP) project started in April of 2010.

- April 12th, 2010-Cross-cultural training at the Radisson
- May 25th, 2010-Governance Forum held at the Days Inn with strong community participation. Session facilitated by Jeffrey Kohl of the Ontario Healthy Communities Coalition (OHCC). From this session, a small working group was formed to refine the Terms of Reference (ToR).
- Working with the small group, a Terms of Reference is drafted and disseminated to the larger council. Early August, the Management Board of the Greater Sudbury LIP is formed
- June 14-15th, 2010-WCI meeting in Hamilton, ON to discuss governance structures. Sudbury is identified as a 'hub' in the project. The Greater Sudbury LIP is a key player in the project and has selected to assist with one of the three baseline studies in collaboration with the university of Ottawa
- In partnership with mysudbury.ca, the Greater Sudbury LIP establishes a web presence and the initial documents are uploaded for public viewing. This is to maintain an open and transparent process.
- The first meeting of the Management Board was held on September 16th, 2010
- A community session was given by the by the Honourable Jean Augustine, Office of the Fairness Commissioner on the same day (September 16th). The Commissioner participated in the

inaugural meeting of the Management Board.

- From September to December, several focus group meetings were held relating to the ten (10) identified theme areas. Day time and evening sessions were held to optimize participation.
- October 14th, 2010- a free Anti-Oppression/Anti-Racism (AO/AR) training session was coordinated through the Greater Sudbury LIP for the council members and public
- November 29th, 2010-focus groups organized for Laurentian International students
- Ongoing Organizing Committee (OC) work for 'Health inequities and racialized groups' workshop. The OC was reformed and developed a different vision for the session to occur in the spring of 2011. The Greater Sudbury LIP was instrumental in the advancement of this initiative.
- January 20th, 2011-Hosted 'Are you ready' workshop
- February 9th, 2011-participation in a forum held at Collège Boréal on international students
- Identified as a partner in the research application 'Pathway to Prosperity'; a research project focused on creating welcoming communities for new immigrants in northern/remote areas.
- March 21st/22nd, 2011-attended an invitation only focus group organized by Citizenship and Immigration Canada on the future direction of the LIPs
- The Greater Sudbury LIP held its second large scale community forum on Saturday, March 26th, 2011 at the Holiday Inn. The forum was purposely scheduled for a Saturday to encourage wider participation. The main objective was to have the community validate the information compiled to date from the various focus groups and reports. Attendance was high and the session was well received. A wrap-up report was produced and disseminated to the larger council.
- The Greater Sudbury LIP website was updated with drafts of all ten (10) focus areas. In addition, discussion threads were developed to encourage community feedback.
- Co-hosted a workshop on increasing volunteerism among new immigrants entitled Cultural 'Competence Toolkit: Involving Volunteers from Culturally and Linguistically Diverse Backgrounds'. The workshop was delivered by the Multicultural Council of Windsor and Essex County in partnership with Volunteer Sudbury
- Employer's Survey launched in the Sudbury Chamber of Commerce's Virtual Voice of Business. Survey designed in collaboration with mysudbury.ca using commercialized software.
- Newcomer's Survey completed in 14 different languages (including English and French) and uploaded to the LIP website
- June 2nd, 2011-Caribbean-Canada Emerging Leaders Dialogue 2011

(CCELD). On behalf of the City, the Greater Sudbury LIP presented to the group regarding the local immigration context.

- Invitation-only conference on mentoring by ALLIES (May 4th/5th, 2011). ALLIES will, under certain conditions, provide seed money to establish an Immigrant Employment Council (IEC). An IEC, or mentoring program, has long been identified as a priority within the community in assisting new immigrants in gaining meaningful work.
- June 14th, 2011-presented at the newly inaugurated Internationally Educated Professional (IEP) Centre of CMA-Ontario. First external agency to present to a select group of the CMA membership of highly skilled professionals.
- June 16th, 2011-the Greater Sudbury LIP was represented at the ThinkNorth II Summit in Sudbury. This summit is in response to the Ontario Northern Growth Plan. Sudbury, through Laurentian University, will house the Northern Policy Institute (NPI) institute and play a key role in implementing and monitoring strategies aimed at growing northern Ontario
- Employer's network working group
- July 13th, 2011-the Greater Sudbury LIP co-hosted (with Service Canada) a partnership meeting between government agencies, local service providers, and area LIPs. The goal is to increase service coordination and provide a better customer experience

for new immigrants. Presenters included Service Ontario, Service Canada, Ministry of Economic Trade and Development (MEDT), Ministry of Training, Colleges, and Universities (MTCU), Citizenship and Immigration Canada (CIC), and Human Resources and Skills Development Canada (HRSDC).

Ongoing

- Research projects on francophone communities (Queen's University) and francophone university campuses (Université de Moncton)
- Active involvement in potential research project on immigration and the local community being led by Laurentian University
- Employer's working group to develop some base guidelines/policies for establishing a mentoring network
- Welcoming Communities Initiative (WCI) project that is developing tools/resources in developing a more welcoming community for new immigrants

Anticipated

- New tools developed to assist the community in allowing for the more successful integration of new immigrants
- An work-based mentoring network for new immigrants
- The creation of an immigrant Employment Council (IEC)

- Increased capacity for government departments to provide better service/access for new immigrants
- More effective integration of international students within the community
- Increased desire of new immigrants that choose Sudbury as a 'destination of choice'

The entire report may be viewed by going to the Appendix B for a full list of accomplishments.

Value New Citizens as Economic Boosters

Placing a great deal of value on the creation of small business is a strong practice. There are many benefits from such enterprise. We spend thousands and thousands of dollars annually to attract new businesses. Like new businesses, new citizens bring the same value. They stimulate the economy and provide a great deal to the social fabric.

The entire community has to believe in the importance placed on attracting new citizens to stabilize and bolster our economy.

Framework Policy

Our Vision:

The City of Greater Sudbury is an open, welcoming, inclusive, healthy, diverse, and prosperous community.

Our Mission:

The City of Greater Sudbury is a community working towards improving the welfare, settlement, and integration of immigrants and their families.

Our Goals:

- Facilitate the integration and settlement of newcomers;
- Creating a harmonious, strong, dynamic and prosperous community;

- Developing a community settlement strategy to make the City of Greater Sudbury a first choice destination for newcomers;
- Working towards community integration and involvement of all sectors of the economy;
- Working to improve the quality of life for all newcomers; and
- Effecting systemic change in policies and procedures that produce artificial barriers such as employment and educational opportunities.

The Voices of the Community

Sources for information in developing the goals, strategies, and actions identified in the following themes were extensive and diversified. All of these, with the exception of *Characteristics of a Welcoming Community*, were developed and produced within a local context and include reports such as the following (abbreviated citations):

Bisson, R., Gabikini, J-D., and Mboko, L. (2004). *Établissement D'un Guichet Unique Pour L'accueil Des Personnes Immigrantes Et Réfugiées De Langue Française À Sudbury*.

http://atwork.settlement.org/downloads/atwork/Rapport_final_Sudbury_accueil_personnes_immigrantes_et_r%uE9fugi%E9es_de_langue_fran%E7aise.pdf

Esses, V., Hamilton, L., Bennett-AbuAyyash, C., and Burnstein, M. (2010). *Characteristics of a Welcoming Community*. Welcoming Communities Initiative (WCI).

http://www.welcomebc.ca/local/wbc/docs/characteristics_welcoming_community.pdf

Greater Sudbury Immigration Forum, 2008. ICA Associates and the Sudbury Manitoulin Workforce Partnership Board (SWPB)

Lacassagne, A. (?) *Greater Sudbury: Landscape of a Welcoming Community/Grand Sudbury: paysage d'une communauté accueillante*.

Rapport des États Généraux de la Francophonie du Grand Sudbury (2008)

http://etatsgeneraux.planifsudbury.ca/index.php?option=com_content&task=view&id=86&Itemid=26

Nangia, P. (2009). *Immigration and Settlement in Greater Sudbury*

<http://www.cpsa-acsp.ca/papers-2009/Nangia.pdf>

Various community reports developed by the Sudbury District health Unit (SDHU), Sudbury Social Planning Council (SPC), Sudbury Community Foundation, and the Sudbury Manitoulin Workforce Partnership Board were also consulted.

Further input and direction was obtained through two (2) large-scale community forums that were held on May 25, 2010 and March 26, 2011. The March 26, 2011 forum was a validation exercise of the material that had been produced from the various sources identified above and community input through the large-scale forums and focus groups/meetings described below.

These forums were well attended and included a wide variety of individuals/organizations. Some of these organizations included the following:

- Laurentian International
- Cambrian International
- Cambrian College
- Laurentian University
- Collège Boréal
- Sudbury District Health Unit (SDHU)
- Sudbury Manitoulin Workforce Partnership Board (SWPB)
- Sudbury Multicultural Folk Arts Association (SMFAA)
- Y Newcomer Services
- Contact interculturel de francophone du Sudbury (CIFS)
- The Sudbury Chamber of Commerce
- LINC-Church of the Epiphany

- Ministry of Citizenship and Immigration (MCI)
- Citizenship and Immigration Canada (CIC)
- Professions North/Nord
- Korean Sudbury Association
- International students/Master's students/Doctoral student
- Sudbury Interfaith Dialogue (SID)
- Le Réseau de développement économique et d'employabilité de la francophonie (RDÉE)

In addition, small focus groups/meetings were held centred around the theme areas identified by the community. Ten (10) of these sessions were held at various times and locations to allow for the maximum opportunity for participation from the community. A website was available with online capability for discussion threads for the possibility of further community feedback to occur. Agencies/individuals that were provided valuable input included:

- New immigrant entrepreneurs
- Downtown Village Development Corporation (DVDC)
- Real Estate agents (Re/Max)
- Local employers
- St. Albert's Adult Education Centre (Sudbury Catholic District School Board)
- Rainbow District School Board (RDSB)
- Housing Officers
- Health Promotion professionals

And with ongoing support from organizations such as:

- Huntington University
- Canada Revenue Agency (CRA)
- Service Canada
- Ministry of Northern Development, Mines and Forestry (MNDMF)

The following section is an accumulation of the ideas, thoughts, and desires of the community as expressed by the community.

SECTORS

LANGUAGE SERVICES

Priorities:



- French newcomers need to know 'up front' that employers need English speaking employees
 - Provide enhanced technical and/or workplace language training
 - Ensure TESL Certificate for ESL teaching
 - Offer ESL to everyone that needs it whether Canadian, Permanent Resident or refugee
 - Increase classroom space available for ESL classes
- Better transportation to/from ESL sites
 - Provide ESL classes during the evening hours (provide more funding to allow this to happen)
 - Improve coordination between ESL programs, their students, and essentials such as banking services, health care services, etc.
 - Increase ESL learners in order to offer fuller programs and/or more flexible scheduling
 - Collaborate with all four local school boards on language acquisition, English and/or French, for newcomers
 - Work with employers to allow newcomers to access language training to improve their English and/or French skills
 - Collaboration between post-secondary institutions and service providers of ESL to offer better language training services to newcomers
 - Provide ESL training/learning opportunities that is not heavily impacted by weather irregularities
 - Increase funding mechanisms/availability for child minding (child care) and transportation

GOAL LA 1:

Establish/enhance partnerships between Service Providing Organizations (SPOs) and post-secondary institutions

Strategy	Action
Strategy 1.1 Coordinate events for ESL learners between SPOs and post-secondary institutions	<ul style="list-style-type: none">• Identify key people within organizations that provide ESL training• Coordinate a working group that connects all of these organizations• Establish and maintain a shared communications process that keeps all organizations informed of events that are open to everyone• Communicate on a continual basis to identify events/programming that could include learners from all centres

Strategy	Action
Strategy 1.2 Increase availability of classroom space for ESL learners	<ul style="list-style-type: none"> • Conduct an inventory with current space used for ESL learners; work with all providers of ESL training to accomplish this • Identify the needs of the community of ESL learners (e.g., are night classes needed?) • Cross-reference inventory with needs of ESL learners • Collaborate with ESL providers to try to establish innovative ways to find classroom space to fill unmet needs

Strategy	Action
Strategy 1.3 Increase overall number of ESL learners	<ul style="list-style-type: none"> • Identify service gap between providers of ESL/FSL; for example, some programs are not available to individuals on temporary visas where other programs might be) • Maximize involvement of all ESL/FSL learners by establishing a formal referral process for learners that can be serviced by other agencies (so they are not falling through the 'gaps') • Assist providers of ESL/FSL in marketing their programs by increasing partnerships among community organizations • Advocate for the improvement of transportation services to allow for ESL/FSL learners to attend classes • Work with the four local school boards to compliment their services; increase awareness and possibly enrolment of adult members of the students' household

GOAL LA 2:

Improve availabilities of ESL learners to gain employment experience and improve their workplace language skills

Strategy	Action
Strategy 2.1 Develop community/co-op placements for international students	<ul style="list-style-type: none"> • Establish a small working group of post-secondary institutions and SPOs • Review and analyze appropriate regulations/legislation as appropriate (for example, visa students and their legal ability to work/process for obtaining work) • Approach employers, employment agencies, etc. to develop a relationship and/or framework to implement placements • Establish placement protocol and authority • Develop a follow-up and tracking procedure to monitor progress and evaluate the placement • Make recommendations to further enhance/develop placements • Approach government bodies for support/funding of initiative

Strategy	Action
Strategy 2.2 Establish language mentoring networks with local employers	<ul style="list-style-type: none"> Identify employers that have actively engaged in recruiting newcomers through programs such as the Federal Skilled Worker (FSW), Provincial Nominee Program (PNP), or Temporary Foreign Worker (TFW) Establish a collaborative framework between SPOs/post-secondary institutions and employers to set-up a formal or informal language learning environment Secure space and time for these formal/informal networks to meet to practice and enhance their language skills Encourage employers to refer other employers to grow the network

Goal LA 3:

Work with the local school boards to improve/enhance ESL/FSL opportunities

Strategy	Action
Strategy 3.1 Identify and better promote existing practices within all four (4) school boards	<ul style="list-style-type: none"> Conduct an inventory of ESL/FSL programming that currently exists for all four school boards Produce a report highlighting the successful programs and partnerships Identify new immigrant families and provide them with the report Create a group to act as a liaison between the school boards and the new immigrant communities Provide input/feedback on needs/fears/demands that may be met through adjustments in ESL/FSL programming Ensure continual communication so the information is up to date with any Ministry of Education changes

Goal LA 4:

Establish an ESL Centre

Strategy	Action
Strategy 4.1 Establish a permanent language centre with	<ul style="list-style-type: none"> Identify key contacts from within post-secondary, secondary, and non-profit organizations that currently deliver ESL/FSL language training Identify 'champions' within the business community (people/organizations that have expressed a strong

accredited, year-round testing facilities (TOEFL, etc.)	<p>interest/desire in newcomer issues)</p> <ul style="list-style-type: none">• Create a working group of newcomers (consumers of ESL/FSL), educational institutions and non-profit agencies (providers of ESL/FSL), and private sector individuals/organizations• Research government funding requirements/grants and seek out opportunities to leverage relationships to provide a strong argument for the establishment of an ESL centre• Draft a plan; apply/solicit government, institutional and private sector sponsorships• Review successes and barriers; adjust accordingly and advocate for the establishment of the centre
--	--

EMPLOYMENT



Priorities:

- Educate employers on the benefits of internationally trained workers
- Job Skills training: job search, interview skills, resume preparation
- Sensitize immigrants to Canadian work practices
- Assist spouses with employment
- Open forum between employers and immigrants
- Canadian work experience to be funded
- Intégration(des emplois) des nouveaux arrivants

francophones

- Increase professional networking opportunities
- Understand application procedures -ie. government versus private sector
- Understand how a union functions and how it impacts a new immigrant's ability to find employment
- Provide proper referrals/supports for new immigrants wanting to start their own business

GOAL EM 1:

Better assist newcomers in securing and maintaining employment

Strategy	Action
Strategy 1.1 Collaborate with existing service providers and other organizations that assist in obtaining/maintaining employment for newcomers	<ul style="list-style-type: none"> • Identify service providers/organizations that provide assistance to newcomers in integrating into the workforce • Establish contact with the key individuals from these organizations • Develop a resource group between these organizations and the immigrant community • Assist in providing resources/expertise that might address cultural barriers to obtaining/maintaining employment for the newcomer

Strategy	Action
Strategy 1.2 Establish an employers' network/council	<ul style="list-style-type: none"> • Review existing employer's councils/networks that have been established in Ontario • Identify the best practices that would be transferrable to Sudbury • Adjust to local labour market conditions • Identify key employers to target that would champion this initiative • Identify funding sources (ALLIES) and submit an application to establish a council/network • Create a dialogue with these employers and establish a council/network • Review priorities on a continual basis

Strategy	Action
Strategy 1.3 Establish a mentoring network with employers	<ul style="list-style-type: none"> • Identify existing employer organizations and employers • Review existing employer organizations such as SAMSSA, etc. and identify key contacts • Establish communication and explore the possibility of establishing a formal mentoring network for new immigrants • Where possible, formalize a mentoring network with employer and employer organizations

Strategy	Action
Strategy 1.4 Assisting local organizations in coordinating events/seminars for new immigrants on various application procedures and systems	<ul style="list-style-type: none"> • Review the current application procedures and systems (open versus closed, union versus non-union) • Collaborate with local organizations in offering workshops/seminars to new immigrants on the application procedures and systems • Develop a list of experts from various cultural backgrounds that would be available to local organizations for this purpose

Strategy	Action
Strategy 1.5 Work with current unions to provide a better understanding of how a union functions (education) and improving the opportunities for newcomers	<ul style="list-style-type: none"> • Identify the unions present/operating in the Sudbury area and the key contacts at these organizations • Identify current/past best practices between the unions and issues related to newcomers (ie., the Diversity Advisory Panel's sponsorship of the Little NHL breakfast at the United Steel Workers' Hall) • With a small group, begin a dialogue with union officials on the mutual benefits of engaging the newcomer population • Establish a formal arrangement that will allow for the newcomer population to experience what work is like in a unionized setting • Follow-up with the union officials in creating a permanent structure that engages the newcomer population

GOAL EM 2:

Educate employers about the skills/abilities of newcomers

Strategy	Action
Strategy 2.1 Develop/coordinate diversity training/cultural awareness for employers	<ul style="list-style-type: none">• Identify existing resources available• If possible, use existing resources and supplement with local/new material• Partner with community organizations in completing this project to leverage impact• Review material/product produced on an ongoing basis to make adjustments when necessary

Strategy	Action
Strategy 2.2 Provide seminars on the educational systems of other countries-demystifying assumptions of a foreign-trained professional's skill and abilities	<ul style="list-style-type: none">• Identify local individuals who have expertise in the education/credentialing system of a country that represents a high percentage and/or demand from the local new immigrant population• Create a small resource group to coordinate the development of a report/presentation targeting employers• Contact prospective employers that may be in need of skills/abilities that match the new immigrant population• Provide presentations/seminars to employers• Evaluate the process and make adjustments where necessary

Strategy	Action
Strategy 2.3 Develop a local media campaign to demystify the negative perception of new immigrants' skills and talents	<ul style="list-style-type: none">• Establish a working group composed of individuals with experience/skills in this area and individuals who are passionate about this subject• Review/research available media guides/toolkits that have been developed for this purpose (there are numerous ones that have been developed)• Make adjustments according to local needs and contexts• As much as possible, provide material in as many languages as possible to reflect the diversity of the new immigrant population• Identify key contacts within the local media network (English and French)• Create an inventory of this list that is easily accessible and can be updated routinely• Prepare a 'call for action', or purpose, that can be marketed to the local media• Follow-up with media efforts (articles, publications, etc.)

