



# Greater Sudbury Development Corporation

Greater Sudbury Immigration Partnership 'One Stop' Referral Centre Study

FINAL REPORT

April 22, 2013

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# 1 Executive Summary

In 2011, the Greater Sudbury Local Immigration Partnership (LIP) released a report, entitled: *'Creating a Sanctuary for New Citizens: Taking Action Local Settlement Strategy'*. The report underscored the importance of supporting immigrant settlement and integration in the Sudbury area, as a contributor to economic and community sustainability. The concept of a 'one-stop' referral centre to support newcomers choosing to settle in the City of Greater Sudbury emerged through community consultations which formed a key element of the report research.

To advance the understanding of this concept, the Greater Sudbury Development Corporation retained the services of Millier Dickinson Blais Inc. to:

- Provide a Sudbury based demographic situational analysis
- Identify and evaluate different models of 'one-stop' centres
- Provide site selection criteria for inform where best to locate a 'one-stop' centre

Beyond these stated objectives, this report also informs the potential creation of a Sudbury 'one-stop' referral centre by presenting a preliminary vision and set of guiding principles that were developed in consultation with the 'one stop' ad hoc committee drawn from the LIP Committee. Below is a summary of the key findings presented throughout this report.

## **Demographic Highlights:**

By 2030, immigration will account for 80% of all population growth across Canada. The trend towards increased emphasis on selecting the economic class immigrants indicates a need to better integrate newcomers (both men and women) to the communities that they choose to settle in. This is particularly important for Sudbury if its labour force is to grow and remain vibrant. A local 'one-stop' referral centre would serve permanent residents, temporary foreign workers and foreign student and strengthen Greater Sudbury's immigrant attraction, retention and integration, thus contributing to this labour force growth.

On average, Sudbury attracts 450 new immigrants each year, but this statistic should be considered low as it is not representative of secondary or intra-provincial migration. Moreover, while Sudbury's annual immigration figures may be modest, it's relevant to also acknowledge that newcomer needs do not cease after one year. In other words, local immigrant services must be scaled to accommodate the needs of all Sudbury's newcomers.

## **Service Delivery Models and Recommendations:**

By all accounts, there is no substitute or replacement for a physical 'one-stop' referral centre model. It is this physical presence which fosters a climate that is welcoming, and creates a space that is safe and where trust and relationship building emerge. For many immigrants these are key elements which influence the pace at which they settle and integrate into the community. With that said, there are several ways in which the physical location can be complemented by virtual or remote service delivery. Virtual Delivery can take many different forms, including: 1) telephone, 2) email, 3) websites 4) Skype, and 5) interactive multi-point video conferencing. Mobile service delivery is another option for providing services to remote or isolated areas of the community.



### **Site selection criteria:**

This report presents key site selection considerations for a 'one-stop' referral centre in Greater Sudbury. A total of eleven influencing factors and their level of importance are presented as key considerations in the planning process. The most important factors, emerging through the research and the interview process, to be considered when selecting a site for a 'one-stop' referral centre include:

- Proximity to complementary service providers: the provision for the co-location of services is optimal
- Transit access: well serviced by public transit routes and stops
- Ample public parking
- Highly visible: the location must allow for highly visible signage

Based on the research and consultation undertaken as part of this feasibility study, it is evident that there is value and a desire to support the establishment of a one-stop referral center for the Greater Sudbury area. In addition to ensuring that relevant and accurate information is easily accessible, such a center would also support increased awareness of available services within and among the local agencies and organizations through which they are provided. This then makes the center not only useful to immigrants and newcomers to the area, but a value-add to employers, local businesses, intermediary organizations and other local service providers.

It is important to acknowledge that there are many steps in the planning process to move from feasibility to implementation. An important element of this progression will be ongoing communication among the key stakeholders and a commitment to collaboration to ensure maximum return on investment of financial and human resource allocations, and successful client outcomes.



## 2 Introduction

To support local communities to be better positioned to attract, retain and integrate immigrants, Citizenship and Immigration Canada, through its Local Immigrant Partnership initiative, has supported over 40 communities across Ontario to develop a strategic and inclusive approach to service delivery and immigrant integration. This delivery model supports a client centred approach and helps to maximize local resources.

The Local Immigration Partnership is guided by the premise that organizations cannot operate in isolation; no longer can communities afford to leave recruitment, attraction, and retention of newcomers to chance. Creating a welcoming community is a key competitive advantage as the battle for talent continues to escalate. It is increasingly evident that immigration is playing a very important role in the labour force and this will only escalate in the future.

Under the leadership of the Greater Sudbury Local Immigration Partnership (LIP) a report titled: '*Creating a Sanctuary for New Citizens: Taking Action Local Settlement Strategy*', was released in 2011. The report underscored the importance of supporting immigrant settlement in the Sudbury area as a means of ensuring economic and community sustainability. The report raised the concept of a 'one-stop' referral centre to support newcomers to the area.

The following pages presents research and recommendations that inform the feasibility of such a centre and shares lessons learned and promising practices from existing newcomer or welcome centres across North America and Europe. The first section introduces the vision and preliminary service considerations for the Sudbury 'one-stop' referral centre. This is followed by an overview of immigration trends at the national, provincial and local level. In this context, the key findings from a series of case studies and one-on-one interviews with select Ontario service providers are presented. The report concludes with a prioritized list of site selection factors, financial/ budgetary considerations, and recommendations for the mode of service delivery for a Greater Sudbury 'one-stop' referral centre.



## 3 A Vision for a Greater Sudbury ‘One-Stop’ Referral Centre

The 2011 report ‘Creating a Sanctuary for New Citizens: Taking Action Local Settlement Strategy’, described the preliminary goals for the Sudbury ‘one-stop’ referral centre. These goals included:

- Create a one-stop referral source for print and online information, including availability in different languages
- Improve the customer service experience of new immigrants
- Establish regular learning labs/workshops/seminars on housing rights and responsibilities
- Engage the international student community to inform them of their housing rights/responsibilities
- Improve the coordination of information between different governmental programs
- Enhance the accessibility of information for new immigrants by improving the language and accessibility of documentation
- Provide services consistently and ensure information can be accessed from the same source or location

A review of these goals makes it clear that this initiative is not about adding to the selection of agencies that deliver immigrant related services and supports. Rather, the objective is to establish a central point or ‘one-stop’ location where immigrants seeking information can easily identify where to go, access information on all services available, and do so in an accessible, safe, and welcome manner. These goals provide a preliminary framework from which to build the centre’s overarching vision and mandate. In this context, and to advance these initial operational goals of the centre, a strategic planning session was held on March 18, 2013 with the *Greater Sudbury ‘one stop’ referral centre ad hoc committee*. This meeting was designed to validate the preliminary project findings and to build consensus around the vision for the ‘one-stop’ referral centre. The following discussion was informed by this meeting and should be viewed as a realistic and pragmatic position from which to build.

### 3.1.1 Vision

The vision statement is designed to mobilize the resources of the Greater Sudbury region and its stakeholders towards a common goal for this ‘One Stop’ Referral Centre. As a starting point for the discussion, the following statement of offered:

*The Greater Sudbury One-Stop Referral Centre is recognized as a welcoming and safe central-point-of-access for immigrants and newcomers seeking information about local immigrant services delivered within a client-centred settlement and employment network.*

In this context, the centre is one that:

- is client centred
- is bilingual (English/French)
- provides a welcoming atmosphere with friendly people ready to help
- is simple to navigate and provides an efficient and user friendly experience
- is multilingual
- provides resources and information on a range of topics



- serves both newcomers and local employers alike to navigate complex systems
- reinforces the capacity of existing service providers, to ensure quality service delivery
- is a place for meetings and workshops
- is a place to bring service providers together
- is accessible in terms of its location and is highly visible and recognizable.

### 3.1.2 Fundamental Principles

The following principles will serve as the basis on which decisions will be guided within the 'One Stop' Referral Centre. The fundamental principles that this organization would embody include:

**Transparency:** An openness and willingness to disclose operational and governance practices and to ensure reasonable access to information and updates on ongoing activities and decisions

**Respect:** Respect will be grounded in every action – respect for people, process, and results

**Accessible:** A physically accessible location, utilizing multiple distribution channels for information, and offering multilingual services to reduce language barriers

**Multicultural:** Multiculturalism will be central to the centre's physical appearance, celebrations, and policy development

**Safe:** Safety for clients, staff, and visitors will be paramount

**Quality Services:** All services will meet a minimum set of standards which are clearly defined in the operational guidelines and embedded in all partnership memorandums of understanding

**Collaborative:** All activities and interactions will be conducted in the spirit of collaboration and cooperation, revolving around a client-centred model of service.

### 3.1.3 Preliminary Service Delivery Considerations

Moving forward, the proposed 'One Stop' referral centre would seek to alleviate Greater Sudbury's perceived and validated gaps in services for newcomers. The strategic planning session provided insight into the *perceived* gaps in services available to newcomers in Greater Sudbury. It is important to note that while some of the local gaps of services identified below may be offered by local service providers, it is the *perception* of gaps in service delivery that is critical to understand. It is well established that newcomers are heavily reliant on personal referrals and recommendations to access services. In this context, newcomers may ask one of the service providers for a referral by asking, "is there is a local organization that can do 'XYZ' for me?" If that initial service provider is aware of an organization that provides 'XYZ', then a referral is a likely outcome and the newcomer's needs may be fulfilled. For this type of informal referral system to be effective, however, and to provide newcomers with a continuum of services, each service provider must have a thorough understanding of the local services available and the agencies involved in delivery. Without this level of understanding on the part of service providers, the entire referral system can break down, leading to negative outcomes for newcomers. The most commonly cited gaps in local services for newcomers included:

- general newcomer referral services
- translation, interpretation and document certification for services
- enhanced language training (ELT) for individuals who are internationally- trained professionals
- part time English and French language classes
- entrepreneurial support: access to business advisors





- newcomer youth leadership development
- counselling: assistance with forms and immigration matters; trauma support counselling; career and employment related counselling; provide settlement related information and support in a number of languages.
- school information/ counselling: information about the educational system; parent and youth specific workshops; providing support to both newcomer parents and children to adapt to the Canadian educational system
- employment support *and job search workshop services*: labour related services include resume assistance, offering workshops, return to work action plans, free internet and fax services
- accreditation and qualifications information: facilitators provide information, accreditation portfolio assistance, and guidance to alternative related occupations for internationally- trained professionals

It is important to note that it was beyond the scope of this study to evaluate or specifically inventory the current services for newcomers in Sudbury. The findings provided above should be further explored to determine the specific services required at the local 'One-Stop' referral centre, as compared to those available across the community.



## 4 National, Provincial and Local Immigration Trends

The Conference Board of Canada's *2010 Policy Options* report notes that the Canadian fertility rate was only 1.66 in 2007, which was well below the 2.10 needed to sustain current levels of population through natural increase. The Conference Board forecast suggests that immigration rates will increase gradually, from 250,000 annually in 2001 to a peak of 350,000 annually. Immigration will account for 80% of all population growth by 2030.<sup>1</sup> These trends are of paramount importance for communities across Canada if the labour force is to grow and remain vibrant.

Coupled with the falling fertility rate is the aging of the 'baby boom' generation which is positioning Canada and other developed countries towards a decline in the supply of workers. The Conference Board of Canada states that the challenge for Canada and other developed countries is that they are competing to attract and retain immigrants, particularly immigrants with the right mix of skills, knowledge and experience to address labour market needs.<sup>2</sup> The countries that can best adjust their selection, settlement and migration programs to meet the needs of their employers, immigrants and communities will fare the best.

Over the past decade, revisions to Canada's immigration laws and policies put greater emphasis on identifying and selecting economic class immigrants based on specific skill sets, language fluency, education and transferable experience and lesser emphasis on the family class and the protected persons class (i.e. refugees)<sup>3 4</sup>. The trend towards increased emphasis on selecting the economic class immigrants indicates a need to better integrate newcomers (both men and women) to the communities that they settle in.

It is also well documented that immigrants tend to settle in one of Canada's three largest urban centres: Montreal, Toronto and Vancouver. Immigrants settle into these cities primarily for two reasons. The first reason is that many of them have family or friends already living there and secondly the prospects for employment are higher compared to smaller centres. Neighbouring communities to Toronto, such as the Region of Peel and Region of York have experienced great increases in the number of immigrants to their communities, triggering the need to create newcomer settlement strategies to more effectively coordinate and deliver immigrant services across these regions.

The following key findings about immigrant characteristics come from the *Canada Facts and Figures: Immigration Overview Permanent and Temporary Residents 2011* report completed by Citizenship and Immigration Canada:

- Working-age immigrants who intend to work and possess managerial experience are driving immigration growth.

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<sup>1</sup> Hodgson, G. 2010. Canada's Future Labour Market: Immigrants to the Rescue? Policy Options, July-August 2010.

<sup>2</sup> The Conference Board of Canada. 2008. Renewing Immigration Towards a Convergence and Consolidation of Canada's Immigration Policies and Systems. p.i.

<sup>3</sup> Economic Class immigrants include persons applying for permanent residency under the Canadian Experience Class, which allows international students and certain types of temporary foreign workers (TFW) to parlay their Canadian work experience into an opportunity for permanent residency without the need to leave Canada and six other types of immigrants, including federal skilled workers, business immigrants, provincial nominees, Quebec skilled workers, Quebec business immigrants and live-in caregivers.

<sup>4</sup> Canada Facts and Figures : Immigration Overview Permanent and Temporary Residents 2011, Citizenship and Immigration Canada, 2012, p.17.

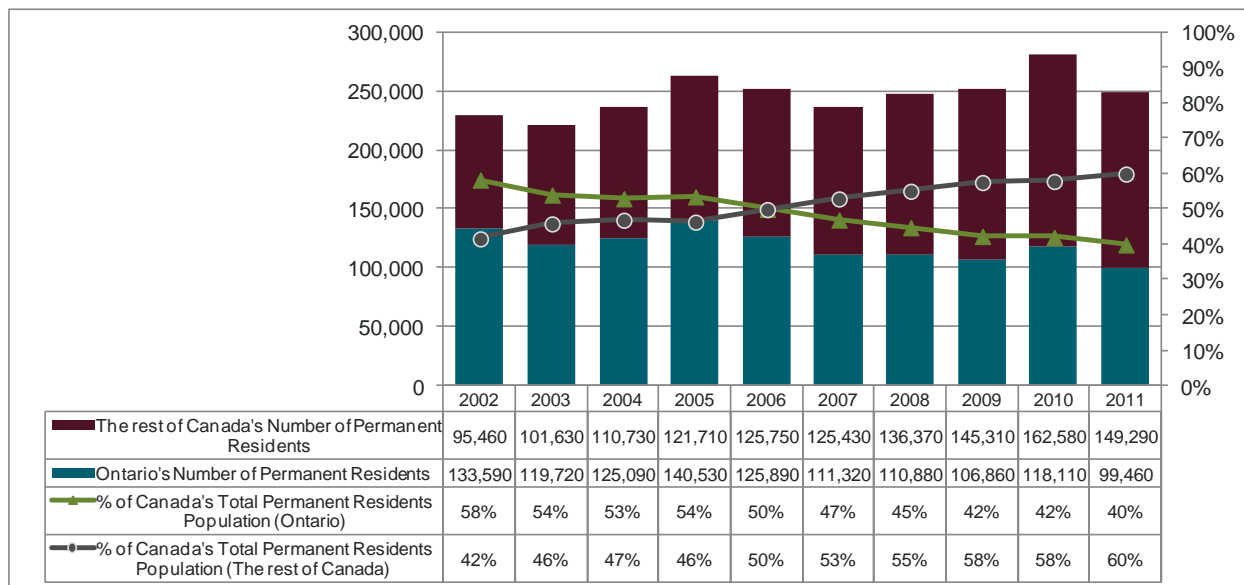


- A large component (greater than 40%) of immigrants have an university degree at the Bachelor's, Master's or Doctorate level.\*
- The majority of the permanent residents (52%) are women, which is a trend that remains consistent over the previous 10 years.
- The number of temporary foreign workers in Canada has doubled from 2005 to 2011. The majority of these workers (58%) are men.
- As of 2010, the Philippines overtook India and China as the largest source country for permanent residents.

Statistics Canada projects that within twenty years, at least one person in four could be foreign-born. This will be the highest proportion of foreign-born residents since Confederation. The increase that Canada could see in the percentage of foreign-born residents by 2031 is due to the foreign born population growing about four times faster than the rest of the population. Canada could have between 9.8 million to 12.5 million foreign-born residents by 2031, compared to 6.5 million in 2006.<sup>5</sup>

Ontario remains the top provincial destination for immigrants in Canada; however, the share of immigrants has declined considerably from the 2002 level of 133,590 (58% of Canada's permanent resident population) to under 100,000 (40%) by 2011. (Figure 1). As Figure 2 indicates, the immigrant losses in Ontario have occurred primarily in the economic class (82,130 in 2002 to 51,400 in 2011), which includes federal skilled workers, provincial nominees, live-in caregivers and business immigrants.

FIGURE 1: CANADA'S PERMANENT RESIDENT POPULATION



Source: Canada Facts and Figures: Immigration Overview Permanent and Temporary Residents 2011, Citizenship and Immigration Canada, 2012.

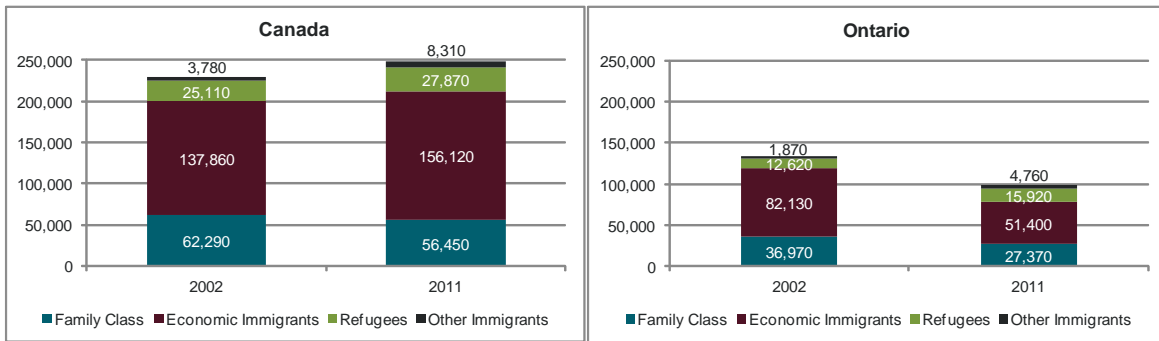
\* However, it is unclear whether or not the employment is in their field of study.

<sup>5</sup> Projections of the Diversity of the Canadian Population, 2006 to 2031, Statistics Canada, Catalogue no. 91-551-X.



In response to declining immigration numbers, the province of Ontario created an immigration strategy, which outlines a new direction for immigration. This strategy outlines 14 targets to attract highly skilled workers and their families, support diverse communities and grow a globally-connected economy. The first target is to raise the proportion of economic immigrants to 70 per cent from the current level of 52 per cent, as is the case in most other provinces. Economic immigrants are ready to enter the job market and the province is committed to helping them succeed and contribute to the economy and communities.

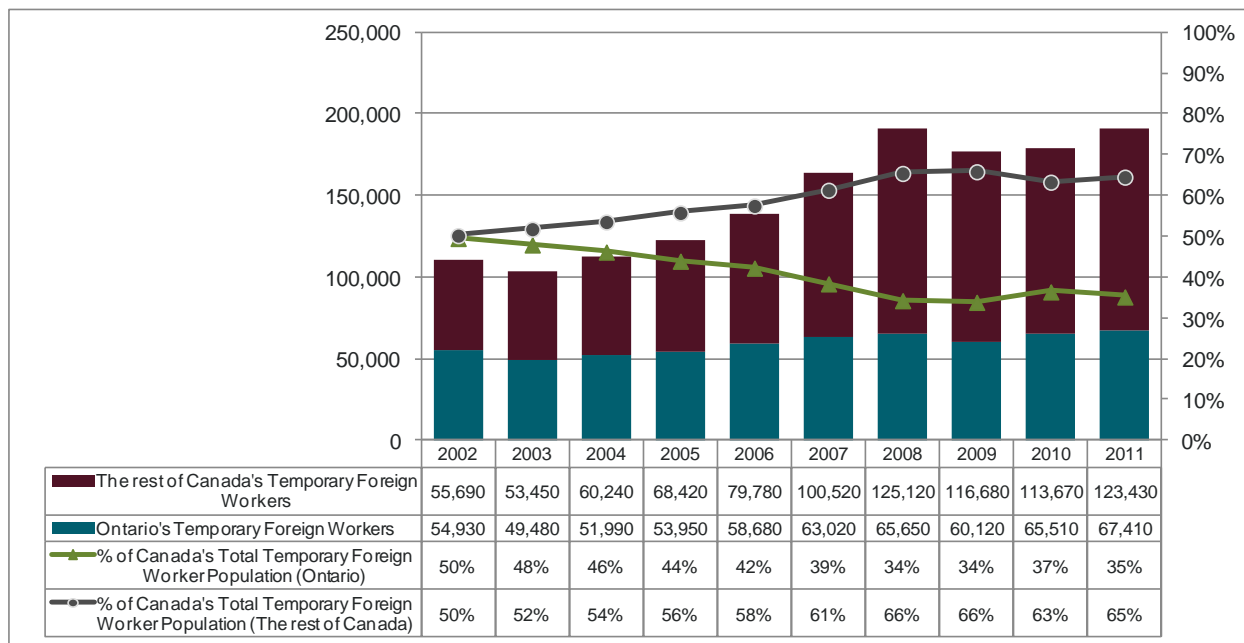
FIGURE 2: CANADA'S PERMANENT RESIDENTS BY CATEGORY



Source: Canada Facts and Figures: Immigration Overview Permanent and Temporary Residents 2011, Citizenship and Immigration Canada, 2012.