GOAL EM 3:

Assist newcomers in starting their own business

Strategy	Action
Strategy 3.1 Improve the relationship between the newcomer community and resources available for starting a new business	<ul style="list-style-type: none">• Identify resources in the community for business start-up• Work in collaboration with these organizations to provide the information in as many formats (languages) as possible• Work in collaboration with these organizations to provide other support services (seminars, workshops, etc.) in as many other languages as possible• Help these organizations market/reach out to the newcomer population that might not be aware of their existence

Strategy	Action
Strategy 3.2 Assist newcomers with growing their business (which is based here in Sudbury)	<ul style="list-style-type: none">• Partner with existing organizations to provide seminars/workshops on such topics as government (municipal/provincial/federal) procurement policies, local market dynamics and projected growth areas• Assist existing organizations in marketing the tools available to new business owners in identifying and developing their markets• Provide new business owners opportunities to better connect with clients through formal working relationships with organizations such as the Sudbury Chamber of Commerce and the Downtown Village Development Corporation• Develop and provide seminars/workshops on standard business etiquette for new business owners (allow them to make a good first impression with potential buyers of their goods/services)

HOUSING



Priorities:

- Absence of discrimination in access to housing
- Absence of homelessness among newcomers
- Housing that is accessible to services (education, health, etc.).
- Increase level of cost-effective housing
- Improve access to housing
- Distinguish between short-term and long-term housing needs
- Improve availability of housing for short-term needs

Goal HO 1:

To improve overall housing conditions for newcomers

Strategy	Action
Strategy 1.1 Create an ombudsman dedicated to assisting newcomers in mediating housing disputes	<ul style="list-style-type: none">• Prepare a working plan that details the role of the ombudsman including the physical location and operating hours of the office• Create a public awareness campaign on the importance of establishing this position• Establish support from a municipal level (council and mayor)• Develop a proposal• Submit proposal for review and approval

Strategy	Action
Strategy 1.2 Ensure that newcomers, and landlords, have easy access to relevant legislation on housing and housing rights	<ul style="list-style-type: none"> • Create a one-stop referral source for print and online information, including availability in different languages • Establish regular learning labs/workshops/seminars on housing rights and responsibilities • Engage the international student community in being better informed of their housing rights/responsibilities

Strategy	Action
Strategy 1.3 Provide appropriate short-term housing options for newcomers when they first arrive in Sudbury	<ul style="list-style-type: none"> • Identify local organizations and business community members (realtors, landlords, etc.) that assist with securing housing • Identify local newcomers who can act as an advisory group to local business community members and organizations • Create a working group to liaison between newly arrived immigrants and the local community with the purpose of securing suitable short-term housing • Identify members of the local community that have specific expertise (ie, refugee system) that can assist in securing appropriate housing

Strategy	Action
Strategy 1.4 Develop a handbook guide targeted at newcomers for the proper maintenance of a home or rental unit	<ul style="list-style-type: none"> • Research information that is already available (through CMHC and other organizations) • Evaluate this material with the local context; does it take into account the cold winter and other conditions; is it suitable from a newcomers' perspective-does it adequately cover all of the topics? • Adjust the material to reflect the proper maintenance for houses/rental units locally; include energy saving tips (especially during winter months) • Approach an organization in the local area to partner with in publishing the guide • In collaboration with local organizations, publish and distribute the guide to the newcomer community

Goal HO 2:

Increase coordination among Service Provider Organizations (SPOs) and others to reduce the possibility of homelessness among vulnerable newcomer groups

Strategy	Action
Strategy 2.1 Promote education/awareness among the SPOs, health agencies, and others regarding the vulnerability of certain newcomer groups and their possibilities of becoming homeless	<ul style="list-style-type: none">• Identify who may be in contact with newcomers that may be vulnerable to becoming homeless• Identify experts in the local community that can assist in navigating complex legislation and regulations• Identify people in the community who have experience and expertise working with individuals from new immigrant groups that face the possibility of becoming homeless• Create a network of these individuals to ensure constant communication and referral in order to reduce the chance of homelessness

Goal HO 3:

Work with post-secondary institutions to provide more adequate and available housing

Strategy	Action
Strategy 3.1 Engage student associations so they can act as a conduit for information and referral to appropriate housing services, including by-law enforcement officers	<ul style="list-style-type: none">• Identify the key individuals at each post-secondary institution that assists the international student population with housing• Establish an inter-organizational housing committee• Develop a common mechanism for international students to pursue housing complaints and act as a bridge with the by-law enforcement officers and the Sudbury District health Unit• Advocate to landlords the benefits of renting to international students

Goal HO 4:

Increase the ability of newcomers to purchase homes

Strategy	Action
Strategy 4.1 Work with financial institutions to increase access to credit and other financial instruments	<ul style="list-style-type: none">• Research other jurisdictions and their financial sector involvement with newcomer communities• Identify financial institutions that have been active (in other jurisdictions) in meeting the needs of newcomers• Build a business case for the potential purchasing power of this group with information gained from the first three steps (local statistics and comparison analysis)• Contact key individuals within the financial sector and present the business case to them• Advocate for better access to bridge loans, etc. in buying homes in Sudbury

Strategy	Action
Strategy 4.2 Involve the real estate sector more with the newcomer community in identifying preferences and needs in home purchasing	<ul style="list-style-type: none">• Within newcomer communities, develop some standard items that would be needed/desired when purchasing a home (to act only as a guide)• Establish a network with individuals from the real estate sector• Share these preferences/needs with the real estate network as information that can be used to better assist newcomers in finding appropriate housing (the information should only be used as a guide)

EDUCATION



Priorities:

- Créer des écoles multiculturelles
- Ensure TESL certification is offered locally for ESL teaching
- Publicité des institutions universitaires/collégiales; encourager les immigrants francophone d'étudier ici
- Capacité de retention des étudiants étranger qui fréquentent nos institutions
- Encourage research activities related to immigration at the post-secondary level (i.e. RIIED) (verbal communication)
- More supports in school systems (elementary and secondary) for youth of families that immigrate
- Provide resources for new immigrants about the

educational system in Ontario (elementary and secondary) and application/funding processes for university/college

- Augmentation du nombre des étudiants étrangers qui choisissent Sudbury comme milieu de vie à long terme
- Educate administrators, counsellors and other professionals (in the education system) about how to deal with newcomer youth
- Timely intervention should be provided to students experiencing difficulty with integration into the school system
- Communities need to offer effective pre- and post-arrival language assessment and accessible language training (including work-related language training)

GOAL ED 1:

Provide better supports/enhance current supports for immigrant families and their children

Strategy	Action
Strategy 1.1 Create a centralized resource of information that is accessible and easy to understand	<ul style="list-style-type: none"> • Collaborate with the school boards to identify key pieces of information/policies/legislation that are necessary for new immigrant families to know • Create a group of individuals that will work with the school boards in reviewing the information, and how it is presented and accessed by families • Evaluate the usefulness of the information (is it too difficult to understand, is the format not easy to read and/or access) • Collaborate with the school boards in developing alternatives in presenting the material • Review and update information on a continual basis

Strategy	Action
Strategy 1.2 Collaborate with staff from the four school boards in developing a better understanding of newcomer needs	<ul style="list-style-type: none"> • Identify resource people from various communities who can inform school staff of cultural norms and practices • Develop a flexible structure that will allow for staff to become better informed of various cultural needs (ways of informing staff outside of present board structures such as school councils, etc.). Current structures may not be inviting for the participation of members of some cultural groups • Increase the ability for staff and students to be given first hand exposure to various cultures through interactive sessions such as conversation cafes, classroom visits, etc. • Use social media to educate and reach out to students and staff in fostering communication and creating a better understanding of cultures

Strategy	Action
Strategy 1.3 Create a ‘matching’ program between domestic and newcomer students to increase social capital and networks	<ul style="list-style-type: none"> • Identify key individuals within the school boards that would assist in facilitating a matching program • Identify and create a group of newcomer youth that could work with the school boards and inform them of the current needs/fears of newcomer youth • Work with the school boards in implementing a ‘matching’ or ‘buddy’ system in the schools focused on the successful interaction of newcomer youth • Advocate for the opportunity for ‘role reversals’ (create better understanding of student perspectives) and other activities within a safe school environment to further the learning experience • Work with local school boards to create a formal and permanent structure for this program

GOAL ED 2:

Establish more partnerships between post-secondary institutions and community organizations

Strategy	Action
Strategy 2.1 Increase the involvement of community groups and local school boards on joint projects	<ul style="list-style-type: none"> • Identify new and emerging projects/areas of interest that the school boards may not already be involved in, or are on a limited scope • Collaborate with local school boards in developing joint applications and proposals on projects/activities that increase cultural understanding • Evaluate the success of these joint projects • Recommend changes and/or new areas of interest to target

GOAL ED 3:

Create better awareness among professionals and staff within the education system

Strategy	Action
Strategy 3.1 Establish/enhance/support cultural awareness training and opportunities for staff and professionals in the education system	<ul style="list-style-type: none">• Identify and inventory all programming relating to cultural awareness available to staff and professionals within the four local school boards• Support the school boards in their efforts in promoting the value of these programs/initiatives• Seek public and political support for these programs• Identify success stories and publicize their positive effect on the students and greater community

Strategy	Action
Strategy 3.2 Participate in professional development opportunities for educational staff	<ul style="list-style-type: none">• Identify professional development activities for educational staff• Develop material/presentations appropriate to the professional development activity• Approach the organization presenting the professional development opportunity• Secure an opportunity to present/distribute material that increases cultural awareness

GOAL ED 4:

Support research activities that promote cultural understanding and improve the overall quality of education for new immigrant families

Strategy	Action
Strategy 4.1 Collaborate with all post-secondary institutions on research activities that increase cultural awareness and improve the overall quality of education	<ul style="list-style-type: none">• Identify research activities/conferences/seminars that improve the overall cultural knowledge of educators and the overall school system• Contact key people within these organizations• Develop an ongoing relationship to provide assistance/input into the development of these activities• If possible, participate in these activities to raise the profile of the LIP and the new immigrant communities• Promote the research activities to staff of schools and other related professionals

Strategy	Action
Strategy 4.2 Encourage the involvement of youth in research activities	<ul style="list-style-type: none">• Promote to youth the work that is being conducted at the post-secondary institutions• When possible, encourage the active participation of youth with the research activities• Encourage the youth to promote the research activities to staff and other professionals within the school system

GOVERNMENT



Priorities:

- Provide a one-stop referral centre
- To improve the coordination of information between governmental programs
- The information needs to be more accessible and in an easier to read format for new immigrants
- A need for consistency (Where I find the information I need changes too often. I have difficulty because the website changes and I don't know where to look to find new place)
- Improve the language and accessibility of documentation (too confusing and too much to learn

when a new immigrant is adjusting to a new country and environment. Many systems are very formalized and complex)

- To improve the customer service experience of a new immigrant (I am not happy with a response/decision (from the government) but I am unable to understand why)

GOAL GOV 1:

Provide better/more accessible information on government policies and programs

Strategy	Action
Strategy 1.1 Create a centralized source of information for new immigrants	<ul style="list-style-type: none">• Establish a working group to collect and group all relevant government policies and regulations• Sort this information into specific categories that is appropriate for the Sudbury area (e.g., policies/legislation regarding schooling in the French language for new immigrants that are Francophone)• Create a format that makes the information easily accessible• Create short notes on the key points/essentials of the policies/legislation that are necessary for someone to know• Systematically connect these notes to the information that has been sorted and inventoried• Provide this information to new immigrants

Strategy	Action
Strategy 1.2 Create a physical location for a ‘one-stop’ referral centre.	<ul style="list-style-type: none"> • Identify potential partners in creating a ‘one-stop’ referral centre for new immigrants • Identify a potential physical location that is accessible (by transit) and centrally located • Collaborate with potential partners in developing a plan for the establishment and implementation of a physical referral centre • Seek the support of elected officials and other people of political importance in providing support for a physical location • Support the submission of the establishment of a central referral centre

Strategy	Action
Strategy 1.3 Create a network/resource group that will allow new immigrants to seek an alternate source in understanding decisions based upon government policies and regulations	<ul style="list-style-type: none"> • Identify key people who can act as a bridge within new immigrant communities • Establish a resource group • Contact key governmental departments • Establish communication links that allow for up to date information and participation from government departments • Establish a point of contact (ie. one-stop referral centre) for new immigrants that need/want further details regarding a government decision • Allow for the communication between the resource person and the new immigrant to assist with better understanding government policies/legislation

Strategy	Action
Strategy 1.4 Improve the ability to find listings/information and accessing approved professionals for immigration documents	<ul style="list-style-type: none"> • Survey the newcomer community to determine the type of professionals that are essential for integrating into Sudbury (e.g, consultants approved by Citizenship and Immigration Canada, immigration lawyers, physicians approved by Health Canada, etc.) • Create a network of the appropriate governmental departments and non-profit agencies that are located in Sudbury, or who have responsibility for the Sudbury area • Identify where newcomers can access these essential services (ie., do they have to go out of region for a physician approved by Health Canada for immigration purposes) • Identify gaps in service (e.g., are the offices only open on a part-time basis, only open during certain hours, out of region, too costly?) that would be a barrier to accessing these professionals • Evaluate/support alternative methods of accessing services (providing high-speed internet access, etc.) • Produce a listing of approved individuals/organizations for the Sudbury area and distribute accordingly

GOAL GOV 2:

Improve partnership between the different levels of government and the immigrant community

Strategy	Action
Strategy 2.1 Various government departments provide more outreach services to immigrant communities	<ul style="list-style-type: none">• Evaluate current standards of access for government information/services• Evaluate current needs/demands of the newcomer community• Compare findings and identify gaps in service delivery• Collaborate with various government departments to target gaps in service through outreach to newcomer communities• Provide more information sessions within the newcomer community (e.g., at faith-based locations, etc.)

Strategy	Action
Strategy 2.2 Develop a network of government employees that can assist with general answers/referrals to appropriate information/contacts for the newcomer community	<ul style="list-style-type: none">• Establish a filter point (an individual or small group of individuals) that will act as a liaison between the newcomer community and the government departments• Contact all governmental departments (municipal/provincial/federal) that have contact with newcomers• Establish a network of 'experts' or 'resource people' who can act as a source for accurate referrals for questions pertaining to immigration• Establish protocol for communication between the 'filter' (described above) and the government network• Encourage the newcomer community to use the 'filter' in trying to access the most appropriate services from the government• Continually review protocols and procedures

THEMES

ATTRACTION AND RETENTION



Priorities:

- Promotion de nos municipalités bilingues hors-Québec
- Partenaires avec des différents pays francophones pour encourager les gens de venir au Nord de l'Ontario (partner with different francophone countries to encourage people to come to northern Ontario)
- Do active recruiting for newcomers in the large urban areas (Toronto, etc.).
- Use ethnic media sources (newspapers, etc.) to promote Sudbury as a viable option for living/working
- Développer une politique régionale pour

l'immigration/accueil d'immigrants (Develop a regional policy for immigration/welcoming immigrants)

- PNP (Provincial Nominee Program) must be more holistic-include whole family-not just worker
- Promote northern Ontario internationally)
- Work in conjunction with embassies to promote Sudbury as a destination for immigration
- The City work in conjunction with all three post-secondary institutions to actively promote Sudbury as a destination of choice for international students
- Recruitment through local immigrants-word of mouth
- Have Sudbury send representatives to French-speaking areas to recruit immigrants
- Augmenter la capacité de rétention des étudiants étrangers qui fréquentent nos institutions (Increase the capacity to retain international students who attend school here)
- Publicité des institutions/collégiales; encourager les immigrants francophones d'étudier ici (Promote the local post-secondary institutions; encourage francophone immigrants to study here)
- Develop ambassadors to attract/mentor skilled workers
- Amélioration du recrutement et de la rétention de la main-d'œuvre qualifiée et professionnelle (improve the recruitment and retention of qualified and professional people)

GOAL AT 1:

Increase secondary migration to Sudbury

Strategy	Action
Strategy 1.1 Use ethnic media sources in Canada to attract secondary migration.	<ul style="list-style-type: none">• Identify the key groups of new immigrants that would want to remain in Sudbury (retention of secondary migration).• Identify the key ethnic media sources to target these groups.• Promote Sudbury in the key ethnic media sources. This could be accomplished by conventional advertising but may use alternate tools such as Opinion pieces and articles• Review success of campaign

Strategy	Action
Strategy 1.2 Promote the Business Immigrant program partnered with North Bay using MEDT's database to match Business Class immigrants with businesses in Sudbury wanting to sell their establishments	<ul style="list-style-type: none"> • Work in conjunction with North Bay to actively promote this program to business owners wanting to potentially sell their businesses. • Establish a semi-formal network of advisors (accountants, lawyers, etc.) who would have knowledge of possible business owners looking to sell • Collaborate with organizations such as the Downtown Village Development Corporation (DVDC) in identifying potential clients

Strategy	Action
Strategy 1.3 Recruitment through local immigrants-word of mouth	<ul style="list-style-type: none"> • Create a network of established immigrants within the City of Greater Sudbury • Provide space and a formal structure for this group to meet and develop • Allow for members of this network to accompany the City on certain events to promote the City as a destination of choice

GOAL AT 2:

Increase the number of immigrants who choose Sudbury as their primary destination (Sudbury is designated as their place of landing)

Strategy	Action
Strategy 2.1 Work in conjunction with embassies to promote Sudbury as a destination for immigration.	<ul style="list-style-type: none"> • Identify source countries that may be suitable sources for immigration. • Contact identified embassies that are found in Canada. Take advantage of networks and contacts that may already exist within the community. • Initiate and develop a direct relationship with these embassies. • Maintain relationships over the long term

Strategy	Action
Strategy 2.2 Work in conjunction with mysudbury.ca's Immigration Portal to promote Sudbury to targeted groups.	<ul style="list-style-type: none"> • In partnership with mysudbury.ca, identify target populations based upon current demographics and trends (ie., large francophone population-target countries with a large population of skilled French speakers) • Identify what separates the City of Sudbury from other municipalities (what is our advantage/how are we different?). • Collaborate with mysudbury.ca to use the tools (ie.,

	<p>immigration app for a smartphone) developed by them to maximize their reach and impact</p> <ul style="list-style-type: none"> • Create a small group from the newcomer communities that would act as a resource for information and ideas linked to attracting new immigrants to Sudbury (e.g., cultural taboos, etc.)
--	--

Strategy	Action
Strategy 2.3 Develop and market Sudbury as a 'centre of learning' to attract more international students/scholars	<ul style="list-style-type: none"> • Work with all three (3) post-secondary institutions in developing marketing material/plans. • Have City material to be included with post-secondary institutions' excursions abroad (international student fairs, etc.) • Use social media as a way of providing an interactive environment for the potential students to learn more about Sudbury • Continue hosting a Mayor's welcome reception for international students every fall but broadcast it live over the internet