In terms of temporary foreign workers (TFW), growth in this classification of worker has outpaced the growth in economic class immigrants. Ontario remains the top destination for TFWs at over one-third (35%) of Canada's total, but the rest of Canada's growth in this classification outpaces Ontario.

FIGURE 3: CANADA'S TEMPORARY FOREIGN WORKER POPULATION (ENTRIES)

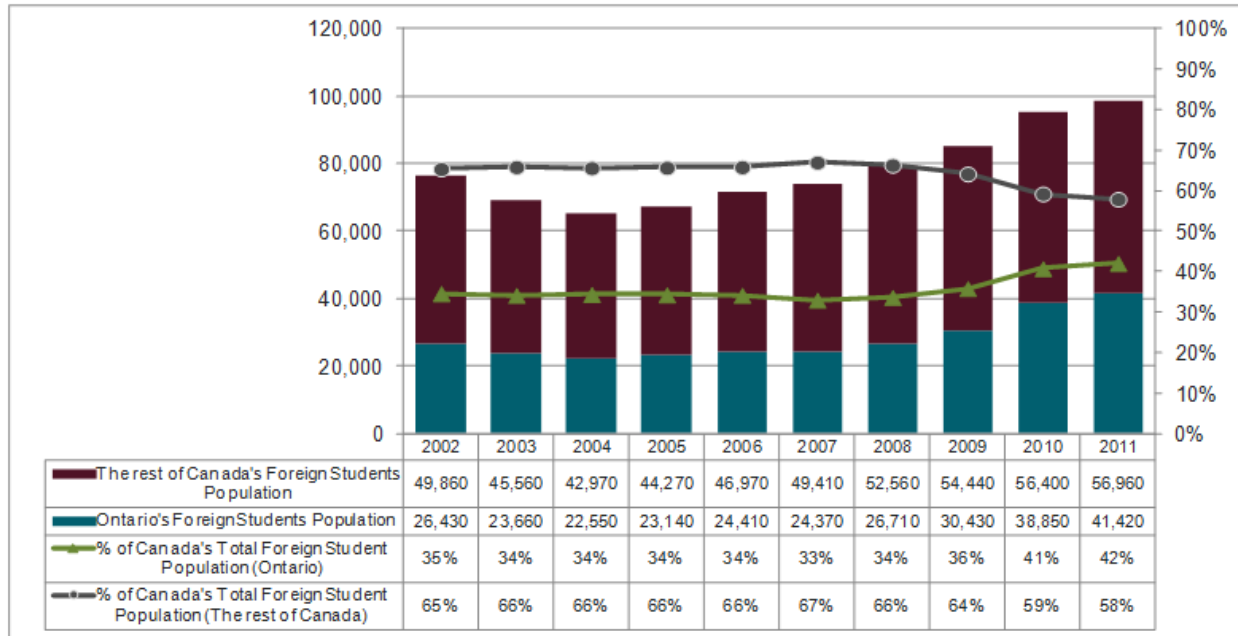


Source: Canada Facts and Figures: Immigration Overview Permanent and Temporary Residents 2011, Citizenship and Immigration Canada, 2012.



The number of foreign students has increased over the previous ten years throughout Canada. In 2002, there were over 76,000 foreign students in Canada, approximately one-third located in Ontario. Over the course of the ten years, more students have been attracted to Canada for educational purposes. Ontario has become a larger destination for these students and as of 2011 accounts for a larger proportion (42%) of the foreign student population.

FIGURE 4: CANADA'S FOREIGN STUDENT POPULATION (ENTRIES)



Source: Canada Facts and Figures: Immigration Overview Permanent and Temporary Residents 2011, Citizenship and Immigration Canada, 2012.

Regardless of immigrant category (i.e. permanent resident, temporary foreign worker or foreign study), these people are strongly attracted to the Greater Toronto Area (GTA) to settle. The surrounding regions (i.e. Peel and York and to a lesser extent Halton and Durham) are increasing their share of immigrants. Intra-provincial migration from these GTA communities will be a source of Sudbury's future population growth. As more and more immigrants move into Toronto, Peel Region and York Region there will be an increased interest from these populations to locate in communities such as Sudbury, in part driven by housing costs and cost of living. The one-stop referral centre will need to give direction for methods to attract, integrate and support intra-provincial migrants from the GTA to Sudbury.

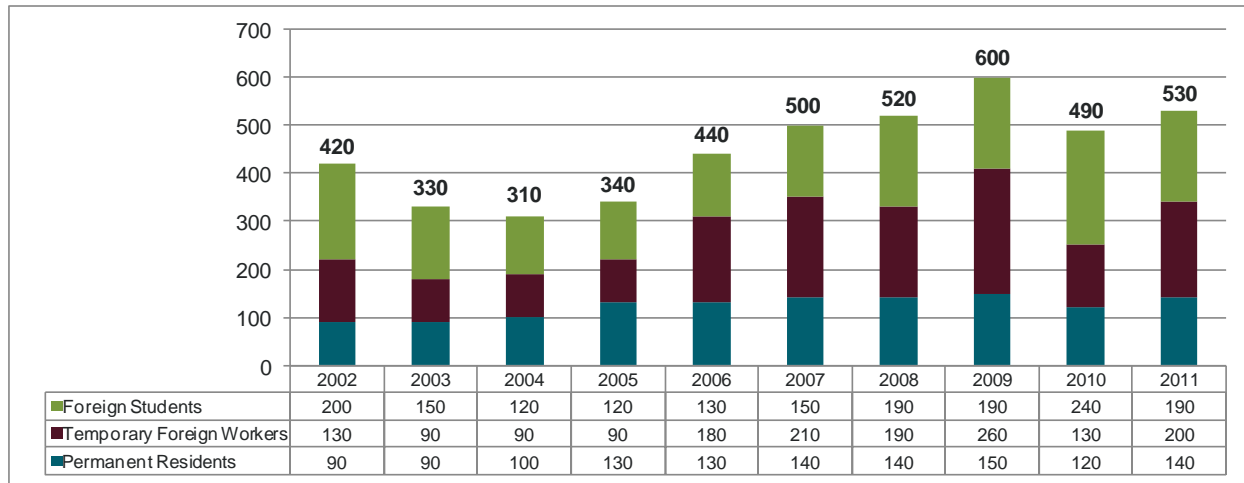
Immigrants who would most likely use the one-stop referral centre in Sudbury are permanent residents, temporary foreign workers and foreign students. According to Citizen and Immigration Canada statistics, Sudbury's immigration levels have varied over the course of the previous ten years from a low of 310 immigrants in 2004 to a high of 600 immigrants in 2009. There is an average of 450 new immigrants in Sudbury each year. The largest segment on average that locates in Sudbury is the foreign students' population, which is driven by students at Laurentian University and Cambrian College. New permanent residents to Sudbury have been low at an average of 123 over 2002 to 2011.

With these statistics in mind, it is important to raise a note of caution. These figures are delivered from Citizen and Immigration Canada statistics, which are based on immigrant's 'location of landing', which



tends to inflate the total immigration figures for gateway cities, such as Toronto or Montreal, while at the same time deflating the figures for more remote communities, such as Sudbury, which have higher rates of secondary migration or intra-provincial migration. Moreover, while Sudbury’s annual immigration figures are modest, newcomer needs do not cease after one year. In other words, any newcomer services potentially offered at a ‘one-stop’ referral centre must be scaled to accommodate the needs of Sudbury’s newcomers—inclusive of the last three to four years.

FIGURE 5: SUDBURY'S IMMIGRANT POPULATION



Source: Canada Facts and Figures: Immigration Overview Permanent and Temporary Residents 2011, Citizenship and Immigration Canada, 2012.



## 5 Sudbury's Immigrant Population

This section explores Sudbury's immigrant population using Statistics Canada Census population data and, where possible, the immigrant base that has moved to Sudbury during the 2001 to 2006 period. It is important to note that the 2011 Census data will not be released until late spring 2013. However, this feasibility study takes into consideration an assumption that those immigrants choosing to settle in the Greater Sudbury area between 2006 and 2011 will also benefit from the existence of a 'one-stop' referral centre.

During the 2001 to 2006 period, there were 660 immigrants that moved to Greater Sudbury. Nearly 80 per cent of this population were families, while the remaining 20 per cent were living with relatives, living alone or living with non-relatives. Nearly three quarters of the immigrants had been in the area for greater than one year. Of the immigrants that had moved within the 12 months prior to the Census period, over 10 per cent had come from within Canada to Sudbury.<sup>6</sup>

### 5.1 Citizenship

In 2006, 99 per cent of the Sudbury population was categorized as Canadian citizens, which indicates a very homogeneous citizenship population. Of the one percent of the population not classified as Canadian Citizens, the largest groups are from Northern Europe (specifically the United Kingdom), Southern Europe (specifically Italy) and the United States. Compared to the rest of Canada, six per cent of the population is not classified as Canadian citizens and the largest segments of this population have citizenship in eastern, southeast and southern Asia nations such as China, India and the Philippines.

### 5.2 Language

In 2006, approximately 40 per cent or 61,770 of Sudbury's residents had knowledge of both French and English. Of the remaining 60 per cent of the population, the majority had only knowledge of English (94,925) with a small portion with only knowledge of French (1,665). The large French speaking population makes Sudbury one of the largest French speaking communities outside of the province of Quebec. Other non-English or French speaking populations are Italian, Finnish, German and Ukrainian. In terms of the immigrant population arriving between 2001 and 2006, 80 per cent (525 people) had knowledge of the English language and four per cent (25 people) had knowledge of the French language. The remaining proportion (16% or 105) of the immigrants, were knowledgeable in both official languages. There were no immigrants reporting being unknowledgeable of at least of the two official languages of Canada, making it fair to say that immigration services at the centre could be primarily delivered in English and French.

### 5.3 Ethnic Origin

The ethnic origin of the immigrant population arriving in Sudbury was examined for the 2001 to 2006 period. The two largest regions where immigrants originated from were Africa (130 immigrants) and the United States (130 immigrants), which differs from the national and provincial trends where there are larger proportions of immigrants from Southern and Southeast Asia. There were also immigrants

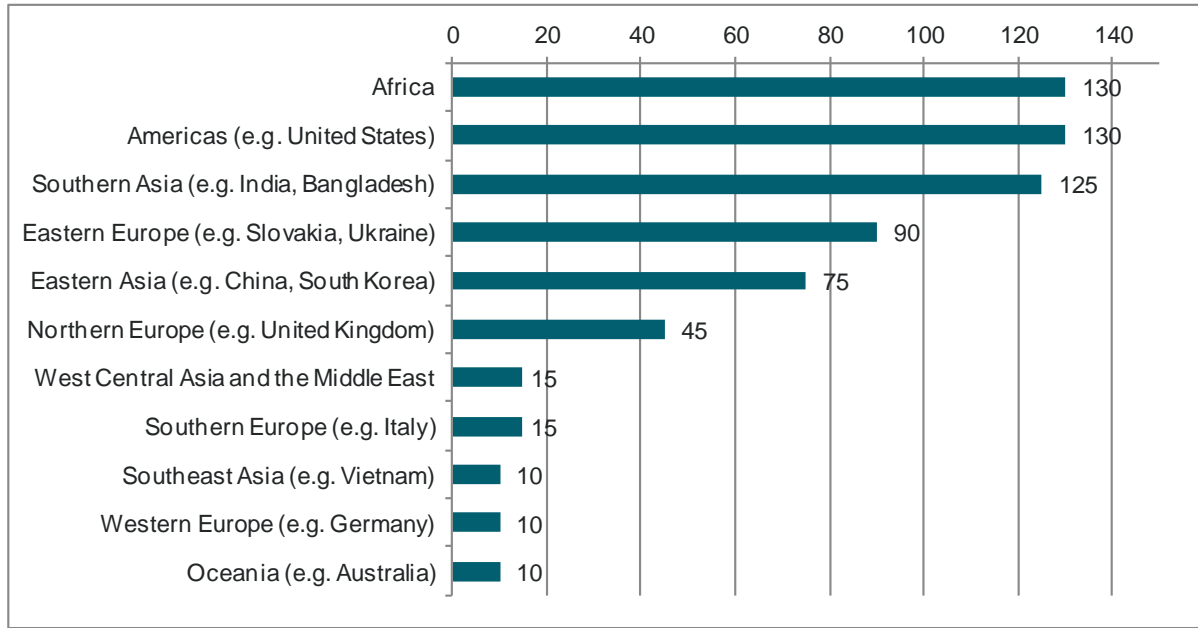
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<sup>6</sup> Statistics Canada - 2006 Census, Immigrant Status and Place of Birth, Catalogue Number 97-564-XCB2006008.



originating from Southern Asia (specifically India and Bangladesh) and Eastern Europe (specifically Slovakia and the Ukraine).

FIGURE 6: ETHNIC ORIGIN OF IMMIGRANTS TO SUDBURY



Source: Statistics Canada - 2006 Census. Immigrant Status and Period of Immigration and Place of Birth, Catalogue Number 97-557-XCB2006007.

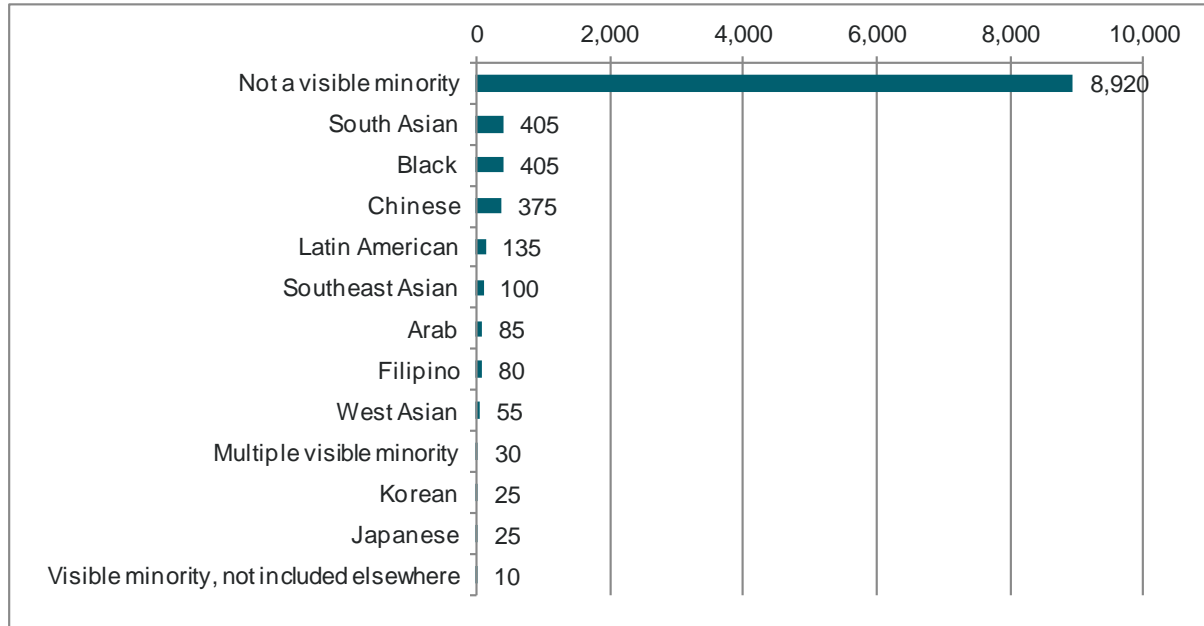
## 5.4 Visible Minorities

To determine the extent of Sudbury's visible minority status of the immigrant population, the first generation Canadian status for the population over the age of 15 was examined. Ninety eight per cent (98%) of Sudbury's population over the age of 15 is classified as 'not a visible minority'. However, the trends differ for the population that is considered first generation Canadian. Eighty-four per cent (84% or 8,920 people) of the population considered first generation Canadian is not a visible minority. Of the visible minority population, the larger concentrations are South Asian (405 people), Black (405 people) and Chinese (375 people). These trends indicate a strong non-visible minority population in Sudbury, but one that is growing.





FIGURE 7: VISIBLE MINORITY POPULATION (OVER THE AGE OF 15) OF FIRST GENERATION CANADIAN STATUS IN SUDBURY, 2006



Source: Statistics Canada - 2006 Census. Catalogue Number 97-562-XCB2006010.

## 5.5 Educational Attainment

Of the immigrant population that moved to Sudbury during 2001 to 2006, there were 540 immigrants who were 15 years of age or older. It is common for immigrants to have attained education above a high school diploma. Three hundred and ten immigrants (58%) during this time period reported having attained either an apprenticeship certificate, college or university degree. This proportion is higher than compared to Sudbury's population over the age of 15 where 40 per cent have attained either an apprenticeship certificate, college or university degree. A further one-quarter (24%) of immigrants had attained a high school diploma, which is consistent with the total population in Sudbury over the age of 15.

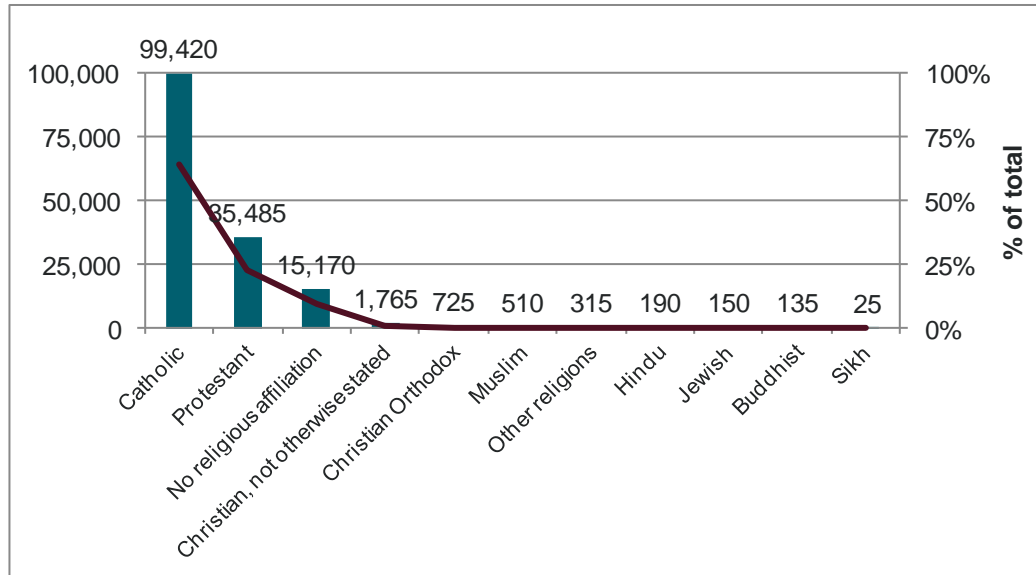
## 5.6 Religion

The latest information for religion from Statistics Canada is available for 2001. In 2001, nearly 100,000 people in Sudbury considered themselves as Catholic (65% of the total population). The second largest concentration in Sudbury was Protestant with 35,485 people (23% of the total population). At nearly 88 per cent of the population considered either Catholic or Protestant, there was a strong affiliation with the Christian faith in 2001. There was an estimated 10 per cent of the population who had no religious affiliation. Approximately sixty percent (60%) of Canada's immigrant population is affiliated with the Christian faith. The next largest group of immigrants have no religious affiliation (17.5%) followed by



immigrants affiliated with the Muslim religion.<sup>7</sup> The large concentration of Christian groups (Catholic and Protestant) in Sudbury indicates that many immigrants will have places of worship in the Greater Sudbury area. This is important to note as religious groups and centres serve as a key point of contact for immigrants when seeking services and supports. It will be important to reach out to these religious groups to ensure they are informed about the 'one-stop' centre and its purpose in the community.

FIGURE 8: RELIGIOUS AFFILIATION IN SUDBURY, 2001



Source: Statistics Canada - 2001 Census. Religion for Population, Catalogue Number 95F0450XCB2001004.

To further inform the Greater Sudbury 'one-stop' model feasibility, the next section will explore case study research of one-stop referral centre models within Ontario and internationally.

<sup>7</sup> Pew Research Centre, The Pew Forum on Religion and Public Life, Faith on the Move, <http://features.pewforum.org/religious-migration/destination-by-religion.php?sort=grandTotal>, viewed on March 4<sup>th</sup>, 2013, last modified on March 8<sup>th</sup>, 2012.



# 6 Case Study Research: ‘One-Stop’ Centre Models

This section presents the findings from six case study reviews on ‘One-Stop’ centre models. Beginning with an introduction of the specific models that were examined and drawing attention to each model’s defining characteristics, a detailed account of the lessons learned and promising practices for ‘one-stop’ referral and welcome centres are presented. These findings have been drawn from an international and provincial literature review and further informed through key-informant interviews with senior management within the Ontario based centres. Appendix I provides a list of organizations that participated in the interview process. Appendix II provides six detailed case studies of Ontario based newcomer oriented service organizations. The key learning from these case studies are summarized below.

## 6.1 Summary of Ontario Case Studies

### 6.1.1 Model Commonalities

The newcomer centres or welcome centres as they are commonly referred to, examined for this study are generally designed to offer immigrants relevant support services and to provide guidance to navigate through information and resources available within the respective service areas. A key function of the centres examined is that they serve as a central point of access to information, services, and community.

In terms of physical location characteristics, these centres are highly visible with prominent signage. They are typically situated on arterial roads and are well serviced by transit routes and stops. Each site is also in close proximity to ample free parking.