Strategy	Action
Strategy 2.4 Promote and encourage research that is international in scope and involves academics in other countries	<ul style="list-style-type: none"> • Support the three (3) post-secondary institutions in areas of international research • Promote these research activities in marketing material being sent outside of Canada • Apply for funding and participate in government-funded (provincial and federal) initiatives that promote research and development • Assist research facilities and centres of excellence in competing globally for staff, resources and markets

Strategy	Action
Strategy 2.5 Become a designated centre for refugees; establish formal supports for Government Assisted Refugees (GARs) and Privately Sponsored Refugees (PSRs)	<ul style="list-style-type: none"> • Create a working group to identify existing capacity within established organizations in the ability to provide services to GSRs and PSRs • Identify any gaps and evaluate appropriate response measures • When gaps have been addressed, identify a lead to coordinate applications/funding procedures to become recognized as a designated centre for GSRs • Apply for approval/funding • Continue with a small working group (possibly new members) to evaluate/review policies/procedures to maximize the successful settlement of new refugees

GOAL AT 3:

Grow a healthy and vibrant business community

Strategy	Action
Strategy 3.1 Support the business community in economic expansion	<ul style="list-style-type: none">• Become actively involved with the BE + R (Business Expansions and Retention) program undertaken by the Sudbury Chamber of Commerce to include the goals of diversity.• Support programs and funding for economic diversification, including incentives and a brand marketing initiative that supports the City.• Retain and strengthen business sectors threatened by external trends and decision-making• Create 'ambassadors to the city' from immigrant community groups that will promote the City of Sudbury as a place of choice for business location and expansion

Strategy	Action
Strategy 3.1 Highlight success stories of recent immigrants and promote their success to potential newcomers	<ul style="list-style-type: none">• Ask for 'champions' from the immigrant communities to come forward and share their success stories• Create a working group of 'champions' and individuals from various backgrounds including marketing, information technology, design, etc.• Compile the success stories and organize them into themes/categories• Create social media accounts/pages to disseminate the success stories (to share with the world)• Encourage the active participation of the 'champions' in sharing their story by using various media avenues (youtube, facebook, twitter, etc.) through the above created accounts• Create tools such as 'Top 10 reasons why you should come to Sudbury', etc.• Continually review effectiveness of campaign

SETTLEMENT



Priorities:

- Create a one-stop information centre for new immigrants to Sudbury
- Provide better employment opportunities
- Provide better housing availability for many new immigrants
- Provide better access to health care services (no waiting period for OHIP)
- Provide easier access to the professional work (credentialing of foreign licences/degrees)
- Encourage greater involvement on informal relationships that existing organizations have with newcomers (i.e. religious organizations)
- Create/enhance cultural awareness programs for newcomers
- Offer better access to language training to all newcomers
- Inform newcomers of their rights under the appropriate pieces of legislation (i.e. housing rights)
- Better coordination of activities between all three levels of government (federal, provincial, and municipal)
- Establish social networks for newcomers that will increase their ability to make connections with the local community
- Develop a coordinated pre-arrival readiness strategy that is easily accessible to everyone in the community
- Allow for better integration of francophone immigrants into the workforce
- Sensitize newcomers to Canadian work practices
- Offer courses on Canadian culture
- Create mentoring networks for new immigrants
- Work in conjunction with educational and religious institutions to extend hospitality to international students and newcomers

GOAL SET 1:

Improve access to services for newcomers

Strategy	Action
Strategy 1.1 Create a one-stop centre for information and referral	<ul style="list-style-type: none">• Collaborate with the post-secondary community to identify and map community services, both formal and informal, that newcomers may access• Identify a location for a centralized information and referral service for newcomers• Apply for resources/funding to have a full-time staff dedicated to provide information/referrals to newcomers• Continue to support the mysudbury.ca immigration portal and collaborate with this online source of information in providing added value to the one-stop centre

Strategy	Action
Strategy 1.2 Establish/improve networking circles for newcomers; build newcomers social capital	<ul style="list-style-type: none">• Identify volunteers of different cultures backgrounds from the community who would be willing to welcome all newcomers• Provide enhanced support to religious institutions that already assist newcomers arriving to Sudbury• Promote 'weak' connections among networking circles; these are connections that are outside of immediate family, etc. that serve to broaden the 'reach' of the newcomer

Strategy	Action
Strategy 1.3 Advocate for more service in the Sudbury area (cannot be based upon demand alone)	<ul style="list-style-type: none">• In collaboration with local service providers and organizations, identify 'gaps' and needs of new immigrants• Seek local input from the various levels of government• Identify which type(s) of government (municipal/provincial/federal) should be targeted in advocating more/better services• Use new and existing relationships in academic institutions to assist with obtaining material that supports the desired outcome• Work as a community to advocate for change

GOAL SET 2:

Create a more welcoming environment for newcomers

Strategy	Action
Strategy 2.1 Develop and implement cultural awareness programs	<ul style="list-style-type: none">• Review all past local initiatives (including aboriginal) that promoted cultural awareness• Identify 'Best Practices' of these initiatives• Coordinate with local organizations that serve as points of contact for newcomers (school boards, Health Unit, government services, etc.) to develop and/or integrate an awareness program• Establish a formal training structure to allow individuals of the community to facilitate these awareness sessions

Strategy	Action
Strategy 2.2 Integrate seniors of immigrant communities more successfully into the community	<ul style="list-style-type: none">• Identify service providers and agencies that act as a place for social interaction and recreational opportunities for seniors (e.g., Parkside Older Adults' Centre)• Review programming opportunities/events that are currently available within these structures• In collaboration with immigrant communities, identify possible alternative programming/events that may increase participation/involvement in these community centres/organizations• Advocate for implementation of some of the suggested alternatives• Promote the new programming/events to the immigrant communities• Evaluate the success/challenges of new programming/events

Strategy	Action
Strategy 2.3 Integrate youth of immigrant communities more successfully into the community	<ul style="list-style-type: none">• Conduct outreach and establish a working group among organizations/service providers that provide youth programming in Sudbury. Include formal and informal organizations• Review current programming/initiatives that are targeted towards youth• In collaboration with immigrant communities, review list created above (of existing programming/events). Include

	<p>immigrant youth groups through conversation cafés, etc..</p> <ul style="list-style-type: none"> • Identify 'gaps' and/or immigrant youth desired programming/events. • Approach appropriate agencies/organizations to consider adopting some new forms of programming/events that reflect the desires identified through this process • Implement new programming/events • Evaluate participation rate/impact
--	--

GOAL SET 3:

Increase linkages of international students with the community

Strategy	Action
<p>Strategy 3.1</p> <p>Appoint/nominate an ambassador to the international student communities</p>	<ul style="list-style-type: none"> • Create a working group to develop guidelines in selecting ambassadors • Identify the number of ambassadors needed; for example, would there be one ambassador for each institution? Would there be one for each official language? • Conduct a nominating process within the larger community through Public Service Announcements (PSAs), etc. • Select ambassadors • Provide venue/events that allow for the interaction of the ambassadors and the international students

HEALTHY FAMILIES

Preamble



Priorities:

- Lack of efficient communication between health care system and new immigrants often resulting in lower quality of care
- Lack of basic medical information in multiple languages
- Family support services
- Create awareness about different services and programs in Sudbury-through OHIP
- Increase the ability to access health services, specifically new Immigrants are not getting OHIP until three months residency is over
- Directions on accessing services
- Inform people of their rights and the legislation that exists in Ontario

Goal HF 1:

Increase the effectiveness of communication between primary health care providers and the new immigrant population

Strategy	Action
Strategy 1.1 Establish a mentoring network between established immigrant communities and new immigrants	<ul style="list-style-type: none">• Identify people within the community who would be willing to assist new immigrants with understanding/navigating the health care system• Identify the main needs of new immigrants when they arrive in accessing health care services• Create a network of people who can assist new immigrants in contacting appropriate health care services• If possible, mentors would accompany new immigrants to medical appointments and accessing health care services

Strategy	Action
Strategy 1.2 Provide information sessions to health care providers and their staff on unique needs and circumstances of particular cultural groups	<ul style="list-style-type: none"> • Establish a group of people who can act as a resource for information on cultural practices and norms • Identify key points of contact for new immigrants on their arrival to Sudbury • Establish a referral process between key service providers and the network of cultural experts • Provide a mechanism for continual feedback and interaction between the cultural experts and the wider community

Strategy	Action
Strategy 1.3 Provide sessions to health care professionals on the immigration process, including the need for Health Canada approved documentation. Increase the number of health care professionals that are certified by Health Canada	<ul style="list-style-type: none"> • Review the most current medical information required for immigrating to Canada • Develop a brief report/presentation targeted at health care professional to better educate them on the strict medical requirements needed to be met • Distribute material to medical professionals and health care providers • Follow up with medical professionals and health care providers to develop a better understanding and relationship with the new immigrant community

Strategy	Action
<u>Strategy 1.4</u> Provide documentation related to health care services in an accessible format	<ul style="list-style-type: none"> • Review current availability of health care information; what languages and formats are available? • Identify the languages that are most in demand in the Sudbury area • Translate material into other languages identified above • Collaborate with health care providers and medical professionals in making the information as accessible as possible to the new immigrant community • Develop a 'toolkit' that can be distributed/accessed easily and widely within the community

Goal HF 2:

Eliminate the 3 month waiting period for OHIP for new immigrants

Strategy	Action
Strategy 2.1 Educate municipal, provincial, and federal representatives of the need to eliminate the waiting period for OHIP	<ul style="list-style-type: none">• Identify individuals/organizations that represent political power (elected officials, Ministry of Health and Long Term Care, Health Canada, etc.)• Develop a brief report or 'talking points' that describes the need for eliminating the 3 month waiting period• Distribute this report to all of the individuals/organizations identified above• Conduct follow up meetings with these individuals/organizations

Strategy	Action
Strategy 2.2 Work with other LIPs and municipalities in advocating the elimination of the waiting period.	<ul style="list-style-type: none">• Review the summaries from other LIPs in the province• Review initiatives of other municipalities that addresses this issue• Create/participate in a network of LIPs/municipalities that are actively pursuing alternatives to the 3 month waiting period

Goal HF 3:

To improve basic health care services and dental care for new immigrants

Strategy	Action
Strategy 3.1 Work with existing college/university programs to identify potential for accessing health care services at a relatively low cost	<ul style="list-style-type: none">• Identify programs that might offer free and/or reduced rates for health care services• Contact program coordinators• Offer and promote these services to newcomers

Strategy	Action
Strategy 3.2 Work with the Northern Ontario School of Medicine (NOSM) to arrange/provide student co-op/pro-bono services for new immigrants that are still waiting for OHIIP	<ul style="list-style-type: none"> • Identify and contact key individuals at NOSM to initiate a dialogue on co-op/pro-bono work for new immigrants • Identify leaders that could act as champions in persuading necessary administrative/government levels in adopting co-op/pro-bono work • Identify/review the health services most required by the new immigrant community • Identify opportunities to assist with language barriers (languages other than English/French) in the new immigrant community being able to access this service

Strategy	Action
Strategy 3.3 Work with researchers to identify areas of cooperation that benefit newcomers	<ul style="list-style-type: none"> • Review current research activities and initiatives in the Sudbury area • Identify potential partnerships and cooperation that might benefit newcomers • Approach researchers/research organizations to develop projects that benefit the newcomer community and their health

Strategy	Action
Strategy 3.4 Improve collaboration and networks with the Sudbury District health Unit (SDHU) and other primary points of contact for health care services	<ul style="list-style-type: none"> • Identify members willing to act as a liaison between SDHU (and others) and new immigrant communities • Identify key contact individuals within organizations such as SDHU • Create a formal structure for sharing ideas and best practices in reaching/addressing concerns of new immigrants • Organize small workshops and/or one to one sessions for the new immigrant community

SOCIAL INCLUSION



Priorities:

- Help new immigrants develop primary and secondary networks. Networks, or social capital, has been identified as a key aspect of successful integration
- Engage local leaders as well as the public and private sectors in an effort to promote positive attitudes
- Places of worship/churches to be involved in orientation
- Offer courses on Canadian culture
- Promote immigrants as community assets
- Create a central resource location for newcomers
- Networking at the community level; e.g., neighbourhood welcoming parties, cultural sharing opportunities
- Éviter silos (avoid silos of organizations)
- Éduquer la publique au sujet des bénéfices apportées à la communauté par les immigrants (educate the public about the benefits to the community of new immigrants)
- Accessible and available public transit
- Improve access to health care services
- Promote newcomer volunteerism in the community
- Allow more opportunities for political participation
- Create/enhance a positive relationship with the police services
- Promote the use of public space and recreation opportunities (
- Have a positive relationship with local media and their reporting
- D'ici dix ans, la ville du Grand Sudbury sera une capital culturelle canadienne (in 10 years, Sudbury will become a cultural capital of Canada) (Les États généraux, 2008)

GOAL SI 1:

Improve the ability of informal organizations to assist new immigrants

Strategy	Action
Strategy 1.1 Recognize the importance of informal organizations in their ability to assist new immigrants in integrating socially into their new environment	<ul style="list-style-type: none">• Identify the informal organizations that exist and have contact with new immigrants• Sort these organizations into different categories• Recognize leaders and champions from the different organizations that are making a positive difference• Provide a way (the LIP) of connecting these informal organizations with newcomers

Strategy	Action
Strategy 1.2 Provide a place where newcomers can learn about the informal organizations that might assist them in integrating into the local area	<ul style="list-style-type: none">• Through the LIP, provide a venue for informal organizations to promote their activities that are appropriate• Maintain an inventory of these services and provide contact information to newcomers• Assist with locating/contacting these organizations, including initial public transportation enquiries/needs

GOAL SI 2:

Facilitate sports and recreational opportunities as a way of increasing social integration and harmony

Strategy	Action
Strategy 2.1 Collaborate with the Department of Leisure Services (City of Sudbury) to provide more opportunities that are cultural appropriate	<ul style="list-style-type: none">• Identify a resource group from the immigrant community that could assist with identifying cultural appropriate activities• Identify and contact key people within the Department of Leisure Services• Establish a communication protocol that allows for the exploration of establishing new recreational and sporting opportunities that are cultural appropriate• Provide outreach into new immigrant community groups to provide information on the recreational and sporting facilities available in the City of Greater Sudbury• Encourage the involvement of the new immigrant community

Strategy	Action
Strategy 2.2 Collaborate with other existing organizations that promote recreation and sporting activities (such as the Sudbury Sport and Social Club)	<ul style="list-style-type: none"> • Conduct an inventory of the various organizations • Sort these organizations into categories that will be meaningful to the new immigrant community • Establish contact with these organizations • Coordinate the outreach of these organizations into the new immigrant community • Advocate for the opportunity of new immigrants to try the organization's sport/recreational activity on a trial basis

GOAL SI 3:

Increase the volunteer activity of new immigrant groups

Strategy	Action
Strategy 3.1 Provide information session on the positive aspects of volunteering	<ul style="list-style-type: none"> • Collaborate with existing organizations, such as Volunteer Sudbury, to access resources • Develop a documentation outlining the benefits of volunteering in Canadian society; make the material culturally sensitive (concerns about volunteering may differ) • Conduct outreach to immigrant communities • Develop a community framework to allow for regular delivery of workshops • Delivery of workshops

Strategy	Action
Strategy 3.2 Establish mentors within cultural communities that can champion the positive aspects of volunteering (e.g., volunteering can become your extended family supports in Canada)	<ul style="list-style-type: none"> • Conduct outreach to community organizations and service providers to identify individuals who may be willing to act as a mentor • Use existing mentoring resources available through various service providers and external agencies to develop an orientation package for the mentors/mentees • In collaboration with service providers and community organizations, promote the benefits of mentoring to the various immigrant communities • Evaluate the success/challenges of the mentoring group

GOAL SI 4:

Improve networking opportunities

Strategy	Action
Strategy 4.1 Partner mainstream organizations with new immigrant groups	<ul style="list-style-type: none">• Identify key people from immigrant community groups who can act as champions of volunteering• Identify groups within the new immigrant communities• Act as a liaison (the LIP) in connecting the groups within the new immigrant community and mainstream organizations, with the assistance of the champions• Establish an informal partnership between the two groups• Provide logistical assistance in continuing the partnership

Strategy	Action
Strategy 4.2 Involve newcomers in 'Canadian' events and activities	<ul style="list-style-type: none">• Collaborate with immigrant communities to identify what events and/or activities newcomers would like to participate in• Identify organizations that provide the events and/or activities• Establish communication between the LIP and these organizations• Pursue opportunities that involve the new immigrant community in participating in these events/activities (e.g., themed events, introductory lessons, etc.)

Strategy	Action
Strategy 4.2 Promote cultural/recreational pairing (partnerships with cultural institutions and recreational organizations) to increase exposure and participation among new immigrant communities	<ul style="list-style-type: none">• Identify, in collaboration with community members, key cultural/recreational organizations that currently have a low participation rate among newcomers to Sudbury• Identify key contact individuals at these organizations• Establish a network of individuals with a focus on increasing exposure/participation among new immigrants (workshops, travelling shows, etc.)• Use networks/partnerships established with the newcomer community as a vehicle to bridge the gap and provide access to these activities• Collaborate with the cultural/recreation organizations to provide reduced and/or free access for a limited amount of time to allow for the participation of newcomers (who may not have otherwise participated)• Review effectiveness of pairing program

GOAL SI 5:

Increase the ability for newcomers to be able to participate in events/activities

Strategy	Action
Strategy 5.1 Reduce the transportation barrier encountered by many newcomers	<ul style="list-style-type: none">• Provide input to City Transit on print publications and online material in order to improve the readability and effectiveness of transit tools• Provide diversity training for transit drivers• Offer discounted or free busses for one month (or more) to assist newcomers in becoming familiar with the use of transit (bus routes, transfers, payment options, etc.)