The majority of these centres operate during regular business hours from 9am to 5pm, Monday through Friday, but it was acknowledged through the interview process that extended hours should be considered. Pending staffing availability and funding to increase hours of operations, preference to remain accessible beyond the typical work day, especially on weekends was identified.

Each of these centres offered a range of on-site services extending beyond the settlement and integration services. In fact most centres, through either the co-location of services or joint servicing agreements, offer a full suite of services to their clients. This may include information or access to additional services including Ontario Works, counselling, and federal programs. Refer to Appendix II for the specific service listing offered at each centre profiled.

The models reviewed operated through a physical location for newcomers to access, and while newcomers are allowed to ‘drop-in’ at their convenience, they are typically asked to make an appointment should they require particular services. However, information resource centre areas were prominent in the space making it easy to drop in and pick up brochures, program information, etc.

Of those sites that were accessible for an on-site visit, it was evident that a key consideration to the physical layout was to create a welcoming climate that promoted a safe space. Staff was immediately visible through an open reception area, information was clearly displayed, and in many cases international flags were placed in a prominent space to demonstrate multiculturalism.



Majority of the centres offered some level of child care, or child minding service that was restricted to usage by the clients accessing the centre. This is seen as important, given the fact that clients may be at the centre for long periods throughout the day, as they participate in workshops, seminars and classes. Depending on the level of service delivery at the Greater Sudbury Referral Centre this is worth examination to determine if it is a necessary service, or a 'nice to have' service. Funding will also influence this decision.

### 6.1.2 Model Differences

While all centres examined operated from a physical space, there were variations across each. Below is a list of different building configurations for these centres:

- Standalone office building
- Ground floor of an apartment building
- Storefront in a big box retail power centre
- Converted fire hall
- Within a community centre

The varying building configurations of these centres may also be attributed to the scale under which each operates. For example, the Peel Newcomer centre represents the largest of all the centres examined. It has over 140 staff and hundreds of part-time volunteers. This centre is located in the standalone office building, due in part, to the required physical foot print required. The Thunder Bay Multicultural Association, on the other hand, is located in a converted fire hall. This centre is smaller with four core staff supported by additional staff for specific programming.

In terms of service delivery, some of the centres offer more remote service delivery options than others. While all the centres have a complementary website and offer telephone and email support during office hours, the York Region model offers 'mobile service delivery' and sophisticated video conferencing for clients. The Peel Newcomer centre also offers an online chat support feature for visitors to their website (each of these services is described at length in a later section).

As noted above, hours of operation were restricted. However, the centre in Peel region did offer evening services a couple of nights per week. Monitoring of client use of evening access would be important to ensure that this is seen as a value-add.

In some cases, the centres operated through a memorandum of understanding among those local service providers that worked collaboratively to make services accessible through this central location. It is recognized that this model is not easily achieved as each service provider has unique practices and policies which must be blended to achieve consensus. However there was a definite recognition that this collaborative delivery model was beneficial given the fiscal constraints under which these organizations operate. The end goal is to offer clients access to services that will support their settlement and integration into the community. With that common goal remaining top of mind, agencies were successful in coming together. Ongoing communication and regular meetings of staff at the front line, management and senior levels were seen as necessary to ensure information sharing and a strong team-driven approach.

In the case of the 'one stop' Greater Sudbury centre, many of these considerations will be very much dependent on how far beyond the referral function the centre may go. A referral centre is primarily a



central point of contact for information access and dissemination, and as such is more simplified in scope to the welcome centres that exist across Ontario.

## 6.2 Lessons Learned and Promising Practices

This section presents key learning from the available literature along with one-on-one interviews with representatives from the selected welcome centres across Ontario.

## 6.3 Ontario Findings

### 6.3.1 Central Challenges

**Initial contact** - Initial contact is often ill-suited to the needs of immigrants just arriving in a new country. Materials may be linguistically inaccessible and not presented using clear language practices, making them appear complex and confusing. Interactions with newcomers require great flexibility to ensure that there is alignment with how information is presented and how it is being received by the immigrant client. It requires staff to be knowledgeable about cultural interaction that is specific to the population they are serving. There are too few opportunities to access information on an as-needed basis. The focus on one-time supports and written material does not reflect newcomers preferred modes of interaction.<sup>8</sup>

**Method of engagement** - The linguistic and cultural appropriateness of services offered to newcomers is mixed. The format of services is often less than ideal. The use of on-line information sites, such as Immigrant Portals, serves a definite purpose, particularly for those immigrants that are seeking information prior to arrival. However, upon arrival, one-on-one, face-to-face support is the most effective.<sup>9</sup>

**Connections and Communication** – It is often challenging to ensure awareness of services across the community, particularly to those stakeholders that are most in need of the information. Determination of successful communication strategies is difficult and time consuming as it must be target specific for the types of information, and the manner in which it is presented is not necessarily consistent. This connectivity and communication function is often under-resourced and consequently less effective than would be preferred.

**Barriers to access** - Services are often located far from the people who will use them. Limited availability of transit and child care or child minding further restricts access. Access is also influenced by language and cultural barriers.

**Limited service offerings** - Services often fail to reflect the full range of service needs experienced by newcomers. Language, acculturation and employment programs tend to be more basic and less-attuned to the current needs of today's newcomer populations. Often times program funding is restrictive, placing service providers in a challenging position to actually deliver the services most in demand.

**Funding considerations** – In Ontario, current funding structures may be seen as promoting competition and not collaboration. Smaller organizations, in particular, do not have resources available for

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<sup>8</sup> Region of Peel. (2010). Newcomer Settlement and Inclusion in Peel: Building on Existing Assets; The Full Report on the Vision of a New Model for Enhancing Newcomer Settlement Services in Peel.

<sup>9</sup> Region of Peel. (2010). Newcomer Settlement and Inclusion in Peel: Building on Existing Assets; The Full Report on the Vision of a New Model for Enhancing Newcomer Settlement Services in Peel.



partnerships, collaboration or extensive participation in joint structures. There is a well recognized need for more one-on-one services, reflecting what newcomers say they want and need, but there is concern that the current funding system fails to support a service delivery model that accurately aligns with that need.

**Staffing Considerations** – Staff turnover is seen as high with too few advancement opportunities, especially in smaller organizations, resulting in a loss of knowledge and talent as employees leave. More stability within the non-profit sector funding model, the channel through which most of these programs are delivered, would protect the human capital assets which are critical to successful service delivery. At a minimum staff at these centres typically require: an understanding of the barriers and challenges faced by new-comers; proficiency in more than one language; experience working with or teaching newcomers; polished interpersonal skills; intermediate computer skills; university degree is preferred but not always necessary.<sup>10</sup> Experience in the field is less important than a genuine passion and enthusiasm for the position.<sup>11</sup>

### 6.3.2 Promising Practices and Key Considerations

**Community partnerships** - Service delivery is most effective and efficient when it is well connected to the community and the local service organizations. Partnerships and collaborative delivery is beneficial and enhances outcomes. The receptivity of the host community/organization is also important to success.<sup>12</sup>

**Build your services around a need, not funding** – It is a mistake to chase funding because funding programs change. Instead, build services around a core need of the population. Identify and validate the gap in services and build a program that fills it. Funding should be a secondary consideration.

**Case management** – The most effective models (as measured by client satisfaction and outcomes) use case management as the most effective tool for supporting newcomers through the complex array of services and the supports they need.<sup>13</sup> A Case Management model ensures that newcomers would be provided with a case manager who would, on an ongoing basis, identify the appropriate service to support the next stage of settlement and integration. WCG International offers a full range of case management solutions to support welcome centres in Ontario.

**A coordinated approach** - A common intake, assessment and referral approach improves navigation and integration of services and enables service providers to offer a “No Wrong Door” approach, steering newcomers to the services they need from any point of contact. Mainstream services not primarily dedicated to newcomers should be connected to this intake a referral system, as should informal service providers.

**Do not discard existing assets** - Development and implementation of a new or enhanced model should take place through ongoing consultations within the sector to ensure that all assets are maximized.

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<sup>10</sup> Personal Communication. (2013). Representative of the Vaughn Welcome Centre.

<sup>11</sup> Personal Communication. (2013). Representative of the Peel Newcomer Centre.

<sup>12</sup> Region of Peel. (2010). Newcomer Settlement and Inclusion in Peel: Building on Existing Assets; The Full Report on the Vision of a New Model for Enhancing Newcomer Settlement Services in Peel.

<sup>13</sup> Personal Communication. (2013). Toronto YMCA interview participant; Region of Peel. (2010). Newcomer Settlement and Inclusion in Peel: Building on Existing Assets; The Full Report on the Vision of a New Model for Enhancing Newcomer Settlement Services in Peel.



**Offer a “carrot” to stimulate cooperation** – The promise of improved service delivery to clients is not enough to ensure cooperation and collaboration among service providers. Look for any incentives that may bring people to the table. Funding considerations are a primary driver to collaborate, but should not be the only motivator. In this regard, it is important to understand “where potential partners are coming from” and what their respective motivations may be. This can enable compromise and cooperation if the goals of each organization are compatible.

**Find a champion** – A community champion is often required to break down silos and build trust among potentially competing organizations. This champion can speak to a shared vision that each of the fragmented service providers can understand and ultimately embrace as their own. The goal should be to build and sustain a coalition because one group working alone will not succeed. Decision by consensus is most recommended to retain that collaborative approach.

**Embrace funding partners as more than just a financial resource** – Funders should be viewed as a partner of the centre. Whenever possible, invite funding representatives to notable events to give them an unfiltered sense of the types, and level, of services that are being delivered. This will be invaluable when applying for and maintaining funding.

**Shared administrative costs** – While financial motivations should not be the primary driver of cooperation or co-location of service providers, the prospect of sharing administrative costs is a powerful motivator. Often organizations are unwilling to give-up their core function, but they are willing to delegate administrative duties. This may serve as a first step towards a co-location of services or even the consolidation of services. In the case of a referral centre, there are significant people hours required to manage the intake of new clients. Lessening the outreach activities to bring prospective clients to the services, can increase efficiencies and save financial and human resources.

**Offering quality service is paramount in terms of longevity and sustainability**– Ensuring a quality client experience is crucial to any service delivery organization. Welcome centres are heavily reliant on word of mouth to drive traffic and to increase the volume of users. Positive word of mouth, over the long term, is the most powerful advertising tool.

## 6.4 International Findings

This section presents the findings from several international case studies. An instructive resource for the establishment of a ‘one-stop’ shop newcomer centre comes from a 2009 European Commission report entitled, ‘Handbook on how to implement a one-stop-shop for immigrant integration’. This report provides a step by step manual for how and why to set-up a one-stop centre. The report can be accessed through the web at (<http://www.oss.inti.acidi.gov.pt>).

**Regular evaluation** - Following implementation of any model, it is important to continuously evaluate all services offerings and the centre as a whole. This promotes continuous improvement and adaptation or expansion of services, and introduction of new services.<sup>14</sup> It is also an important aspect of sustainability as funders require result-based outcomes.

**A One-Stop-shop model should provide services according to integration needs** - communities with longer histories of immigration may wish to focus these services on people with integration or

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<sup>14</sup> European Commission. (2009). Handbook on how to implement a one-stop-shop for immigrant integration.



employment needs, anti-discrimination, social inclusion and/or on citizenship services. On the other hand, countries with more recent immigration will necessarily have a strong emphasis on language and information services and on people's immediate post-arrival needs.

European based models are centred on **cultural mediators** – These individuals serve to promote immigrant reception and integration, aiming to reduce distance and distrust in Government services. Translation, interpretation and mediation are the cultural mediator's main tasks in order to achieve these goals.

**Staffing and operational arrangements** - while implementation requires the supervision of one umbrella local authority, each agency or organization with a branch present at the One-Stop Shop should retain its competences and should not delegate these to the umbrella organisation. The staff should remain working for their own agency or organization with the support of the One-Stop Shop.

The number of mediators employed at a centre will depend on the size of the One-Stop-Shop. It will be necessary to make an estimate in advance of the number of daily visits, in order to properly staff the One-Stop-Shop. This will then provide an indication of the staff costs. The implementation of the One-Stop-Shop will involve training costs for both the staff of Government agencies and for the cultural mediators of the centre. There will also be ongoing training costs in order to keep staff up-to-date on legislation, procedures and new services to be provided.





## 7 Service Considerations and Relevant Programs and Funders

This section briefly describes the shared jurisdiction for immigration in Ontario. It then outlines the three most likely sources of external funding for a local 'one-stop' referral centre. The final section describes several additional potential sources of funding.

### 7.1.1 Context for Ontario's shared Jurisdiction in Immigration:

#### Federal Role:

- Administers the Immigration and Refugee Protection Act (IRPA) and other legislation governing immigration to Canada.
- In consultation with provinces, sets annual immigration levels / selects most immigrants to Canada. Ensures public safety and security related to immigration, including determining admissibility.
- Funds immigrant settlement services to support the integration of newcomers.
- Provides admission to temporary residents and provides determinations on refugee claims.
- Confers and/or revokes citizenship.<sup>15</sup>

#### Ontario's Role

- Supports the social and economic integration of newcomers through orientation and referral services, language training, and employment supports.
- Limited selection of immigrants destined to Ontario through Opportunities Ontario: Provincial Nominee Program and the Temporary Foreign Worker Agreement.
- Influences federal immigration policies and programs in Ontario by engaging in multilateral immigration tables and bilateral agreements.<sup>16</sup>

### 7.1.2 Citizenship and Immigration Canada (CIC)

Under the Integration Program, CIC provides a range of settlement services to newcomers across Canada. These services make up the Settlement Program. The Settlement Program is aimed at supporting newcomers in their settlement and integration by providing:

- the information they need to better understand life in Canada and make informed decisions about their settlement experience;
- language training so they have the language skills to function in Canada;
- the required assistance to find employment that corresponds with their skills and education; and
- the help to establish networks and contacts so they are engaged and feel welcomed in their communities.

In 2009, CIC introduced a modernized approach to settlement programming. Consequently, settlement programming has moved from separate programs (i.e., Language Instruction for Newcomers to Canada,

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<sup>15</sup> Ontario Ministry of Citizenship and Immigration (2013). Expanding Our Routes to Success. Accessed From: [http://www.citizenship.gov.on.ca/english/keyinitiatives/imm\\_str/roundtable/appendix-who-does-what-shared-jurisdiction-in-immigration.shtml](http://www.citizenship.gov.on.ca/english/keyinitiatives/imm_str/roundtable/appendix-who-does-what-shared-jurisdiction-in-immigration.shtml)

<sup>16</sup> Ibid.



Immigrant Settlement and Adaptation Program, and Host) to one single Settlement Program. The approach is activity- and outcome-based to make sure settlement programming is responsive and flexible to meet clients' needs. The Settlement Program assists in delivering services that contribute to one or more of the following five expected results

- Orientation—Newcomers make informed decisions about their settlement and understand life in Canada
- Language/Skills—Newcomers have language/skills needed to function in Canada
- Labour Market Access—Newcomers obtain the required assistance to find employment commensurate with their skills and education
- Welcoming Communities—Newcomers receive help to establish social and professional networks so they are engaged and feel welcomed in their communities
- Policy and Program Development—To ensure effective delivery and achieve comparable settlement outcomes across Canada

There are four key streams under which initiatives may be combined to lead to the expected results. The **Information & Awareness Services** stream provides pre- and post-arrival information, including information on housing, employment, language training, education and skills development. The **Language Learning & Skills Development** stream provides language and skills development training, including language, literacy and numeric instruction, language learning circles, and life skills training. The **Employment-Related Services** stream provides newcomers with assistance in searching, gaining and retaining employment, including resume preparation clinics, work placements, and job search workshops. The **Community Connections** stream provides help in establishing a social and professional network through initiatives, including youth leadership projects, conversation circles, and mentoring.

In addition, the following streams help facilitate a newcomer's access to settlement services—**Needs Assessment and Referrals and Support Services**. These streams provide assistance with accessing the programs and services needed to help newcomers settle in their community. As a result, activities in these streams are almost always combined with other streams to achieve positive results for newcomers.

A complete menu of potential services is presented in Appendix III.

### 7.1.3 Ontario Ministry of Citizenship and Immigration (MCI)

The MCI is responsible for funding the **Newcomers' Settlement Program (NSP)**. This program assists newcomers who are settling, adjusting and contributing to life in Canada and Ontario's communities. The NSP's objective is to support the early and effective settlement of newcomers to Ontario. The goal of the NSP is to help newcomers fully engage in all aspects of Canadian life, social, economic, political and cultural, and to maximize the benefits of their participation and contribution to the Canadian society.

The eligibility requirements for this program are far less restrictive than for CIC based programs. To be eligible for the MCI NSP you may be a refugee Claimant, a landed immigrant, a visitor, a Work Permit Holder, a Student Visa Holder, a Minister's Permit Holder or a Canadian Citizen. There is also no fee to participate or use these services.

The NSP is generally centred on counselling services that helps clients through offering information or referrals on a range of subjects. Example areas of counselling include:

- Housing (finding affordable housing, subsidized housing; landlord-tenant issues, etc)



- Legal Issues (Referrals to Durham Legal Clinic, Referrals to Lawyers, etc.)
- Citizenship and Immigration Issues (Filling out forms and applications i.e., sponsorship Applications, citizenship Applications, Invitation Letters, etc.), changes in regulations; updates of refugee law; etc)
- Financial Issues (dealing with financial issues such as income taxes, assessing your eligibility for income support or other social services, Debt problems, etc.)
- Education (finding and enrolling in schools and other training programs, Credential Assessment)
- Language classes (LINC and ESL, etc.)

### 7.1.4 Ontario Trillium Foundation

The Ontario Trillium Foundation provides grants to a variety of community based organizations. Many of the Ontario's newcomer or welcome centres receive funding from the Ontario Trillium Foundation. The Foundation provides funding based on an applicant's alignment with its mandate to:

- Support initiatives that remove barriers and promote or increase equitable access to social and economic participation in community life
- Support the capacity of organizations to adapt, innovate, collaborate and embrace sustainable ways of working together in order to achieve better outcomes
- Foster networks and intermediary organizations that strengthen the human and social services sector overall
- Support projects that engage Ontarians in developing more resilient communities

The Foundation also employs rigid application criteria. The majority of criteria are supportive of the mandate of the proposed 'one-stop' referral centre as described for this study. For example applications are assessed based on:

- Approaches that build more inclusive communities and address barriers of all types; approaches that value, foster and celebrate diversity.

### 7.1.5 Other funding Sources

Beyond the sources of funding described above, there are a number of other potential funding sources for proposed 'one-stop' referral centre. These include, but are not limited to:

**United Way:** Among other related areas, the United Way funds programs that focus on supporting resident and community engagement and supporting community integration and settlement.

**Ontario Ministry of Northern Development and Mines:** Among other related areas this ministry funds programs to support a strong investment attraction climate in Northern Ontario. This program may be leveraged to support local efforts to attract and retain newcomers to the area.

**The Department of Canadian Heritage:** This government body funds programs related to language training and supports not-for-profit organizations that deliver youth exchanges and youth forums that awaken Canadian youth to our country's diversity of cultures and languages, landscapes and lifestyles.

**Community donations and private sector funding:** In many ways, this 'one-stop' referral centre is a social enterprise which directly and indirectly supports the local community and its economy. If positioned correctly, local businesses should see the merit of supporting the creation and operation of such an



organization as it will help to bolster the local workforce. Accordingly, this potential source of funding should not be ignored.

Access to funding and alignment with funder mandates and priority criteria will require significant research and consideration moving from feasibility to implementation of the Greater Sudbury One-Stop Referral Centre.



## 8 One-Stop' Referral Centre Service Delivery Options and Site Selection Considerations

This section presents a summary of findings emerging through the one-on-one interviews with select newcomer or welcome centre service providers across Ontario. The purpose of this section is to present:

- an informed understanding of the various service delivery options available to a Sudbury 'one-stop' referral centre; and
- a prioritized list of site selection factors for the location of a local referral centre.

### 8.1 Virtual Delivery and Remote Service Delivery

Those Ontario based service providers who participated in the interview process clearly indicated that there is no substitute or replacement for a physical 'one-stop' referral centre model. With that said, there are several ways in which the physical location can be complemented through virtual or remote service delivery. Virtual Delivery can take many different forms, including: 1) telephone, 2) email, 3) websites 4) Skype, and 5) interactive multi-point video conferencing.

While telephone communication is still the most common remote service, email is increasingly being used by clients to interact with 'one-stop' staff. Many 'one-stop' centres have an online presence (website), which oftentimes is directly linked to a community immigrant web portal that serves as an information site for the geographic area. These sites have been primarily funded through provincial and/or federal funding in an effort to ensure immigrants have easy access to local information. Thunder Bay, for example, through the local multicultural association, supports a web portal to provide newcomers with relevant information, resources and links to ensure that they are well-informed. The portal offers a comprehensive list of resources related to settlement, housing, healthcare and employment services (<http://www.immigrationnorthwesternontario.ca/>). The City of Toronto also supports a newcomer immigrant portal that offers an interactive tool for perspective immigrants to find out if they are eligible to immigrate to Canada (<http://www1.toronto.ca/wps/portal/toronto/content?>).

According to one key-informant, "virtual delivery of specific services is cost effective, but without the human element (available in person or over the phone) clients are less likely to get what they need."<sup>17</sup> In some cases clients with varying degrees of computer literacy may hit a 'snag' online and without alternate support the client will give-up or disengage from the system, which may lead to negative outcomes for the client.