Strategy	Action
Strategy 5.2 Advocate for more activities/events to occur on an outreach basis (the activity/event coming to the community instead of the community trying to come to it)	<ul style="list-style-type: none">• Identify community activities/events that are high in need and/or high in demand by the newcomer community• Contact the organization(s) responsible to start a dialogue on alternate methods of delivery• Examine all options possible for conducting activity/event (volunteer base, alternate facilities, attendance issues, etc.); include technological devices and facilities• Advocate for alternative means when it is possible for the activity/event to reach more newcomers

WORKFORCE INTEGRATION



Priorities:

- Better matching of newcomers and jobs
- Improve credential recognition
- Develop agreements to recognize newcomers' qualifications/education
- Establish a licensing centre-have the ability for foreign trained professionals to compete their exams for licensing in Sudbury
- Provide courses locally for people that are preparing for their licensing in Canada

GOAL WI 1:

Reduce/remove barriers to accreditation of foreign trained professionals

Strategy	Action
Strategy 1.1 Provide seminars/information sessions for newcomers on professional occupations	<ul style="list-style-type: none">• Identify the main professional occupations that require licensing in the Sudbury area• Produce an inventory of these associations including relevant public information such as size (number of members), their history and their activity• Contact the key individuals at these organizations• Establish a small working group between the Local Immigration Partnership and the professional bodies• Coordinate activities, such as orientation sessions on exam procedures, etc., for an intended occupation (ie. Engineer)

Strategy	Action
Strategy 1.2 Educate local professional associations of the credentialing process undertaken in other countries	<ul style="list-style-type: none"> • Identify countries that represent a high proportion of new immigrants in a particular profession • Conduct an analysis and inventory of the credentialing process in those countries • Prepare a report/presentation highlighting the competencies required and overall rigor of the licensing process • Present to the local professional associations •

GOAL WI 2:

Work with existing bodies to facilitate the workforce integration of new immigrants

Strategy	Action
Strategy 2.1 Collaborate with existing programs such as Professions North/Nord (a bridging program) that assist in credentialing of foreign-trained professionals	<ul style="list-style-type: none"> • Contact these organizations and establish regular communication • Assist in the communication of these programs to the new immigrant community • Assist, when possible, in the coordination of activities (seminars, etc.) that helps in creating awareness of the opportunities for new immigrants that are seeking these services

Strategy	Action
Strategy 2.2 Establish seminars/learning labs, etc. that allow for the preparation and sitting of mandatory licensing exams	<ul style="list-style-type: none"> • Identify the occupations of newcomers that are in most need of credentialing • Gain support of the local business community and local politicians in providing these services locally • Contact the regulatory bodies and local training institutions to investigate the possibility of offering educational programming locally (including exam invigilation) • Collaborate in the submission of plans to offer these services locally

GOAL WI 3:

Improve opportunities for international students (potential source of permanent residents)

Strategy	Action
Strategy 3.1 Encourage more co-op and internship opportunities for international students	<ul style="list-style-type: none">• Review existing restrictions on working ability for international students• Collaborate with existing post-secondary institutions to structure some academic programming to allow for more opportunities to complete co-ops/internships• Engage the business community to accept new co-op/internships that are international students• As much as possible, provide assistance in understanding the possibility and process of undertaking an international student under a co-op/internship• Promote success stories and encourage repeat placement of new international students

Planning for action

The following tables illustrate the action planning for selected goals that have been identified by the community as a priority (see Planning High Lights and accompanying tables).

Theme: Settlement

Local immigration Partnership-Action Planning					
Strategy	Action	Lead (s)	Resources	Timeline	Status
One-stop referral centre	Collaborate with the post-secondary community to identify and map community services, both formal and informal, that newcomers may access	Settlement Team	City of Greater Sudbury Laurentian University Service Provider Organizations (SPOs) Community organizations	0-3 months	
	Identify a location for a centralized information and referral service for newcomers	Marketing Team SPOs City of Greater Sudbury	City of Greater Sudbury SPOs Community Organizations	3-9 months	
	Apply for resources/funding to have a full-time staff dedicated to provide information/referrals to newcomers	Management Board	City of Greater Sudbury SPOs Community Organizations	9-12 months	
	Establish operating protocols/procedures for one-stop centre	Management Board Settlement Team	City of Greater Sudbury SPOs Community Organizations	12-15 months	
	Open centre	Management Board	City of Greater Sudbury SPOs Community Organizations	16 month	

Theme: Employment

Local immigration Partnership-Action Planning					
Strategy	Action	Lead (s)	Resources	Timeline	Status
Establish a mentoring network with employers	Identify existing employer organizations and employers	Employment Team	The Sudbury Chamber of Commerce Professions North/Nord Service Provider Organizations (SPOs) Local employers ALLIES		Completed
	Review existing employer organizations such as SAMSSA, etc. and identify key contacts	Employment Team	The Sudbury Chamber of Commerce Professions North/Nord Service Provider Organizations (SPOs) Local employers ALLIES		Completed
	Establish communication and explore the possibility of establishing a formal mentoring network for new immigrants	Employment Team Marketing Team	The Sudbury Chamber of Commerce Professions North/Nord Service Provider Organizations (SPOs) Local employers Communications Department	0-3 months months	In progress
	Where possible, formalize a mentoring network with employer and employer organizations	Management Board	City of Greater Sudbury ALLIES SPOs	4 month	

Theme: Attraction and Retention

Local immigration Partnership-Action Planning					
Strategy	Action	Lead (s)	Resources	Timeline	Status
Develop and market Sudbury as a 'centre of learning' to attract more international students/scholars	Work with all three (3) post-secondary institutions in developing marketing material/plans	Education Team Marketing Team	City of Greater Sudbury Laurentian University Cambrian College Collège Boréal	0-6 months	
	Have City material to be included with post-secondary institutions' excursions abroad (international student fairs, etc.)	City of Greater Sudbury	City of Greater Sudbury Laurentian University Cambrian College Collège Boréal	6-9 months	
	Use social media as a way of providing an interactive environment for the potential students to learn more about Sudbury	Marketing team Education Team Mysudbury.ca	Mysudbury.ca City of Greater Sudbury Laurentian University Cambrian College Collège Boréal	9-12 months	
	Continue hosting a Mayor's welcome reception for international students every fall but broadcast it live over the internet	City of Greater Sudbury Education Committee	Mysudbury.ca City of Greater Sudbury Laurentian University Cambrian College Collège Boréal	Annually	

The Next Steps (Implementation Strategy)

Taking it from the planning stages to the community is the next critical step. There is no doubt, that when action is taken there will be a most significant and positive change in welcoming new citizens to our community.

It is essential that the community is involved and provides continuous feedback in this process. A Declaration of Support (Appendix C) will be used to demonstrate the commitment to shared values by all members of the LIP Council. This will be to the benefit of not only the newcomers, but also assist with collaboration on ideas and projects.

Adopting a management structure and creating a community driven action team is mandatory. The following recommendations will assist the Local Immigration Partnership in reaching their identified goals.

Management Model

The following model will help guide the organization in providing an overview of its different functions as well as serve as a means to create sub-committees and recruit community volunteers to take action. The Local Immigration Partnership would adopt the following major divisional functions.

- A. Administration
- B. Finance
- C. Programs and Services
- D. Infrastructure
- E. Marketing/Advocacy

Management Team

Greater Sudbury Response Team

The next group on the community development list would be the Greater Sudbury Response Team. This team would be comprised of community volunteers who would take a strong interest in reaching the goals identified in this report. The use of the term “response” is very important. It creates a sense of urgency, importance, and very useful in attracting quality volunteers.

Technical Advisory Group

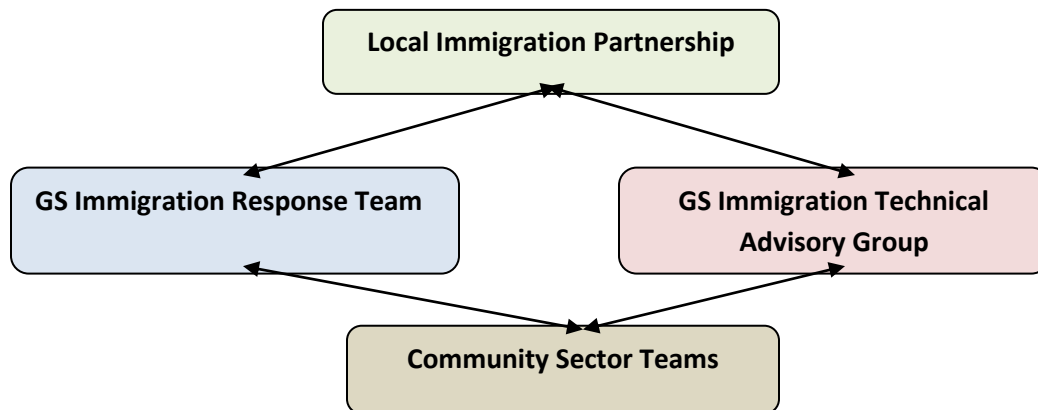
The first step would be to consider identifying government departments and community agencies mandated to provide immigrant services. Once listed, the next step would be to determine those persons who are responsible to lead the service charge. The final step would be to excite these individuals to form a group that would provide support to the Local Immigration Partnership.

Similar to that of a hospital triage team where all players jump to save a life, we must jump to create a life. That is all players both volunteer and paid professionals must create a high performance team that

is credible and accountable to each immigrant for their quick and equitable integration into our community.

Community Sector Teams

The final step in the developmental process would be to create Sector Teams. The sectors would align with the ten themes in this report. Volunteers with expertise working with those from the Technical Advisory Group would take action. In other words, review each of the proposed goals and begin the project management process.



In summary, the City of Greater Sudbury now has the plan to change the manner in which it serves new citizens. Creating community hype and support is the next step in assuring that continued action will take place.

APPENDIX A

In completing a statistical analysis of the City of Greater Sudbury, many resources were used. The key documents were as follows:

- Projections of the Diversity of the Canadian population 2006 to 2031. Statistics Canada Catalogue no. 91-551-X
- Annual Demographic Estimates: Subprovincial Areas 2005 to 2010. Statistics Canada Catalogue no. 91-214-X
- 2006 Census, Statistics Canada. Various reports
- Canada Facts and Figures Immigration Overview Permanent and Temporary Residents 2010, Citizenship and Immigration Canada
- Federation of Canadian Municipalities (FCM) Highlights Report 2004, Quality of Life in Canadian Municipalities.
- Federation of Canadian Municipalities (FCM) Theme Report #5 – Immigration & Diversity in Canadian Cities & Communities , Quality of Life in Canadian Municipalities.
- Federation of Canadian Municipalities (FCM) Theme Report #6 – Mending Canada’s frayed social net: The role of municipal governments, Quality of Life in Canadian Municipalities.
- Ontario Population Projections Update 201-2036: Ontario and Its 49 Census Divisions. Ministry of Finance, Government of Ontario
- Economic Insights Into 27 Canadian Metropolitan Economies. Metropolitan Outlook 2, Winter 2011. Conference Board of Canada
- Annual Report 2010-2011. Cambrian College of Applied Arts and Technology

Websites of statistical importance that were used included:

- Institutional Planning Office, Laurentian University(<http://www.greatersudbury.ca/keyfacts/>)
- ‘Key Facts’ statistics provided by the City of Greater Sudbury (<http://www.greatersudbury.ca/keyfacts/>)
- Trends, Opportunities, Priorities (TOP)s reports and Workplace Focus newsletters from the Sudbury and Manitoulin Workforce Partnership Board (<http://www.planningourworkforce.ca/reports.html>)

Basic information;

Population: 164,400 (Ontario Populations Projections Update, 2010-2036, p. 42)

Area: 3.627 square kilometers (<http://www.greatersudbury.ca/keyfacts/>)

Population density: 49.3 people/km² (<http://www.greatersudbury.ca/keyfacts/>)

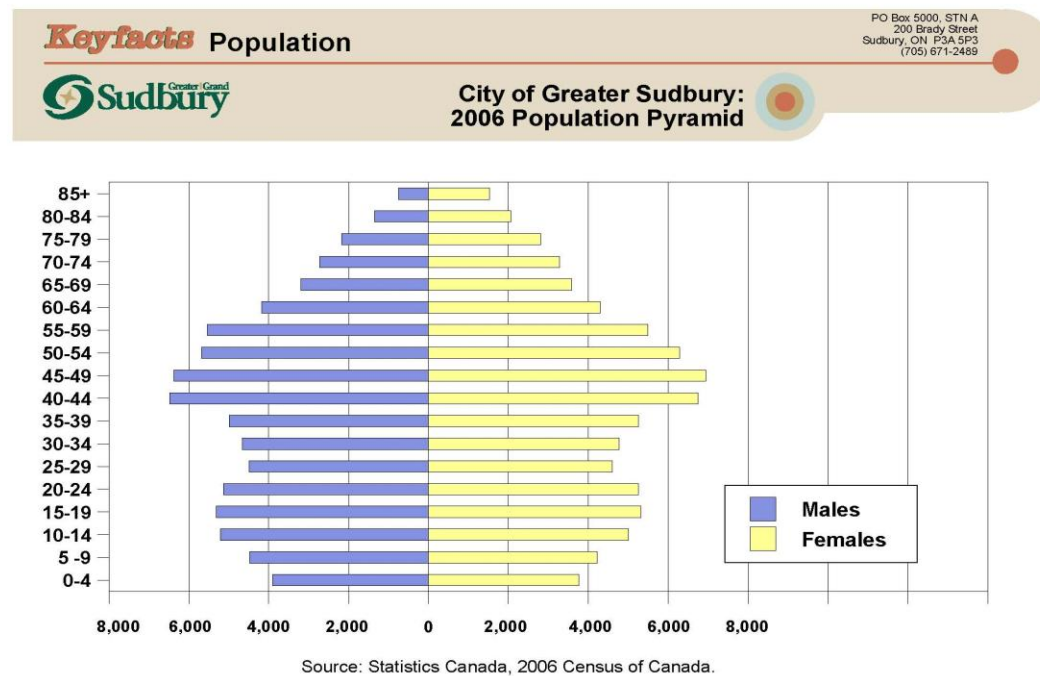


Trends

Trend One: Ageing population

The City of Greater Sudbury) is an ageing city. When we look at our age pyramid (Figure 1), we can see that the City's population is 'top-heavy', meaning that the City's population as a ratio is disproportionate older (41 years of age and up).

Figure 1



Courtesy of the City of Greater Sudbury

As the bars move-up, or age, there is not a sufficient number in the age groups underneath to replace the age 41 and up groups. This has a bearing on labour force participation, health care costs and taxation issues that will be touched on in the following trends.

Trend Two: Low labour force replacement

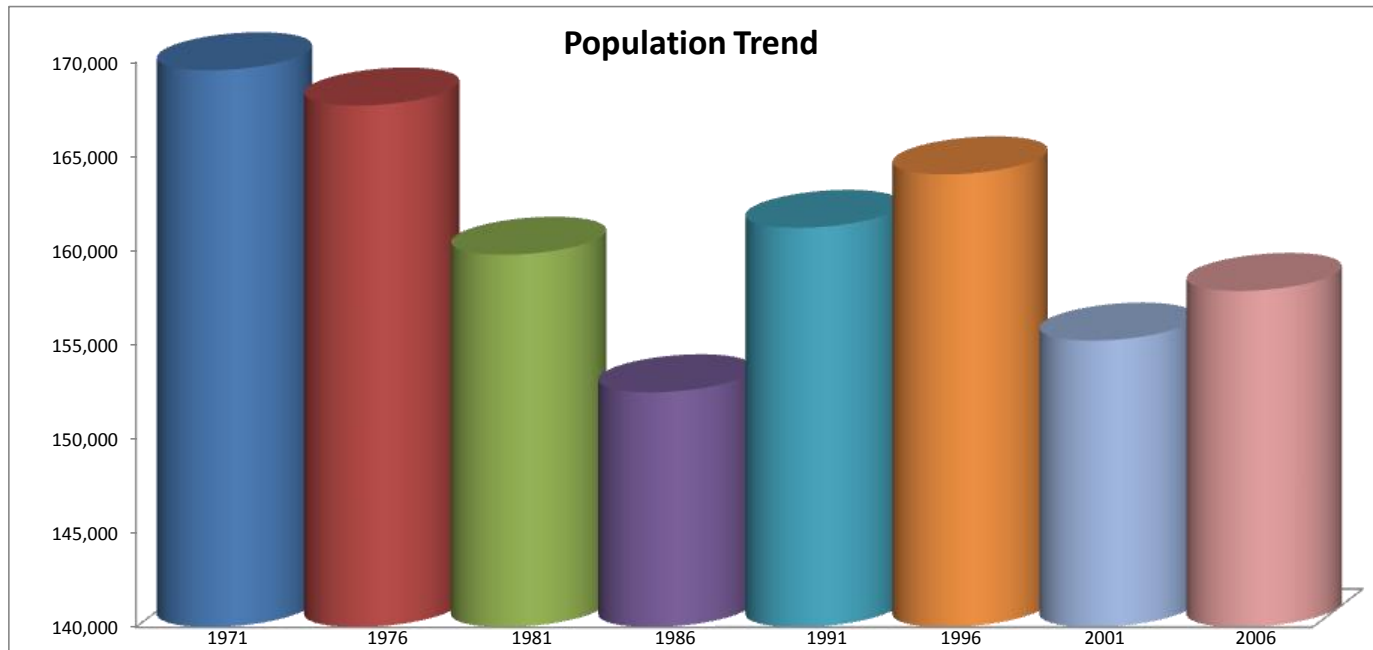
Another challenge to the area's growth is reflected in the City of Greater Sudbury's low Labour Force Replacement Ratio, at 1.02, which was the second lowest of 20 municipalities/regions survey by the Federation of Canadian Municipalities in their 2004 report. By 2006, it had dropped further to 0.85-below the level of replacement. This is dangerously low as it suggests that the anticipated workforce will not be able to meet the future demands of employers.

Trend Three: Low rate of Natural Increase/population growth

Like many other municipalities and regions in Canada, Sudbury is not unique in this regard. However, the low rate of Natural Increase compounds the demographic dilemma of slow to no growth of the region. One forecast of the City of Greater Sudbury's growth shows it going from a high of 7.42 (per thousand) in 2005/2006 to a low of -1.26 (per thousand) in 2009/2010 (Annual Demographic Estimates: Subprovincial Areas 2005 to 2010, p. 26). The only other municipality showing negative growth for the 2009/2010 year is Windsor, with the average rate across all metropolitan areas as being 14.67 (per thousand). Our rate of natural increase for 2009/2010 was only 12 (ibid, p. 44) and, coupled with our low immigration numbers which will be discussed below, are not enough to offset decreases in population at current levels.