Beyond online or internet based resources, some welcome centres in the Greater Toronto Area are equipped with sophisticated technology that enables real time, fully interactive, video conferencing with several end point locations (system supported by CISCO Systems Inc.). With this technology, a workshop or counselling session can be hosted in one centre, but experienced in several others. The capital cost of

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<sup>17</sup> Personal Communication. (2013). Representative of the Vaughn Welcome Centre.



this system is considerable and may be cost prohibitive; however, the system presents many **advantages** including:

- significant travel savings;
- improved communication as conferencing restores many visual cues;
- improved access to services;
- reduction in staffing and deliver cost (services are scalable);
- there are also no costs to add additional participants to a virtual meeting, so it is easier to bring the right group of people together; finally,
- it offers improved networking and collaboration amongst different service providers.

The primary **disadvantages** of such as system include:

- Cost;
- not a substitute for face to face engagement in terms of building trust;
- and user familiarity: it takes time to get people used to the idea and the use of technology/ software itself.

**Mobile Service Delivery:** All core services found in the welcome centres in York Region are being delivered to selected gateway and satellite locations through mobile service delivery. The goal is to offer additional services that are not currently available at the community level. The services revolve around: language training needs assessment and referrals and employment information. The mobile service uses a large (eight passenger van) to travel to different communities. The mobile unit's staff is dictated by the types of appointments on any given day. Other service providers are also invited to support this mode of service delivery by assigning staff to participate in the outreach visits. For example, health care providers may provide inoculations at language training sessions. The van operates 4 days a week with extended hours to accommodate the needs of those that work during regular business hours.

**Cost-benefit considerations:** In terms of the cost-benefit analysis, the key-informants were unable to quantify the level of service offered remotely/virtually, independent from the services and support offered physical one stop location. Moreover, the available literature offers no evaluation metrics to gauge the outcomes for clients exclusively using virtual resources. In this context, key-informants uniformly recommended a blended approach to service delivery—one that utilizes all available resources while not relying on one or two. With that said, some clients require minimal intervention on the part of the service provider. Accordingly, interactions with these clients should be made as efficient as possible through the use of low-cost, self-serve tools (e.g., online resources) to allow staff to focus on clients that need more extensive assistance. It is important to keep the requirements of the client top of mind in planning modes of delivery. To utilize a multi-pronged delivery system will allow clients to be involved in the selection of services they seek, through a delivery mode that is most appropriate.

## 8.2 Site Selection Considerations and Checklist

This section presents the key site selection considerations for a 'one-stop' referral centre in Greater Sudbury. The factors have been broken down by their level of importance (important, neutral, less important). These considerations have been prioritized according to their influence on effective service delivery and not necessarily the financial cost of the location.



### Important:

- Proximity to complementary service providers: the provision for the co-location of services is optimal
- Transit access: well serviced by public transit routes and stops
- Ample public parking
- Highly visible: the location must allow for highly visible signage to support easy recognition

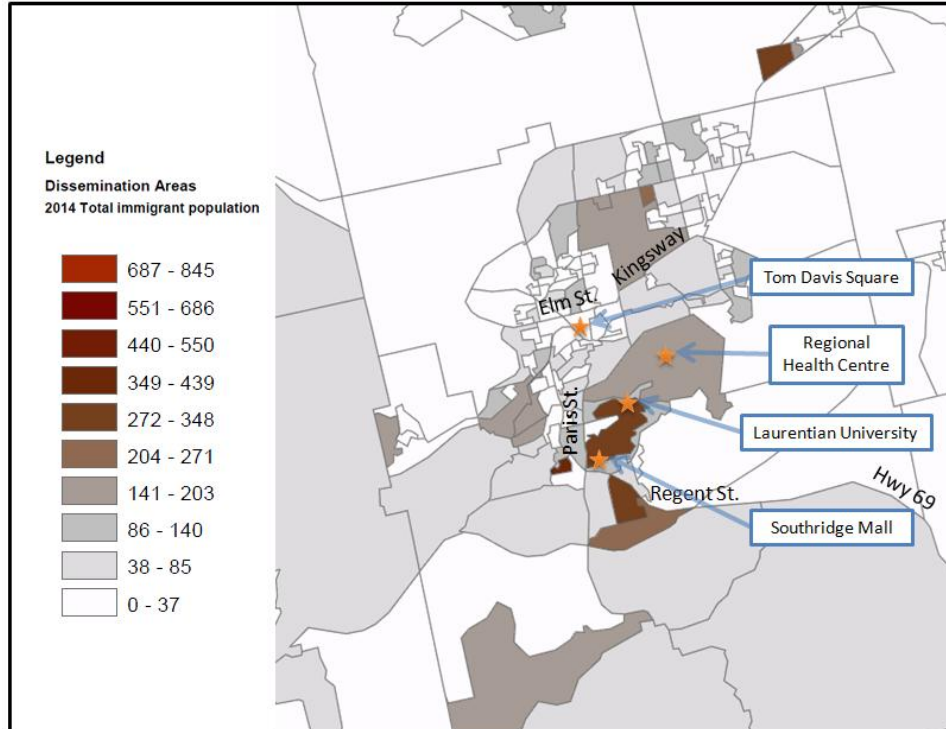
### Neutral:

- Perception of safe environment: physical location, well-kept building, area where mobile and walking traffic is evident, etc.
- High levels of newcomer foot traffic: areas with greatest levels of newcomer foot traffic are preferred
- Proximity to community hubs like libraries, hospitals or police stations

### Less Important:

- Flexible space to accommodate expansion
- Proximity to high concentration of recent immigrants (see Figure 9 below)
- Cost of property
- State of building repair

FIGURE 9 CITY OF SUDBURY 2014 PROJECTED TOTAL IMMIGRANT POPULATION BY DISSEMINATION AREAS



Source: Sudbury Local Immigration Partnership. 2011. 'Creating a Sanctuary for New Citizens: Taking Action Local Settlement Strategy'. Adapted by Millier Dickinson Blais Inc.





# 9 Structure and Financial Considerations

## 9.1 Governance and Structure

Given the preliminary vision and guiding principles drafted for the 'one stop' referral centre by the 'ad-hoc committee' and presented earlier in this report, it is important to consider the structure under which this centre would operate. Two options are presented for consideration. The centre may operate as an incorporated not-for profit organization with legal provisions designed to minimize potential 'mission drift'. The funding requirements of the centre would be based on its program delivery responsibilities which require identification and validation. Alternatively, the centre could function through a "host" organization that will serve as the central connection tasked with information collection and dissemination, bringing relevant service organizations together, scheduling space and other administrative tasks, and activities identified that benefit from a centralized channel. In this model, all funding and contractual obligations would ultimately lie with the 'host' organization but a Steering Committee would accept "governance" responsibility and ensure that the vision and guiding principles remain visible in the function and delivery of the mandate of the centre. This is a more complex model and certainly requires a significant presence of trust among those agencies involved, and the 'host' organization.

Where possible and feasible, it is recommended that the centre operate as a separate, incorporated entity, as is the case with the models that were presented as part of the case studies. A key consideration to this approach is the establishment of a centre which functions as a 'neutral body' that is client-centred and results driven. Its purpose is not to promote one service delivery agency over another, nor one service over another, but rather to strengthen collaboration and cooperation among local service agencies to support awareness and access of all relevant services, facilitate elimination of duplication, and to address service gaps.

## 9.2 Financial Considerations

Nevertheless, it is useful to understand the minimal funding requirements to operate the most basic of typical newcomer referral centres. Funding is generally allocated towards two categories:

**Administration:** funding would be based on managerial, administrative and program delivery requirements.

**Program budgets:** key program areas may include those captured in the section entitled 'Preliminary Service Delivery Considerations'. Examples of these services include, general newcomer referral services, translation, interpretation and document certification for services, and enhanced language training that is not offered through the existing service network.

It is recommended that the organization funding requirements for administration and core program areas be funded through a combination of the following:

- Community and business contributions
- Federal core funding
- Provincial core funding





- Project based funding

FIGURE 10 SUDBURY 'ONE STOP' REFERRAL CENTRE PROPOSED ANNUAL BUDGET

| PROJECTED FULL YEAR                      | Budget (Year 1)  | Budget (Year 2)  | Budget Notes   |
|--|------------------|------------------|--|
| <b>Human Resources Expenditures</b>      |                  |                  |  |
| Program Coordinator                      | 60,000           | 61,800           |  |
| Cultural mediator/Admin Staff            | 36,000           | 37,080           | \$18/hr  |
| MERC/Benefits                            | 16,800           | 17,304           | Approx 5.5% for EI, CPP, 12% for benefits  |
| Recruitment Costs                        | 4,000            |                  |  |
| Interns                                  | 27,500           | 27,500           | 90% funding towards salary up to two years   |
| As Required Interpreter Services         | 4,800            | 4,800            | \$35 per hour  |
| <b>Total Salaries and Benefits</b>       | <b>\$149,100</b> | <b>\$148,484</b> |  |
| <b>Overhead Expenditures</b>             |                  |                  |  |
| - Travel/Meals                           | 4,920            | 4,920            | Assuming 4 day trips per month @ 150km (Program Coordinator) & 4 meals- mileage at \$0.55 per/km |
| - Professional Services:                 |                  |                  |  |
| Bookkeeping/Accounting                   | 6,000            | 6,000            | including annual Audit   |
| Document Translation                     | 7,500            | 7,500            |  |
| - Office Expenditures:                   |                  |                  |  |
| Office Space                             | 14,000           | 14,000           | 1000 sq ft/\$14 sq ft  |
| Mail/Couriers                            | 600              | 600              | (Purolator discount as a non-profit)   |
| Materials/Supplies                       | 2,500            | 1,000            | office cabinets, stationary, start up supplies, etc.   |
| Printing/Photocopy/Promotional Materials | 5,000            | 3,000            | brochures, newsletters, website design/maintenance   |
| Computers and software                   | 4,000            | 1,800            |  |
| Telecommunications                       | 1,400            | 1,400            | Inclusive of phone and internet  |
| Other (Define)                           | 3,500            | 2,000            | office furniture   |
| <b>Total Overhead Expenditures</b>       | <b>\$49,420</b>  | <b>\$42,220</b>  |  |
| <b>TOTAL BUDGET (HR + Overhead)</b>      | <b>\$198,520</b> | <b>\$190,704</b> |  |



# 10 Conclusion and Recommendations

## 10.1 Recommendations

In the context of national, provincial and local immigration trends, there is a clear need for strategies and initiatives that strengthen local attractiveness beyond the top three immigrant attracting centres, that being Toronto, Montreal and Vancouver. Local communities are seeking talent and it is well researched that immigration will be a key contributor to local labour markets.