The following chart illustrates the overall decreasing trend in population since 1971. However, there is some hope as the population has slowly made a comeback and currently sits at 164,400 and is projected to grow again, which is still below the historical high of 169,580 set in 1971 (<http://www.greatersudbury.ca/keyfacts/>)

Figure 2



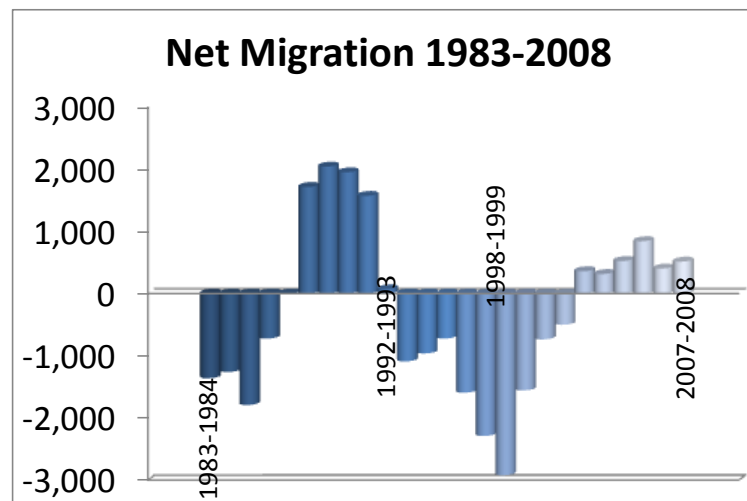
Courtesy of the City of Greater Sudbury

Trend Four: Decrease and/or stagnation in overall primary immigration numbers

The Sudbury area benefitted from some earlier waves of immigration, mainly from Finland, Ukraine, Italy and Germany, which was largely the result of the mining sector and its activities (Nangia, 2009). In fact, Figures 3 and 4 illustrate how the population of Sudbury has generally followed the pattern of the price of nickel. More recently, Sudbury's primary immigration numbers had slowed to a trickle representing less than 1% of the overall population with the most recent year of 2009/2010 indicating a number of 130 new immigrants (Annual Demographic Estimates, p. 36)

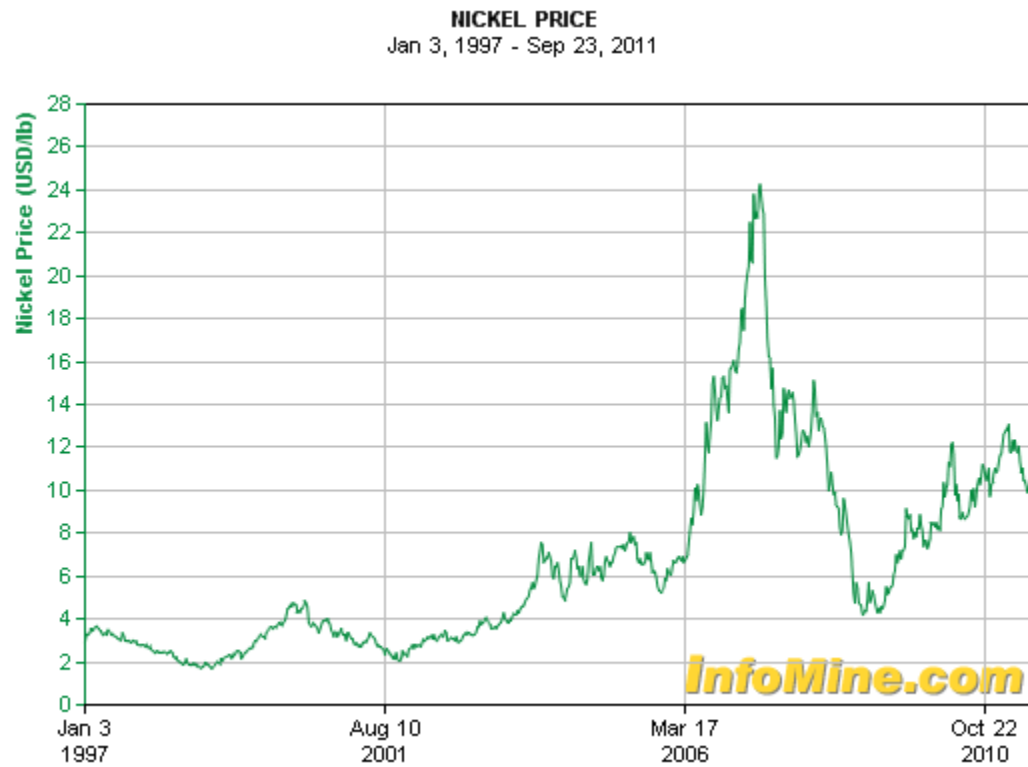
As can be seen in Figure 3, the migration patterns historically are very cyclical and can be correlated with the price of nickel on the London Mercantile Exchange (LME) figure 4.

Figure 3



Courtesy of the City of Greater Sudbury

Figure 4



Source: InfoMine (<http://www.infomine.com/ChartsAndData/ChartBuilder.aspx?g=127670&df=19110101&dt=20110929>)

Figures 5 to 11 illustrate, graphically, the immigration patterns within the City of Greater Sudbury. Figure 12 projects the geographic distribution of all new immigrants to the City of Greater Sudbury by the year 2014.

Figure 5: The majority of immigration happened during this time period. There is large clustering around the west end and mining communities such as Copper Cliff

Legend

Dissemination Areas

2006 Immigrant pop: Before 1961

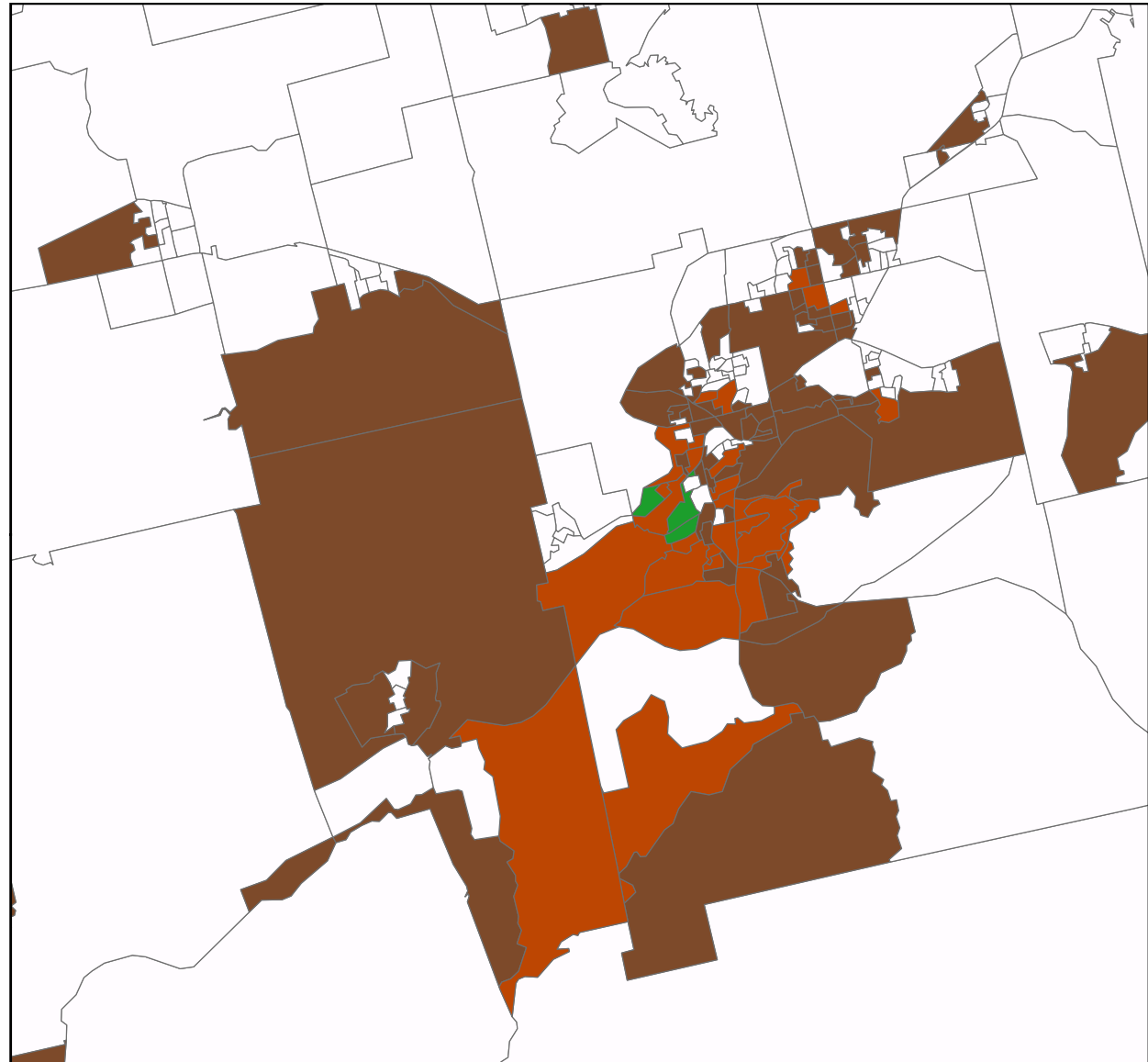
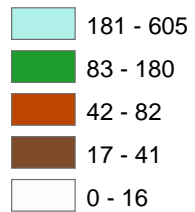


Figure 6

Legend

Dissemination Areas

2006 Immigrant pop: 1961-1970

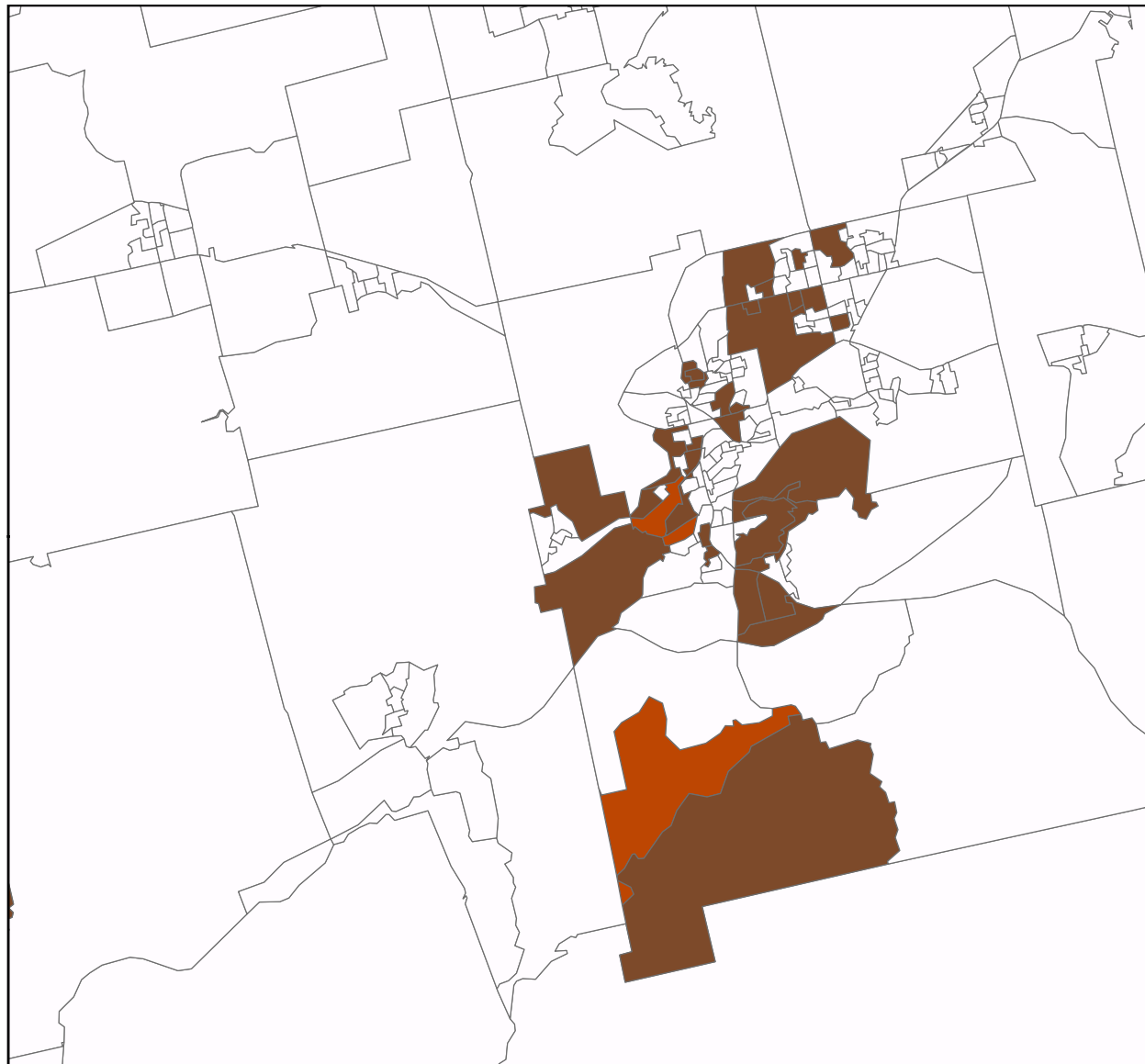
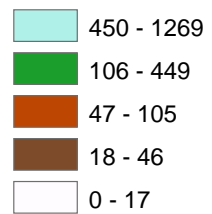


Figure 7

Legend

Dissemination Areas

2006 Immigrant pop: 1971-1980

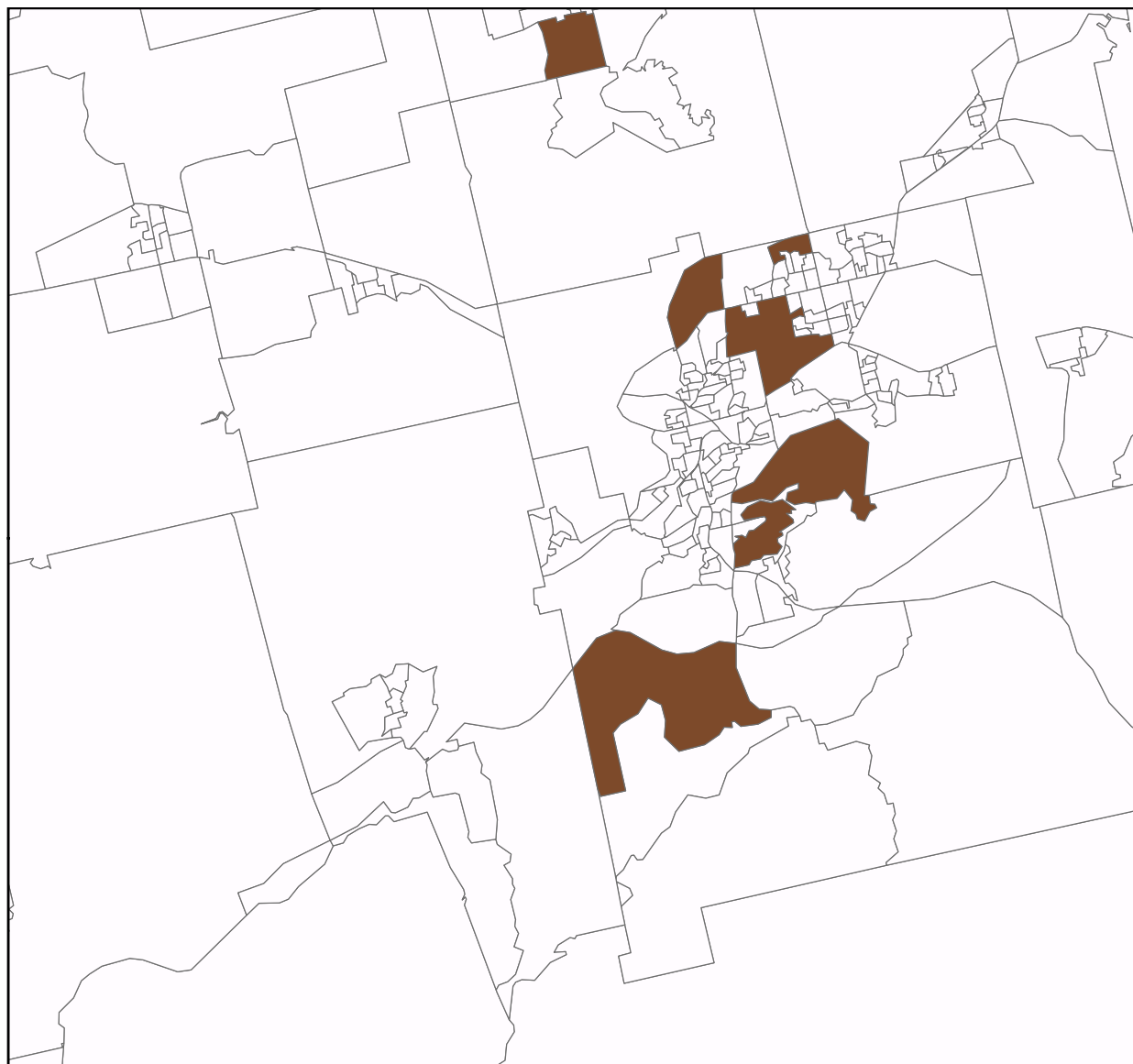
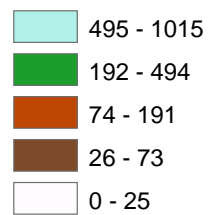


Figure 8

Legend

Dissemination Areas

2006 Immigrant pop: 1981-1990

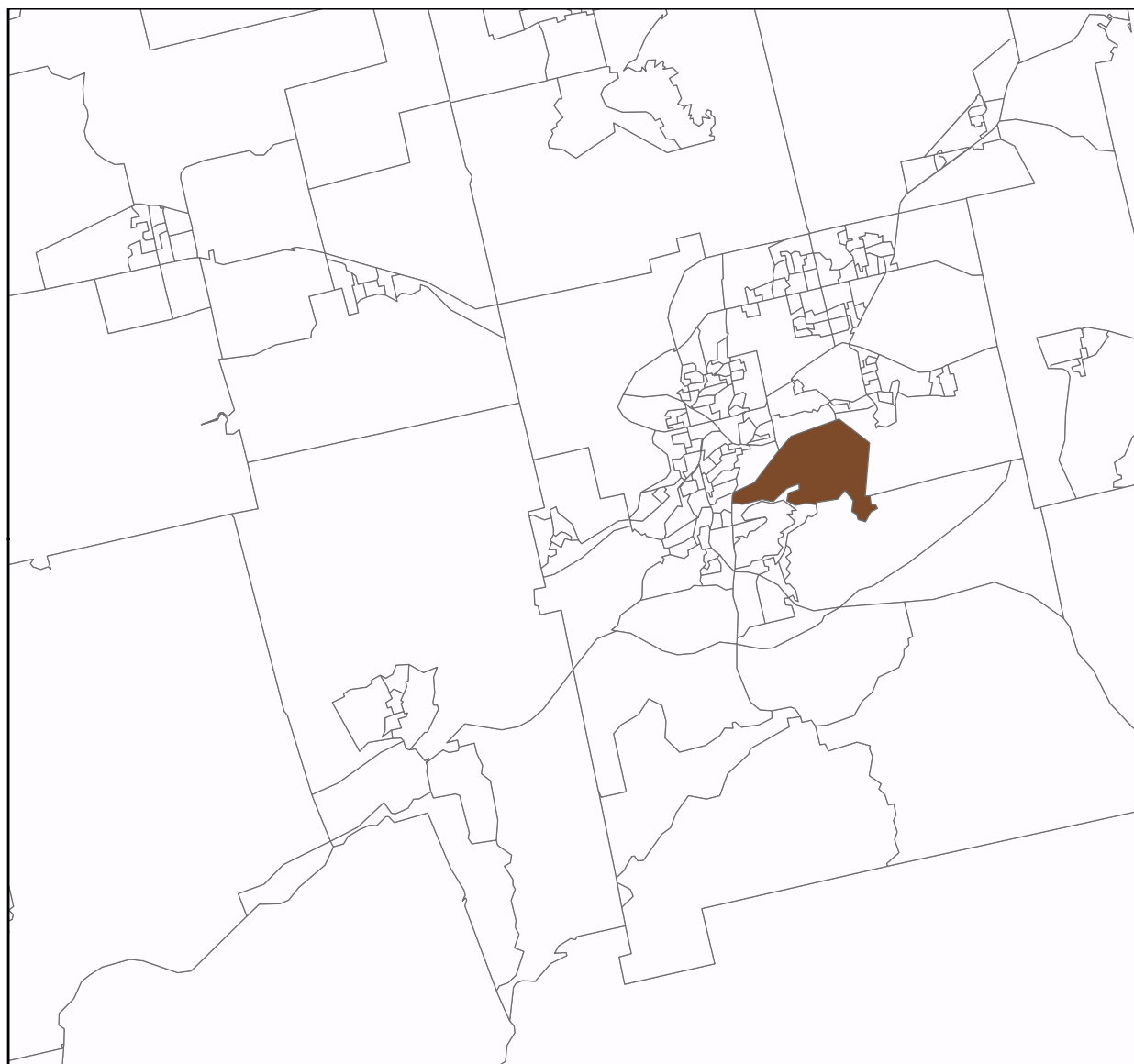
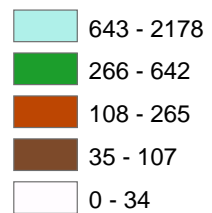


Figure 9

Legend

Dissemination Areas

2006 Immigrant pop: 1991-1995

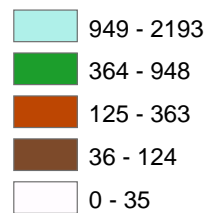


Figure 10

Legend

Dissemination Areas

2006 Immigrant pop: 1996-2000

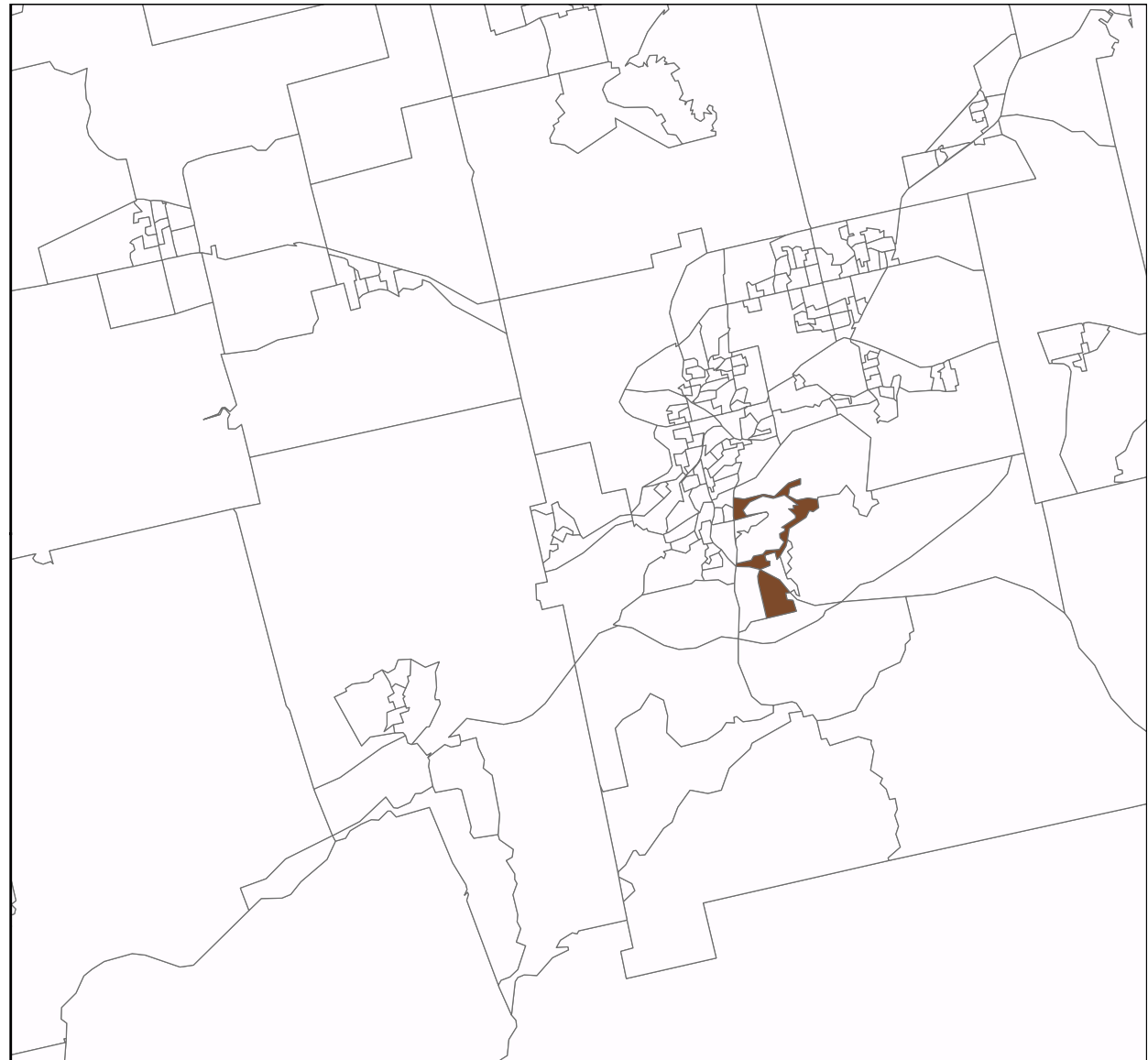
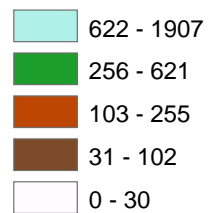


Figure 11

Legend

Dissemination Areas

2006 Immigrant pop: 2001-2006

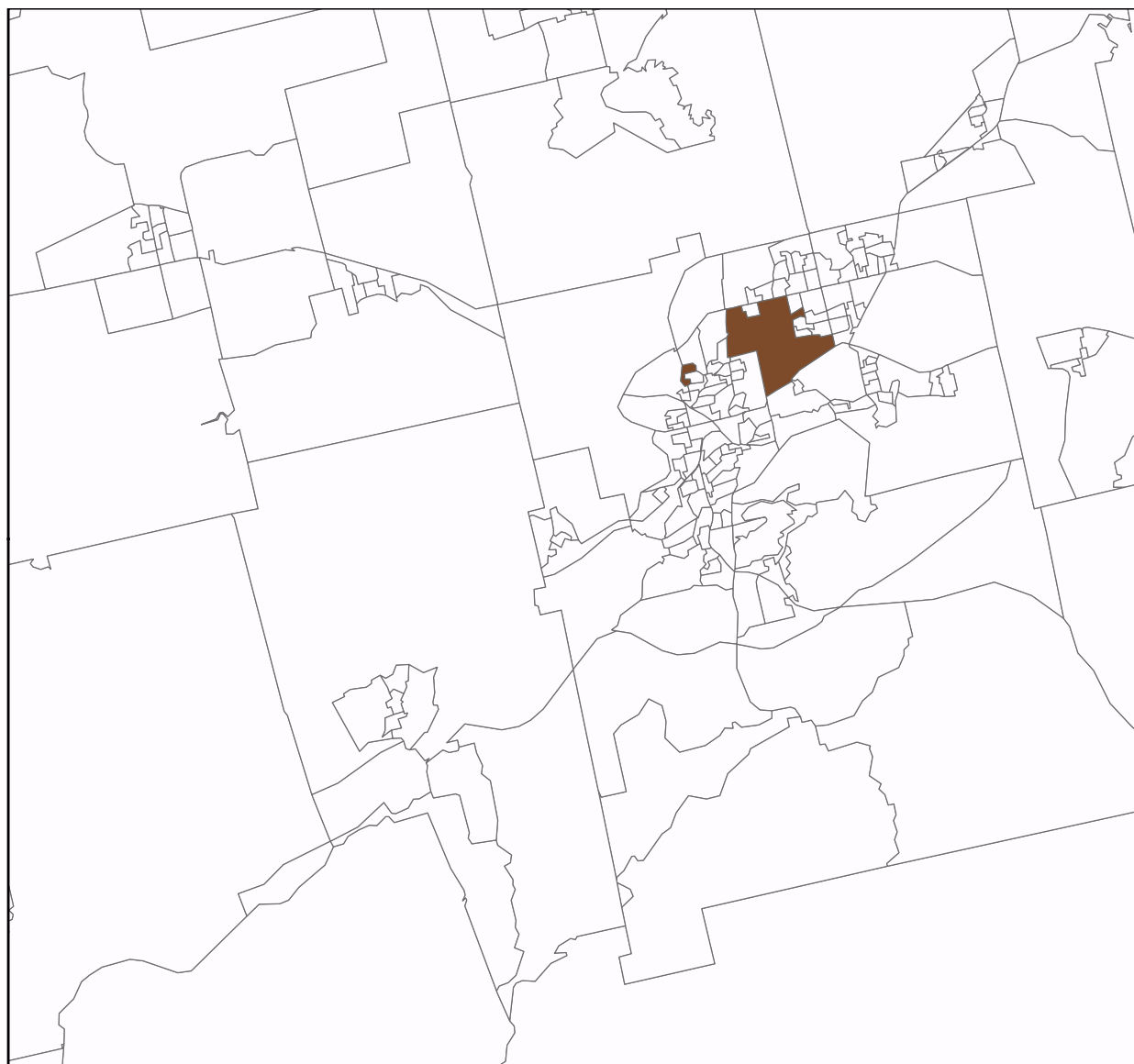
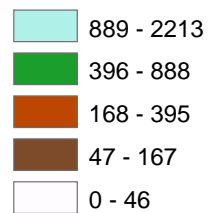
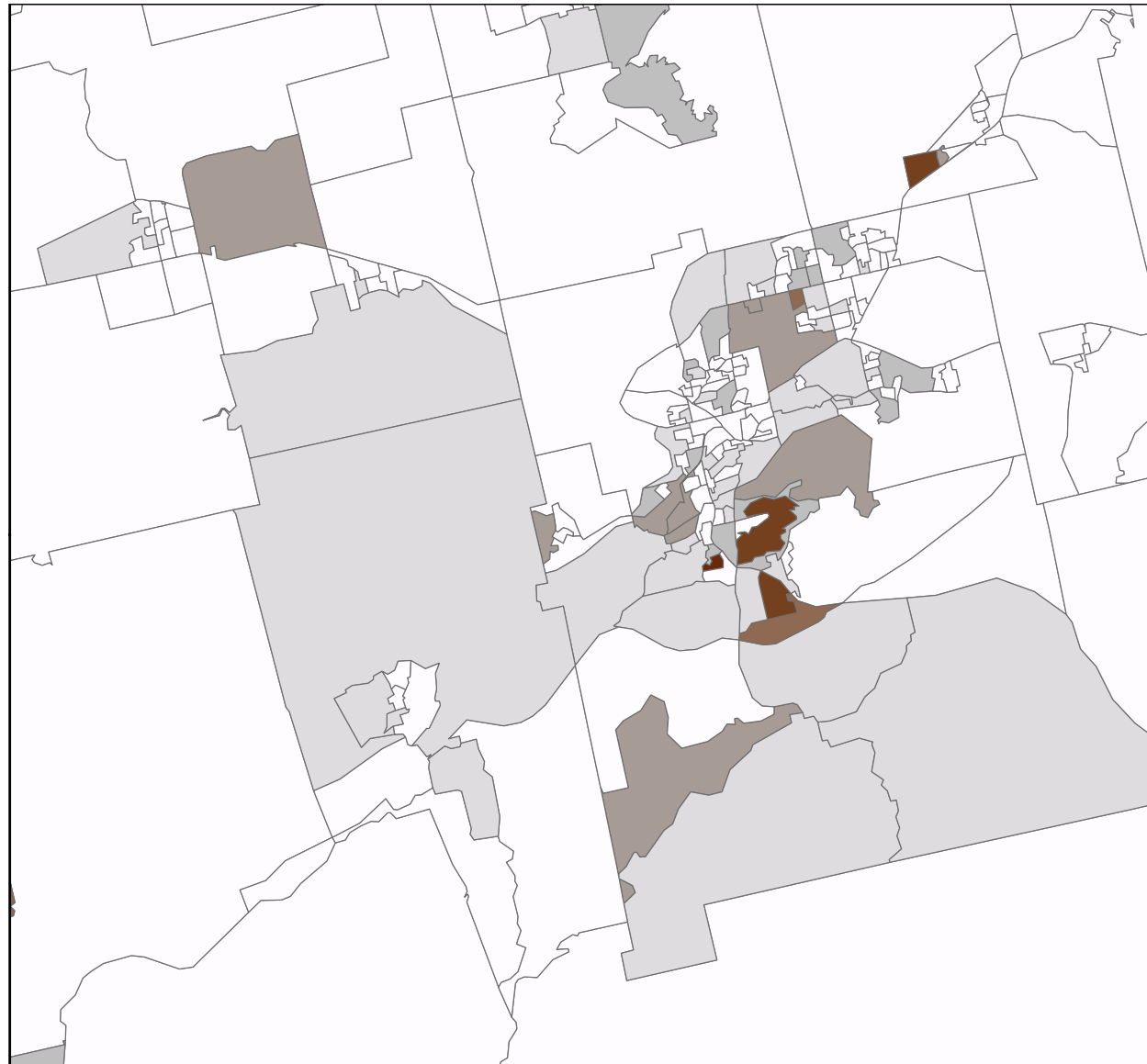
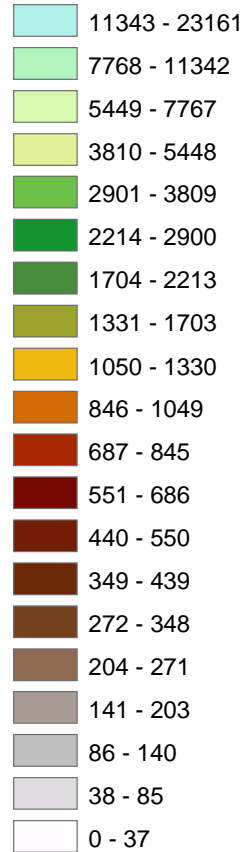


Figure 12

Legend

Dissemination Areas

2014 Total immigrant population



The attempt to diversify the economy through sectors such as education and healthcare has helped to minimize the effect of the fluctuation of nickel prices. For example, Laurentian University now employs approximately 1,850 faculty and staff and The Hôpital régional de Sudbury Regional Hospital (HRSRH) employs over 3,700 employees (<http://www.greatersudbury.ca/keyfacts/index.cfm?app=KEYFACTS&lang=en&ct=352&sr=&cntid=1047>). It has also resulted in new immigrants clustering around the educational institutions and medical facilities in their selection of residency.

Trend Five: Decreasing share of the provincial population

Although the Ontario Population Projections Update 201-2036 report shows a gradual increase in the population numbers of Greater Sudbury from 164,400 in 2010 to a high of 178,100 in 2036 (Ontario Population Projections Update 201-2036: Ontario and Its 49 Census Divisions, p. 42), our share of the provincial population continues to *decrease*. In that time period, the City of Greater Sudbury will go from 1.2% in 2010 to 1.0% in 2036. (ibid, p. 43).

Trend Six: Increase in post-secondary enrolment of international students

In reviewing the various numbers from the three (3) post-secondary institutions, there are fluctuations within each one, however, the overall number of international students continues to increase. Projected targets for some institutions have their international student body increasing by 65% in 2013/2014 (Annual Report 2010-2011, p. 7). It has also been identified as a priority within Laurentian University's soon to be released Strategic Plan 2012-2017 (item number 7). The abbreviated document can be found here: <http://www2.laurentian.ca/?q=node/3>. The community has identified the growth of the international student population as a potential source of demographic growth. Also, there is one (1) francophone post-secondary institution, Collège Boréal, which recruits francophone students from around the world.

Data from the Canada Facts and Figures Immigration Overview Permanent and Temporary Residents 2010 indicate an increase from 106 entries of foreign students in 2001 to a high of 243 entries in 2010 (p.86) for the Greater Sudbury area. In terms of students present as of December 1st, 2001, Greater Sudbury had 146 and this grew to a high of 629 in 2010 (ibid, p. 88).

Trend Seven: Housing location

The following information relating to the City of Greater Sudbury's past settlement patterns can be obtained from the City of Greater Sudbury's Heritage Museums (http://www.sudburymuseums.ca/index.cfm?app=w_vmuseum&lang=en&currID=2051&parID=2050).

At one point in time, the large mining companies provided company housing for their workers and designated certain areas for them to live. Not only were homes and businesses supplied by the mining company, but also were the sewer, water, and hydro services. The Village of

Creighton Mine is an example of a former planned mining town that has become part of the City of Greater Sudbury. It was developed by the Canada Copper Company for its workers.

Currently mining companies do not provide for large scale housing, and haven't for quite some time now, which has resulted in a shift in the desired location of residence for new immigrants. This shift, in general terms, has seen the housing preference move away from the west end and former mining towns to the south end of the City, clustered around the university and regional hospital. This shift can be seen when viewing figures 5 through 11 above.

Trend Eight: Composition of new immigrants/visible minorities

The earlier waves of immigration (mentioned above) were a composition of mostly European countries. Sudbury has long established communities of Italians, Finns (Finish), Ukrainians, Germans, and others from the earlier time periods. Data from the 1961 Census of Canada show that that 98% of the population were of European origin with the some of the larger groups, after English and French, were Italian (approximately 8%), German (4%), and Ukrainian (approximately 5%). The Asiatic population consisted of only 0.57% of the population-or 453 people out of 80,120.

The foreign-born population of Sudbury has shifted. According to the 2006 Census, the proportion from Asia of the foreign-born population has risen to 9% ((2006) and would rise to a minimum of 25% of the visible minority population by 2031 (low growth scenario) while, on the other hand, the proportion from Europe of the foreign-born population will reduce to just 50% (from 73% in 2006) (Projections of the Diversity of the Canadian population 2006 to 2031, pp. 59-60).

In terms of the visible minority populations, only 3,000 out of a population of 164,400 are considered to be visible minorities, or 2.1 % of the population. Only three visible minority groups, Chinese, South Asian, and Black, register over 1,000 people (Projections of the Diversity of the Canadian population, 2006 to 2031, p. 41). Another interesting statistic shows that all religions, other Christian-based religions, comprised of only 1,000 followers based on 2006 data (ibid, p. 47). This includes the major religions of Hinduism, Judaism, Islam, Buddhism, and Sikhism.

These indicators may present challenges in enticing new immigrants to come to Sudbury when the existing communities of many new immigrants are rather small.

Trend Nine: Officially designated as a 'receiver' of francophone immigrants

In combination with the international student recruitment efforts of Collège Boréal, The City of Greater Sudbury is poised to grow in the population of francophone immigrants, whether it is secondary or primary in nature. The municipality has been designated as a Francophone

Minority Community (FMC) by Citizenship and Immigration Canada (CIC). This is important in the information provided to prospective francophone immigrants to Canada and is an advantage that Sudbury has over many other municipalities. The framework for the FMC and CIC can be found here: <http://www.cic.gc.ca/english/resources/publications/settlement/framework-minorities.asp#acknowledgements>

Trend Ten: Shift in the workforce to highly skilled and trained individuals (skills intensification)

The skill intensity of the local workforce (measured by the share of workers with post-secondary training) rose by 7% from 2001 to 2006 and now sits at 59%. These listed occupations made above average gains in skill intensity. The three leading categories in terms of positive percentage change in skill intensification were the 1) Processing, manufacturing and utilities supervisors and skilled operators at 19%, 2) Skilled occupations in primary industry at 14% and 3) Intermediate occupations in transport, equipment operation, installation and maintenance at 11%. Add to this, all the new developments in the educational and healthcare sector and it becomes apparent that Sudbury's future workforce will need to be highly skilled and well-trained to succeed. (Sudbury Manitoulin Workforce Partnership Board)

Appendix B

Accomplishments

Spring/Summer of 2010 (April to September)

- Beginning of the Greater Sudbury Local immigration Partnership (LIP) project started in April of 2010.
- April 12th, 2010-Cross-cultural training at the Radisson
- April 28-29th, 2011-Immigrant Employment Group (IEG) meeting/workshop in Thunder Bay, ON
- April 30th, 2010-WCI ('Welcoming Communities Initiative') meeting in London, ON. This is a federal funded research group that is attempting to identify how to create a welcoming community for new immigrants with the goal of increasing successful immigration and integration of newcomers
- May 20th, 2010-OCASI (Ontario Council of Agencies Serving Immigrants) sponsored workshop on governance structures given by Bursey International.
- May 25th, 2010-Governance Forum held at the Days Inn with strong community participation. Session facilitated by Jeffrey Kohl of the Ontario Healthy Communities Coalition (OHCC). From this session, a small working group was formed to refine the Terms of Reference (ToR).
- Working with the small group, a Terms of Reference is drafted and disseminated to the larger council. Early August, the Management Board of the Greater Sudbury LIP is formed
- May 26th, 2010-workshop on creating inclusive organizations was held in North Bay, ON
- May 31st-June 4th, 2010-Small Centres Toolbox and PATH training in Sault Ste. Marie, ON facilitated by ICA-Victoria
- June 8th, 2010-webinar on Human Rights from the Ontario Human Rights Coalition (OHRC)
- June 14-15th, 2010-WCI meeting in Hamilton, ON to discuss governance structures. Sudbury is identified as a 'hub' in the project. The Greater Sudbury LIP is a key player in the project and has been selected to assist with one of the three baseline studies in collaboration with the University of Ottawa
- In partnership with mysudbury.ca, the Greater Sudbury LIP establishes a web presence and the initial documents are uploaded for public viewing. This is to maintain an open and transparent process.

-
- Participation in the international Language and Territory Conference held at Laurentian University
 - Member of an Organizing Committee (OC) for 'Health inequities and racialized groups'. The OC consists of local organizations such as the Sudbury District health Unit (SDHU), Canadian Association of Mental Health (CAMH), and Le Réseau de soutien à l'immigration francophone du Nord de l' Ontario (RSIFNO).

Fall of 2010 (September to December)

- The first meeting of the Management Board was held on September 16th, 2010
- A community session was given by the by the Honourable Jean Augustine, Office of the Fairness Commissioner on the same day (September 16th). The Commissioner was able to participate in the inaugural meeting of the Management Board.
- From September to December, several focus group meetings were held relating to the ten (10) identified theme areas. Day time and evening sessions were held to optimize participation.
- September 28th, 2010-the Greater Sudbury LIP was represented at the Mayor's international student reception at City Hall
- September 29th, 2010-the Greater Sudbury LIP was represented at the annual Greater Sudbury Police Services (GSPS) luncheon
- October 14th, 2010- a free Anti-Oppression/Anti-Racism (AO/AR) training session was coordinated through the Greater Sudbury LIP for the council members and public
- October 27, 2010-The Greater Sudbury LIP was present for the Citizenship ceremony at the Radisson Inn
- October 28th-29th, 2010-Panel member for 'Welcoming Communities Initiative' conference in Ottawa, ON
- November 8th-10th, 2010-LIP regional meeting in Thunder Bay, ON
- November 26th, 2010-La Bonne Affaire organized by RDÉE
- November 30th, 2011-Historica Fair launch at the Holiday Inn
- November 29th, 2010-focus groups organized for Laurentian International students
- Member of the Rainbow District School Board (RDSB) Diversity and Equity Committee
- December-acted as a neutral party for the Spanish-Canadian Association elections

-
- Ongoing Organizing Committee (OC) work for ‘Health inequities and racialized groups’ workshop. The OC was reformed and developed a different vision for the session to occur in the spring of 2011. The Greater Sudbury LIP was instrumental in the advancement of this initiative.

Winter of 2011 (January to March)

- January 18th, 2011-INvest northern Ontario-information session concerning a program with the Ministry of Economic Development and Trade (MEDT) for business immigrants
- January 20th, 2011-Hosted ‘Are you ready’ workshop
- January 21st, 2011-Focus group session with students of Cambrian International
- Participated in the International Educated Professional (IEP) conference
- Initiated contact with the CMA (Certified Management Accountants) –Ontario
- February 9th, 2011-participation in a forum held at Collège Boréal on international students
- February 28th-March 2nd, 2011 -Panel member for ‘Welcoming Communities Initiative’ conference in North Bay, ON
- Identified as a partner in the research application ‘Pathway to Prosperity’; a research project focused on creating welcoming communities for new immigrants in northern/remote areas.
- March 21st and 22nd, 2011-attended an invitation only focus group organized by Citizenship and Immigration Canada on the future direction of the LIPs
- Ongoing Organizing Committee (OC) work for ‘Health inequities and racialized groups’ workshop

Spring of 2011 (March to June)

- The Greater Sudbury LIP held its second large scale community forum on Saturday, March 26th, 2011 at the Holiday Inn. The forum was purposely scheduled for a Saturday to encourage wider participation. The main objective was to have the community validate the information compiled to date from the various focus groups and reports. Attendance was high and the session was well received. A wrap-up report was produced and disseminated to the larger council.
- The Greater Sudbury LIP website was updated with drafts of all ten (10) focus areas. In addition, discussion threads were developed to encourage community feedback.
- March 23rd, 2011-the Greater Sudbury LIP was present at the Service Canada Labour Market information (LMI) session.

-
- March 24th, 2011-presentation to the Board of Directors for the Downtown Village Development Corporation (DVDC).
 - Co-hosted a workshop on increasing volunteerism among new immigrants entitled Cultural 'Competence Toolkit: Involving Volunteers from Culturally and Linguistically Diverse Backgrounds'. The workshop was delivered by the Multicultural Council of Windsor and Essex County in partnership with Volunteer Sudbury
 - April 5th, 2011-Co-presentation with Professions North/Nord at the National Job Fair and Training Expo.
 - Employer's Survey launched in the Sudbury Chamber of Commerce's Virtual Voice of Business. Survey designed in collaboration with mysudbury.ca using commercialized software.
 - Newcomer's Survey completed in 14 different languages (including English and French) and uploaded to the LIP website
 - June 2nd, 2011-Caribbean-Canada Emerging Leaders Dialogue 2011 (CCELD). On behalf of the City, the Greater Sudbury LIP presented to the group regarding the local immigration context.
 - Invitation-only conference on mentoring by ALLIES (May 4-5th, 2011). ALLIES will, under certain conditions, provide seed money to establish an Immigrant Employment Council (IEC). An IEC, or mentoring program, has long been identified as a priority within the community in assisting new immigrants in gaining meaningful work.
 - June 14th, 2011-presented at the newly inaugurated Internationally Educated Professional (IEP) Centre of CMA-Ontario. First external agency to present to a select group of the CMA membership of highly skilled professionals.
 - June 15th, 2011-Presented at the Connections biannual CMA-Ontario conference. Also, a follow-up meeting with ALLIES to gain their support for a Sudbury mentoring initiative
 - June 16th, 2011-the Greater Sudbury LIP was represented at the ThinkNorth II Summit in Sudbury. This summit is in response to the Ontario Northern Growth Plan. Sudbury, through Laurentian University, will house the Northern Policy Institute (NPI) institute and will play a key role in implementing and monitoring strategies aimed at growing northern Ontario

Summer of 2011 (June to September)

- June 22nd, 2011-Destination Canada-recruitment of overseas skilled and semi-skilled professionals
- Employer's network working group

-
- Part of an initiative to establish a province wide network on the subject of health inequities and racialized groups
 - July 13th, 2011-the Greater Sudbury LIP co-hosted (with Service Canada) a partnership meeting between government agencies, local service providers, and area LIPs. The goal is to increase service coordination and provide a better customer experience for new immigrants. Presenters included Service Ontario, Service Canada, Ministry of Economic Trade and Development (MEDT), Ministry of Training, Colleges, and Universities (MTCU), Citizenship and Immigration Canada (CIC), and Human Resources and Skills Development Canada (HRSDC).

Ongoing

- Involved with research projects on francophone communities (Queen's University) and francophone university campuses (Université du Moncton)
- Member of the northern Ontario steering committee for Professions North/Nord
- Member of the Health Communities Foundation (HCF) project lead by the Sudbury District Health Unit
- Member of the LinkedIn Municipal Diversity and Inclusion Networking Group
- Skills International (SI)-the Greater Sudbury LIP is a partner in matching skilled professionals with employers locally
- Annual General Meetings (AGMs) attended-Sudbury Multicultural Folk Arts Association (SMFAA), October 19th, 2010; Sudbury Manitoulin Workforce Planning Board, October 22nd, 2010; Sudbury Vocational Resource Centre, June 10th, 2011
- Special events: Y Newcomers Centre Open House, Bridges to Business (Regional Business Centre), Think North II Summit, and others.
- 'Making Ontario Home' – 'With funding from the Ontario Ministry of Citizenship and Immigration, the Welcoming Communities Initiative in partnership with Ryerson University and the Centre for Community Based Research is conducting an on-line survey of immigrants across the Province to gain a deeper understanding of the service needs of immigrants and assess their satisfaction with services, letting us identify how the needs of immigrants across the province may best be served.'

Appendix C

DECLARATION OF SUPPORT

The Greater Sudbury Local Immigration Partnership (LIP) has been created to develop, from the community's input and feedback, a local immigration strategy. It is anticipated that this immigration strategy will assist the community in meeting some of the demands and challenges of tomorrow and allow the City of Greater Sudbury continue to grow and prosper.

It is the collective will of all of the citizens, organizations, associations, and institutions that results in the necessary dynamics that will allow for the collaboration and development of ideas, initiatives, and projects to reach their potential.

In order for the community, and the LIP, to succeed, it is agreed to that these common values will be upheld:

- Assisting in creating an open and welcoming community for new immigrants from all over the world
- Working collaboratively with individuals/organizations that promote the successful inclusion of new immigrants into all facets of society
- Respecting other voices and perspectives and participate in constructive dialogues to further understanding between cultures and peoples
- Acknowledging that every person has an equal voice and that these voices should not be discarded
- Promoting transparency in actions and the development of ideas that will create a better place for new immigrants

I, _____, representing myself, or as a member of _____ (organization name if applicable), provide my support to the goals and objectives of the Greater Sudbury Local Immigration Partnership (LIP). In doing so, I recognize that it requires a community effort in order to create a better place for new immigrants within the City of Greater Sudbury. It is the collective will of all of the citizens, organizations, associations, and institutions in providing the necessary dynamics that allow for collaboration and development of ideas, initiatives, and projects to reach their potential.

Thank you.

(please sign above)

Appendix D

Glossary

Government of Ontario

<http://www.ontarioimmigration.ca/en/glossary/index.htm>

Use this glossary to understand some of the immigration related words and phrases on OntarioImmigration.ca. The terms are presented as used by the Government of Ontario

A

Academic credential assessment – The conversion of educational credentials from any country in the world into their Canadian equivalents. The process may be done for a course or for a certificate, diploma or degree.

Accreditation – Approval to an institution by an official review board after the institution has met specific requirements.

Admissibility – Whether or not a person is capable of being admitted to Canada, based on Canada's Immigration Law.

Adoption – Formally receiving custody of a child.

Adult education – Learning opportunities for adults. For example, obtaining a high school education, upgrading skills or special programs at post-secondary schools.

Applicant – A person who applies to immigrate to Canada.

Apprenticeable trades – Usually require the completion of a period of apprenticeship training on the job by a licensed supervisor, some specialized college education courses, and the successful completion of a certification examination. Mechanics, plumbers, and welders are examples of workers in apprenticeable trades. Across Canada, there are about 50 different regulated professions and more than 100 apprenticeable trades.

Apprenticeships – Apprenticeship training is a combination of on-the-job learning and in-class instruction leading to a Certificate of Qualification in a skilled trade. Apprentices are employees and earn a salary for the work they do, while they develop their skills under the direction of more experienced workers.

Approved job offer – In most cases, an employer who wants to hire a temporary foreign worker must have the job offer approved by Human Resources and Social Development Canada before a work permit can be issued. The job offer must be made in writing and include details of the job, including title, responsibilities, the skills or qualifications required and the salary.

Assessment tools – Tests that have been developed for determining the English or French proficiency of an individual normally in the four basic skills of reading, writing, speaking and listening or may be an

assessment test to ensure they can enter a particular program (bridge training) or an academic or professional program.

B

Background check – A procedure to prevent criminals and security threats from entering Canada. Everyone who applies to become a permanent resident of Canada who is 18 years of age or older must undergo a background check. During a background check, immigration officers review the permanent residence application, security, intelligence and criminal conviction records, and immigration records.

Bridging Projects for English Language Learning – These programs are focused on higher levels of language training (similar to ELT) along with work, mentoring and/or internship components and is directed at professions and trades.

Bridging Projects for internationally trained professionals and tradespeople – Intended to help qualified internationally trained individuals move quickly into the labour market by assessing their existing skills and competencies and providing training and Canadian workplace experience without duplicating what they have already learned.

Business Class immigrant – Someone who is admitted to Canada because of their business experience and their willingness and ability to invest in, or start a business in Canada. There are three types of business class immigrants: investors, entrepreneurs, and self-employed people.

Business immigrant – Canada welcomes three types of business immigrants: investors, entrepreneurs and self-employed persons. Business immigrants must have business experience. Investors and entrepreneurs must have enough money to invest in a business or start their own business. Self-employed business immigrants must be able to create a job for themselves in Canada.

Business immigration seminars - The Ontario government offers an information seminar in downtown Toronto for individuals who are interested in immigrating to Ontario under the Business Immigration Program. This seminar provides an overview of Ontario, describes the immigration process, and highlights the services and resources available to business immigrants. The seminar is free, but pre-registration is required.

Business visitor – Someone who enters Canada for international business activities. They must work for a company located outside of Canada, or for a foreign government. They are not part of the Canadian labour market. They are paid outside of Canada, and do not require a work permit to work in Canada.

C

Canada-Ontario Immigration Agreement – Bilateral agreement between the Government of Canada and the Government of Ontario signed November 15, 2005. The agreement outlines roles and responsibilities for both governments, funding arrangements and collaborative initiatives with regards to immigration and integration of newcomers to Ontario until 2010.

Canadian Charter of Rights and Freedoms – The Charter is one of the documents in the Canadian constitution. It guarantees those rights and freedoms that Canadians believe are essential in a free and

democratic country. In most cases, Canadian citizens and permanent residents are guaranteed the rights outlined in the Charter.

Canadian Language Benchmarks (CLB) – The Canadian standard used to describe, measure and recognize the second language ability of adult immigrants and prospective immigrants who plan to live and work in Canada/Ontario.

Centre for Canadian Language Benchmarks/ Centre des niveaux de compétence linguistique canadiens (CCLB/CNCLC) – The CCLB/ CNCLC is the centre of expertise in support of the national standards in English and French used to describe, measure and recognize second language ability of adult immigrants and prospective immigrants for living and working in Canada.

Certificate of Canadian Citizenship – A document issued by the Government of Canada that proves that the holder is a Canadian citizen.

Child care – Care for pre-school children, and care for school-age children before and after school.

Child care centres – Offer balanced programs of activities for infants, toddlers, and pre-school and school-age children. Children learn and grow while making friends with other children of the same age.

Citizenship – After an individual has been a permanent resident in Canada for three years or more, he or she may be able to apply for Citizenship. Citizens have rights and responsibilities in Canada that others do not.

Citizenship Act – The Canadian law that outlines who is a citizen of Canada. The Citizenship Act also describes how to become a Canadian citizen.

Citizenship and Immigration Canada – The Government of Canada department responsible for immigration, refugees and citizenship.

Citizenship ceremony – A formal ceremony where Canadian citizenship is granted. The ceremony is the last step in the process of becoming a Canadian citizen. Participants take the Citizenship Oath and receive a Certificate of Canadian Citizenship.

Citizenship oath – A statement confirming that an individual is committed to Canada. New citizens read the Citizenship Oath aloud at a citizenship ceremony. Here is the Citizenship Oath: "I affirm that I will be faithful and bear true allegiance to Her Majesty Queen Elizabeth the Second, Queen of Canada, Her Heirs and Successors, and that I will faithfully observe the laws of Canada and fulfil my duties as a Canadian citizen."

Citizenship test – A test that a permanent resident must take before becoming a Canadian citizen. A citizenship test includes general questions about Canada, and questions that test an individual's knowledge of English or French.

Colleges of Applied Arts and Technology – Colleges offer a variety of full-and part-time career-oriented programs for secondary school graduates and for mature students who may not have completed secondary school. Most college programs are either diploma programs (which may be either two or

three years in length) or certificate programs (which run one year or less). Some courses of study lead to official certification in skilled trades that are regulated by professional associations. In addition, many colleges offer programs of study leading to bachelor degrees in applied areas of study.

Continuing education – see, Adult Education

Convention refugee – A person who, by reason of a well-founded fear of persecution for reasons of race, religion, nationality, membership in a particular social group or political opinion, is outside each of their countries of nationality and is unable or, by reason of that fear, unwilling to avail themselves of the protection of each of those countries; or not having a country of nationality, is outside the country of their former habitual residence and is unable or, by reason of that fear, unwilling to return to that country.

Criminal inadmissibility – Those that have criminal records (both major and minor offences) may not be permitted to enter Canada.

D

Departure order – An order by Citizenship and Immigration Canada that requires the person named on it to leave Canada within 30 days. Departure orders are issued against people who have violated the Immigration and Refugee Protection Act or its Regulations.

Dependent child – Someone who is under the age of 22 and is not married or living in a common-law relationship. Children under the age of 22 who are married or living common-law and children over the age of 22 may qualify if they are full-time students who are financially dependent on their parents. Children over the age of 22 who are financially dependent on their parents because of a physical or mental condition are also considered dependent children.

Deportation order – An order that requires the person named on it to leave Canada. A deportation order is issued for serious offences or serious violations of Canada's Immigration Law. A person who is deported from Canada may not return without written permission from an immigration officer.

Developmental disability – The Developmental Services Act defines a developmental disability as "a condition of mental impairment, present or occurring during a person's formative years, that is associated with limitations in adaptive behaviour." A developmental disability is a life-long condition and can be accompanied by other physical conditions. This disability varies greatly among individuals. A person with a developmental disability may have limitations in intellectual ability and difficulties in many common daily activities or life skills, such as personal hygiene and dressing, communication, learning, mobility, ability to live independently, and economic self-sufficiency.

Disabilities – The [Ontario Human Rights Code](#) defines "disability" as follows:

any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device;

a condition of mental impairment or a developmental disability;

a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language;

a mental disorder; or

an injury or disability for which benefits were claimed or received under the insurance plan established under the Workplace Safety and Insurance Act, 1997 (“handicap”).

There are many kinds of disabilities, including physical, sensory, hearing, mental health, developmental and learning. Disabilities can be visible or non-visible.

Driver’s handbook – A [handy reference guide](#) describing the rules of the road, safe driving practices and how to get a licence to drive a car, van or small truck.

Driver’s licence – A licence which allows a person to drive a car or other vehicle in Ontario.

Dual citizenship – It is possible for a person to be a Canadian citizen, and a citizen of another country as well. This is known as dual citizenship, and is permitted under Canada's Immigration Law. Some countries however, do not allow dual citizenship.

E

Economic Class – Immigrants who come to Canada under the Economic Class are selected because of their skills or other assets (net worth). They are selected because they can make an immediate contribution to Canada's economy. Economic Class immigrants include skilled workers, provincial and territorial nominees, investors, entrepreneurs and self-employed persons.

Elementary schools – Elementary schools provide education programs for children starting between the ages of four and six. By age six, all children in Ontario must be enrolled in Grade 1.

Embassy – An office of a government in the capital city of another country. Embassies usually offer a full range of services to their citizens.

Emergency services – Public support available immediately if there is a dangerous situation caused by fire, a health crisis or criminal activity. This may involve the police, the local fire department, ambulance services and/or a local emergency hotline.

Emergency shelter - A safe place to stay for people who are at risk of being harmed if they remain in their homes.

Employee – A person who performs work or who supplies services to an employer for wages.

Employer – A person, partnership or company that is directly or indirectly responsible for the employment of an employee.

Employment Insurance – Employment Insurance is a program managed and administered by the Government of Canada. It provides temporary financial assistance for unemployed Canadians while they look for work or upgrade their skills. Canadians who are sick, pregnant or caring for a newborn or adopted child, as well as those who must care for a family member who is seriously ill with a significant risk of death, may also be assisted by Employment Insurance.

Employment standard – A requirement or prohibition under the ESA that applies to an employer for the benefit of an employee.

Employment Standards Act, 2000 (ESA) – A law that sets minimum standards for fair workplace practices in Ontario. Those who work in Ontario are probably protected by the ESA. It does not cover employees in federal jurisdiction and persons in a few other special categories. There are exceptions and special rules for some employees.

English as a Second Language (ESL) – Programs to help newcomers learn English.

English language learners – Students in Ontario who are in provincially-funded English-language schools from K-12, whose first language is other than English or who may speak a version of English that is significantly different from that spoken in Ontario's schools. These students may require educational supports to assist them to improve or achieve English language proficiency.

Enhanced Language Training (ELT) – Federally funded higher level language training programs with a work-language component (workplace experience must be included in this program).

Entrepreneur – A type of business immigrant. To come to Canada as an entrepreneur, an individual must have business experience and have a net worth of at least CDN \$300,000 that was obtained legally.

Exit tests – These are tests used to determine how individuals have advanced as a result of the ESL/FSL training.

F

Family Class – Family Class immigrants are people sponsored to come to, or remain in Canada by a relative who is a Canadian citizen or a permanent resident of Canada.

Federal government – The Government of Canada

Foreign national – Someone who is not a Canadian citizen or permanent resident.

French as a second language – Programs to help newcomers learn French.

G

Graduated licensing – All new drivers in Ontario must go through this two-step process called "graduated licensing" to get their driver's licence. The process takes at least 20 months to complete.

Group sponsorship – Refugees who arrive in Canada are often helped, or "sponsored" by individuals or groups. Sponsoring groups help refugee families settle in Canada, and get to know their new surroundings and local communities. This means helping them find a place to live, telling them about programs and services they can use, and offering their friendship.

H

Health card – Card that is issued to an individual entitled to health services paid for by the Ontario Health Insurance Plan (OHIP).

Health insurance – The Ontario Ministry of Health and Long-Term Care pays for a wide range of health services provided by doctors, hospitals, dental surgery performed in hospitals and certain non-physician practitioners. However, it does not pay for services that are not medically necessary, such as cosmetic surgery. Newcomers must apply to the Ontario Health Insurance Plan (OHIP) in order to obtain coverage and a health card from the province.

Home child care – Provided in a family-like setting for infants, toddlers, and pre-school and school-age children. Children from the same family can be cared for together, often in their own neighbourhood, close to school and friends.

Housing – Places for people to live, usually either owned or rented. Rental can be arranged privately through a landlord, or through government if assistance is required.

Human Resources and Social Development Canada – This department of the Government of Canada is responsible for determining the effect on the Canadian labour market from the recruitment of foreign workers. Companies wishing to hire a foreign worker should contact their local HRSDC office to have the job offer "confirmed".

I

Immigration and Refugee Protection Act – Immigration law; Government of Canada legislation on immigration and refugee matters.

Immigration and Refugee Protection Regulations – Detailed rules on immigration that are approved under the Immigration and Refugee Protection Act (IRPA). IRPA provides the main principles and components of Canada's immigration and refugee protection programs. Procedures, exceptions and other details are spelled out in the regulations.

Immigration officer – A person who is authorized to enforce the Immigration and Refugee Protection Act. Immigration officers decide who can enter and remain in Canada. They have many of the same powers as police officers, including the right to conduct searches, make arrests, and seize documents or goods.

Immigration representative, or consultant – A person who provides support, advice or assistance to someone who wants to immigrate to Canada. Applicants do not have to hire an immigration representative to come to Canada. The Government of Canada treats everyone equally, whether they

use the services of a representative or not. Those who do hire a paid representative, must notify Citizenship and Immigration Canada.

Immigrant Settlement and Adaptation Program – Government of Canada program supporting community organizations that provide settlement services to newcomers.

Inadmissible; inadmissible person – Someone who is not allowed to enter or remain in Canada. There are many reasons that a person may be inadmissible, including security concerns, serious criminal offences, human rights violations, health or financial reasons and failure to comply with the Immigration and Refugee Protection Act.

Income tax – Working people have money deducted from their pay cheques every month. This is known as income tax. The money is sent to the federal government to cover the cost of government services. All Canadian residents who are old enough to work must file an income tax return each year, whether they earned any money or not. If too much is deducted, a refund will be issued. If an individual paid too little, he or she will have to pay more.

International adoption – Formally receiving custody of a child from another country.

International Medical Graduate – International Medical Graduates (IMGs) are individuals who have obtained a medical degree in a jurisdiction other than Canada or the United States.

International student – An international student is a foreign national who is authorized to study in Canada.

Internship – An internship is a supervised work-or school-related training where an individual gains valuable work experience.

Investor – A type of business immigrant. In order to come to Canada as an Investor an individual must have business experience and have a net worth of at least \$800,000 that was obtained legally. Immigrants in this class must make an investment of \$400,000. The money is invested by the Government of Canada to create jobs and economic opportunities for Canadians.

J

Job Connect – This Ontario government program helps people plan, prepare for and succeed in the job market and can help individuals on a path to higher skills training and employment. Services are available across Ontario. The program offers a range of services to respond to the employment needs of individuals and skilled labour needs of employers.

Through Job Connect, the internationally trained have access to language and credential assessment, relevant labour market information, job search support, and employment placement to gain Canadian work experience and/or meet licensure requirements. Individuals are also supported by Job Connect through appropriate referrals to complementary program and services such as settlement services, English as a second language/French as a second language training and bridging projects.

Job market information – See Labour Market Information

K

L

Labour market information – Labour market information is information concerning the conditions in, and the operations of the market for labour.

Landed immigrant – An immigrant who has been "landed" is a permanent resident.

Language assessment – An evaluation of an individual's reading, writing, listening and speaking skills in a particular language.

Language Instruction for Newcomers to Canada (LINC) – Federally funded English as a Second Language program for newcomers.

Literacy and basic skills – These skills help people to take part in further education and training, as well as to find and keep jobs. They form the essential foundation upon which people can build additional skills, and they help people become more independent.

Literacy and Basic Skills programs – Provide literacy, numeric and essential skills services that help learners achieve their goals related to further education or training, employment or independence.

Live-in Caregiver Program – A qualified person who comes to Canada to work in a private home to care for children, the elderly or people with disabilities. A live-in caregiver must live in the employer's home.

M

Medical examination – All immigrants and some visitors must have a medical examination before they are allowed into Canada. The medical exam could include a physical examination, a review of an applicant's medical history, and other medical tests. To pass the medical examination, each applicant must be in good health, and have no conditions or illnesses that would pose a danger to Canadians, or be very expensive to treat in Canada.

Member of Parliament (MP) – An individual, elected by the people, in a particular electoral district or constituency to represent them in the federal parliament (House of Commons) located in Ottawa.

Member of Provincial Parliament (MPP) – An individual, elected by the people, in a particular electoral district or constituency to represent them in the provincial parliament. Ontario's provincial parliament is located in Toronto.

Mental health – Emotional and psychological well-being.

Mentorship – A formal relationship between a professional and a newcomer to encourage the development of the newcomer.

Municipal government – The most local of the three levels of government in Canada; enacts municipal laws, levies taxes and administers local services such as roads, sewers and libraries in municipalities such as cities and towns.

N

Non-regulated occupations – Non-regulated occupations do not require special licensure and can range from those requiring extensive education and training, such as a university degree (for example, computer analysts and biologists) to those that require little in the way of formal training and involve little risk to the public (for example, salespersons and housekeepers). There are also many apprenticeable trades for which licensing or certification is voluntary rather than compulsory in Ontario. About 80% of the Canadian workforce is employed in non-regulated occupations.

O

Ontario Association of Continuing Education School Boards Administrators (CESBA) – CESBA represents the broad spectrum of adult and continuing education administrators who work in Boards of Education including public, catholic and francophone boards within Ontario. These programs are funded by government departments (both federal and provincial) as well as by individual and business fee-paying clients.

Ontario Disability Supports Program – The Ontario Disability Support Program is designed to meet the unique needs of people with disabilities who are in financial need, or who want and are able to work and need support. Ontarians 65 years or older who are not eligible for Old Age Security may also qualify for ODSP supports if they are in financial need. The program has two components: Income Support; and Employment Supports.

Ontario Health Insurance Plan (OHIP) – Publicly funded provincial health insurance plan that provides health insurance to residents of Ontario in accordance with the Health Insurance Act and its regulations.

Ontario Human Rights Commission – Administers the Ontario Human Rights Code. The OHRC investigates complaints of discrimination and harassment; making efforts to settle complaints between parties; preventing discrimination through public education and public policy; and looking into situations where discriminatory behaviour exists.

Ontario Student Assistance Program – The objective of student financial assistance is to assist eligible students who do not have the resources to finance postsecondary studies meet the costs of postsecondary education. The intention is to promote equality of opportunity for postsecondary studies by providing financial assistance for educational costs and basic living expenses.

Ontario Works – The Ontario Works program provides income and employment assistance for people who are in temporary financial need. To be eligible for Ontario Works, an applicant must be:

a resident of Ontario;

in immediate financial need; and

willing to participate in employment assistance activities.

The amount of money that someone receives from Ontario Works varies depending upon housing costs and family size. Clients may also be eligible for drug and dental coverage, eyeglasses, hearing aids, and community and employment start-up benefits.

All recipients of Ontario Works are required to participate in one or more employment assistance activities as a condition of eligibility for financial assistance. This helps people move as quickly as possible to a job and to become self-reliant.

P

Passport – An official document that identifies the person who holds it, and proves their citizenship. A passport gives the holder the right to leave and return to the country that issues it. A passport is the only reliable identification document that is accepted by all countries.

Passport to Business Success – The government of Ontario has developed the Passport to Business Success (PBS) program with the federal and municipal governments to encourage entrepreneurship and new business start-ups. PBS will assist business immigrants in establishing new businesses and settling in Ontario.

Permanent resident – A person lawfully in Canada as an immigrant who is not yet eligible to become, or has not yet become, a Canadian citizen.

Permanent resident card – A card issued to all permanent residents to confirm their status as permanent residents of Canada. The card fits into a wallet, and includes the name, photograph, nationality, date of birth, gender, eye colour, height, place of landing, and signature of the person it was issued to. Permanent residents must have their PR card in order to re-enter Canada.

Principals – Principals are appointed by the school board to manage individual schools. They are also responsible for the supervision of teachers and students, the quality of instruction at their school and for student discipline.

Prior Learning Assessment and Recognition (PLAR) – The process of identifying, assessing, and recognizing what a person knows and can do.

Private schools – Private schools are businesses that operate outside of the publicly funded school system. They receive no funding from the Government of Ontario and there are no ministry requirements for teachers or principals to have Ontario qualifications. The ministry only inspects registered private schools that offer credits towards the high school diploma.

Profession – An occupation that typically requires a bachelor's degree and in some cases a period of postgraduate study. Professions are normally self regulating, with members adhering to a code of ethics and standards. However, "profession" and "professional" have a wide variety of more common usages that include semi-professional and technical occupations as well as creative and performing arts occupations.

Proof of citizenship – Documentation identifying a Canadian citizen.

Provincial government – The Government of Ontario.

Provincial nominee – A person nominated by a province or territory to come to Canada. Provincial nominees are selected according to the economic needs of the province that nominates them. For example, Manitoba may recruit nominees who are tool and die makers, while Alberta may seek to bring nurses to the province. Nominees must meet federal admissibility requirements, such as medical and security checks.

Provincial nominee program – A program that allows provinces and territories to nominate individuals to come to Canada as provincial nominees.

Public schools – Public schools include elementary and secondary schools that are funded by the Government of Ontario and operated by a school board or school authority. Public schools are also divided into four groups: English-language catholic, English-language public, French-language catholic and French-language public.

Public transit – Transportation systems operated by a city or town.

Q

R

Refugee – A person, inside or outside of Canada, who is afraid to return to their home country because they may be harmed. Canada provides protection to thousands of refugees every year.

Refugee and Humanitarian Resettlement Program – The Government of Canada's program to select, sponsor and integrate refugees into Canadian society after they arrive.

Refugee claimant – An individual that has applied for refugee status while in Canada and is waiting for the Immigration and Refugee Board to determine whether or not refugee status should be granted.

Regulated professions – Usually require several years of university or college education, practical experience under the supervision of a licensed worker in the chosen profession, and the successful completion of a licensure examination. Physicians, nurses, and lawyers are examples of workers in regulated professions. It is important to note that provinces and territories sometimes expect different things from their regulated professionals. In some instances, this means that a person licensed in one province may have to re-apply for a licence in order to work in another province or territory.

Regulatory body – The association or regulatory college that has been given statutory authority to establish requirements for entry to the profession or professional designation as well as standards of practice and competence.

Resume – An account of an individual's education and professional record or accomplishments usually submitted to a potential employer while applying for a job.

S

Safe Third Country – A country designated as safe, where an individual could have found refugee protection. Under the Safe Third Country Agreement between Canada and the United States, every refugee protection claimant will have access to a refugee hearing in the first safe country they enter, either in Canada or the United States, but not in both countries.

School authorities – School authorities are school boards that operate in remote and isolated communities, as well as some hospitals.

School boards – Ontario's school boards operate the province's publicly funded schools. The boards administer the funding they receive from the province for their schools. School board responsibilities include: determining the number, size and location of schools; building, equipping and furnishing schools; providing education programs that meet the needs of the school community; preparing an annual budget; supervising the operation of schools and their teaching programs; hiring teachers and other staff; helping teachers improve their teaching practices; and ensuring schools abide by the Education Act and its regulations.

Seasonal Agricultural Worker Program – A program that allows foreign workers to enter Canada and work on farms on a temporary basis during peak harvesting and planting periods. Foreign workers who enter Canada under the Seasonal Agriculture Workers Program receive wages that are similar to Canadian workers doing the same work. They also receive health and medical and benefits.

Secondary schools – Secondary schools provide an education to students who have been promoted from elementary school. To achieve an Ontario Secondary School Diploma, a student must earn 30 credits, complete 40 hours of community service and successfully complete the Grade 10 literacy requirement.

Self-employed – A type of business immigrant. Self-employed business immigrants must have relevant experience, be able to create a job for themselves in Canada, and make a significant economic contribution to Canada in one of several specific fields.

Service manager – The municipal government that is responsible for administering subsidized housing and social assistance.

Skilled worker – A person selected to enter Canada by the federal government based on their skills, education, age, experience and knowledge of English and/or French and other abilities. Skilled workers must have enough funds to support themselves and their dependents in Canada.

Social assistance – Social assistance is a general term that refers to the provision of financial assistance and/or professional services by or on behalf of a public agency (i.e. government). The objective of social assistance is to supply the necessities of life for those who, for whatever reason, are unable to make such provisions themselves. The provision of social assistance is based on eligibility criteria. Ontario has two social assistance programs: Ontario Works and the Ontario Disability Support Program.

Social insurance number – The Social Insurance Number (SIN) is a nine-digit number used in the administration of various Canadian government programs. Everyone requires a SIN to work in Canada or to receive government benefits.

Sponsors – A Canadian citizen or permanent resident living in Canada who is 18 years of age or older, who promises to support a relative or family members who want to become permanent residents of Canada. The sponsor must agree to support their relative or family member and their accompanying family members for three to 10 years to help them settle in Canada.

Sponsorship agreement – Signed agreement between a sponsored immigrant and his or her sponsor outlining the obligations and commitments of both parties. The agreement is required before immigration.

Spouse – A person over the age of 16 to whom an individual is legally married. Same-sex partners who have undergone civil marriages in several provinces of Canada can be sponsored in the family class.

Subsidized housing – All types of government-assisted housing where the amount of rent paid is determined by the tenant's income and not by the size or type of accommodation. Sometimes referred to as social housing.

T

Teachers of English as a Second Language Association of Ontario (TESL Ontario) – Ontario provides support and direction to professionals, government bodies and learners involved in English as a Second Language in Ontario.

Temporary resident – A person from another country who is in Canada for a short period. Temporary residents include students, temporary foreign workers and visitors, such as tourists. In most cases, a temporary resident visa is required.

Temporary resident permit – A permit that may be granted to a person who does not meet the requirements of Canada's Immigration law to enter or remain in Canada. A Temporary Resident Permit is issued in exceptional circumstances to someone who would normally be inadmissible to Canada.

Temporary resident visa – Residents of many countries require a visa to travel to Canada. The visa will specify how long an individual is able to stay in Canada. Visas can be obtained at a Canadian embassy, High Commission, Mission or Consulate.

Temporary study permit – A document that allows a foreign student to study in Canada. A study permit identifies the level of studies and the length of time that the student can stay in Canada. Most people must apply for a study permit before they come to Canada.

Temporary work permit – A document that allows a person from another country to work in Canada for a short period.

Tenant – Person who rents property.

Trades – Occupations generally regarded as requiring one to three years of postsecondary education at a community college or university; or two to four years of apprenticeship training; or two to three years of on-the-job-training, or a combination of these requirements. A licence/certificate may be required to practise the trade.

Trustees – School trustees are elected to serve on district school boards and most school authority boards. They are elected by citizens during the municipal election process. They are responsible for establishing the board’s objectives and priorities and providing direction to the board’s director of education.

U

Undertaking with the Minister of Citizenship and Immigration Canada – A signed agreement between permanent residents or citizens sponsoring a relative in the family immigration class and the Minister of Citizenship and Immigration Canada. The sponsor promises to provide financial support for their basic requirements and those of their family members immigrating to Canada with them. Basic requirements are food, clothing, shelter and other basic requirements for everyday living.

V

Visa Officer – A person who issues a visa to someone who wants to come to Canada.

Volunteer – A person who, of his or her own free will, contributes time, resources, energy and/or talent without monetary compensation.

W

X

Y

Z

Appendix E