The establishment of a Sudbury ‘one-stop’ referral centre was identified as part of the Sudbury LIP strategy development. It is the recommendation that such a centre would support immigrants choosing to locate to Greater Sudbury, and ensure information that is accessible and disseminated efficiently. The centre would accomplish this through a central point of access. In this context, it is recommended that Greater Sudbury embrace a ‘one-stop’ referral centre model that incorporates the follow aspects:

- Provide for the establishment of a physical presence, with efforts directed at offering a blended approach to service delivery—one that utilizes all available relevant resources, and not simply relying on any single channel. With that said, some clients require minimal intervention on the part of the service provider. Accordingly, interactions with these clients should be made as efficient as possible through the use of lower-cost, self-serve tools (e.g., online resources) to allow staff to focus on more intensive cases.
- Provision of services, at a minimum, in both official languages.
- Provide for the establishment of a “No Wrong Door” referral process and the creation of outreach staff that ensure access, despite barriers such as transportation. The model addresses the need to build on the assets of existing service infrastructure by supporting the ongoing contribution of all service providers.
- Target geographic areas with a high proportion of recent immigrants as informed by the demographic data. These areas should be serviced by a centrally located facility that is: highly visible, widely promoted and functions as a referral centre to provide an accessible gateway to the service infrastructure for all newcomers. If possible, this centre could be co-located to service providing organizations to create a one-stop shop that will lead to an easy to-navigate gateway to a full range of settlement and integration services.
- Newly arriving immigrants to Sudbury should be provided with a map of Sudbury showing the location of the centre and providing contact information and identifying the centre as a contact point for access to a full range of services and information needed for settlement and integration. Advertisements at the Sudbury Airport would facilitate the connection of newcomers with the centre.
- The centre should also utilize a one-on-one, face-to-face referral model, which is reflective of the most effective approach to generate positive outcomes for newcomers.
- The centre should be designed to support the broadest range of settlement services available within the community in the most accessible and appropriate way possible.

What still needs to be determined through further consultation, is the degree of interest to have such a centre may be utilized as a space for service delivery among existing funded agencies. This approach works effectively with CIC’s modernization initiative by breaking down silos and providing for the coordination of a variety of federally funded settlement services. Accordingly, implementation of this



model requires a carefully considered transition process to ensure that each agency is respected, the decision making process is transparent, and services are integrated into the service system.



# Appendix I: One-on-one Interview Participants

List of organizations that participated in one-on-one interviews:

- Thunder Bay Multicultural Association
- Toronto YMCA
- Region of Peel, Newcomer Integration
- York Region, Newcomer welcome centre
- Social Enterprise Canada

## Appendix II: Ontario Case Studies

### 10.1.1 York Region

The York Region Welcome Centre is a one-stop centre that is designed to offer immigrants an array of support services and provide guidance to navigate through all information and resources provided in the region. There are five locations across the region, including Markham North, Markham south, Newmarket, Richmond Hill and Vaughan. The core services include:

- **Settlement and Integration Services:** provide assistance on services such as housing, healthcare, child care, community & government resources and basic needs.
- **English Language Classes:** offers full time and part time classes for newcomers, as well as Enhance Language Training (ELT) for individuals who are internationally- trained professionals.
- **Accreditation and Qualifications Information:** Facilitators provide information, accreditation portfolio assistance, and guidance to alternative related occupations for internationally- trained professionals.
- **Employment Support Services:** labour related services include job search workshops, resume assistance, return to work action plans, free internet and fax services.
- **Language Supports:** offer document translation and community interpretation services.
- **Secondary Services:** other support services including supports for women, youth and seniors, legal resource, family counselling and access to government forms.

The Vaughan Welcome Centre is located in a strip plaza adjacent to a large outlet mall. It provides free store front surface parking. The centre is located near an intersection of two major arterial roads and is just east of Highway 400. There are three bus stops located in proximity to the centre and with one stop located directly across from the site. The centre is opened six days a week, weekdays generally from 8:30 am to 4:30 pm and Saturdays from 10:00 am to 2:00 pm (for language classes only). There are 25 staff on site with volunteers also supporting different positions.

To supplement its physical welcome centre locations, York Region also offers '**Mobile Service Delivery**'. This service provides all core services found in the Welcome Centres to selected gateway and satellite locations through mobile service delivery. The goal is to offer additional services that are not currently available in the communities. The Mobile Unit operates seven days a week and can be on a short term or long term basis depending on the selected outreach location.



FIGURE 11 YORK REGION WELCOME CENTRE: VAUGHAN LOCATION EXTERIOR



FIGURE 12 YORK REGION WELCOME CENTRE: VAUGHAN LOCATION

## 10.1.2 Peel Region

The Newcomer Welcome Centre of Peel is a multi-service agency that assists the entire newcomer family in achieving settlement. The centre is located in Mississauga, within a medium rise office/ commercial building. The centre is positioned on the corner of two arterial roads with immediate access to two bus stops. The centre also offers free parking to visitors. Its hours of operation are Monday to Friday 8:30-4:30pm. The centre has 140 staff and hundreds of part-time volunteers. The centre offers services in the following general areas:

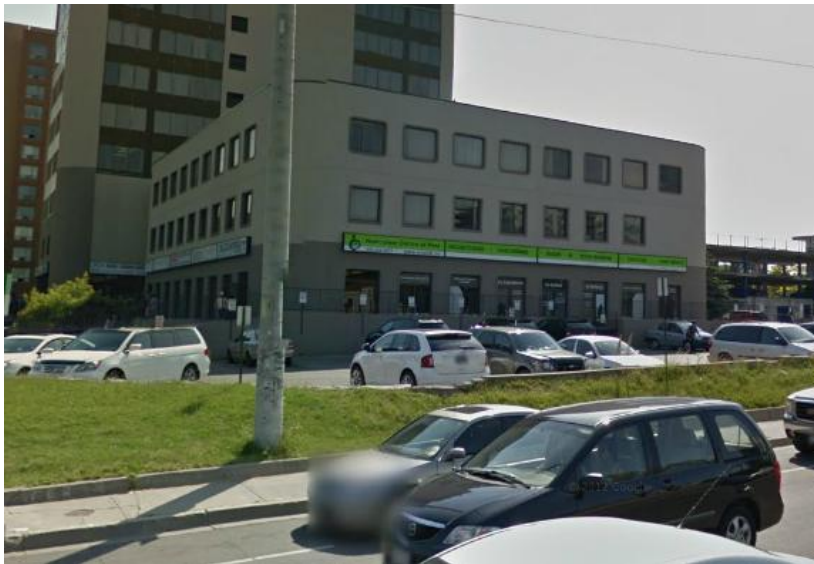
- **Counselling:** Assistance with forms and immigration matters; Trauma support counselling; Career and employment related counselling.
- **Settlement services:** Information on settlement needs; Translation, interpretation and document certification; Community service referrals and bridging programs; One-on-one and group sessions/workshops.
- **School Information/ Counselling:** Information about the educational system; Parent and youth specific workshops
- **Community Connections/ integration:** for youth, adult, seniors
- **Co-op and volunteer opportunities**
- **Language services:** English language training (funded completely by CIC)
- **Entrepreneurial support:** Access to the Global Business Centre to meet with a business advisor.
- **Employment services:** Labour Market Access for Newcomers; including co-op placements, accounting and finance training;; employment training program; job search training; workplace orientation



- **Child Care and Child Minding services**

This welcome centre offers services well beyond those offered at any other referral centre across Ontario. This model represents the 'ideal' in terms of the level of services provided to newcomers.

FIGURE 13 NEWCOMER WELCOME CENTRE OF PEEL: LOCATION EXTERIOR



### 10.1.3 YMCA Toronto

The YMCA Newcomer Centres is designed to be a welcome hub for newcomers offering a variety of support services to provide individuals in the community with opportunities for personal development, community involvement and networking. There are ten newcomer centres located across the GTA, with the Toronto Central YMCA as one of the primary locations. This centre is located within a low rise recreational facility in the City of Toronto's downtown core. It is situated along a collector road and two bus stops are located within walking distance from the centre. Visitors can also conveniently connect to a major streetcar route or the Yonge-University Subway Line at nearby major arterial roads. There is metered street parking available for visitors and a parking lot across the street from the centre's main entrance. The hours of operation are generally Monday to Friday from 8:30 am to 4:30 pm and Saturday from 10:00 am to 2:00 pm. This centre offers multiples services including:

- **Newcomer Information Centre:** offers related support services such as information sessions, youth services, volunteer network and a resource centre.
- **Language Assessment and Referral Centre:** provides eligible applicants with various levels of English and French language programs.
- **Newcomer Youth Leadership Development:** program specifically offered to youth between ages 13-24 and offers services such as leadership training, creative and recreational activities, workshops, and volunteer and community service learning projects.
- **Voices: the YMCA Newcomer Youth Film Project:** a summer program that encourages newcomer youths to share their stories on film.



FIGURE 14 TORONTO METRO CENTRAL YMCA: LOCATION EXTERIOR



The City of Toronto has also created a web portal to provide newcomers with relevant information, resources and links to ensure that they are well-informed. The immigration portal is a multi-level government initiative supported by the Ministry of Citizenship and Immigration, and Citizenship and Immigration Canada. The portal offers a comprehensive list of resources related to settlement, housing, healthcare and employment services. Furthermore, it offers an interactive tool for perspective immigrants to find out if they are eligible to immigrate to Canada.

#### 10.1.4 Ottawa- Carleton

The Ottawa Community Immigrant Services Organization (OCISO) supports immigrants through the journey of making Canada their home. The centre provides programs that are culturally and linguistically appropriate, by building community through mutual respect and partnerships, and by fostering healthy and inclusive spaces for open dialogue and healing. The centre is located on the main floor of an apartment building. There is minimal surface parking at this location, but it is close proximity to an arterial road with three bus stops in close proximity. Visitors to this centre are encouraged to call ahead to make an appointment rather than drop in. Appointment times will vary depending on the service or program schedules.

Generally, the centre's core services and programs include **settlement counselling, job search workshops, employment mentoring, immigrant women support, housing support, legal aid, English language training, support for students, families and school administration, immigrant youth support, ESL summer camps, cross cultural education, and community activities and events**. Some of these services are administered through this organization, but are offered in other spaces across Ottawa.

FIGURE 5 OTTAWA COMMUNITY IMMIGRANT SERVICES ORGANIZATION: LOCATION EXTERIOR





### 10.1.5 London

The London Cross Cultural Learner Centre is a newcomer centre committed to support newcomers by offering settlement and related services to help immigrants settle and integrate into the community. The centre is located within a low rise emergency shelter situated on a minor arterial road, with surface parking available on the side and rear of the building. The centre is opened Monday to Friday from 8:30 am - 4:30 pm. There are currently over 50 staff and 500 active volunteers. The following core services are offered at this location:

- **Settlement Counselling:** counsellors provide settlement related information and support in a number of languages.
- **Resettlement Assistant Program:** to specifically help government-assisted refugees with settlement support.
- **Jeremiah's House:** acts as a reception centre for government sponsored refugees.
- **LINC Assessment Centre:** provides language assessment and English classes.
- **Job Search Workshop Program:** offers workshops, office equipments, online and written materials that will aid immigrants in obtaining employment.
- **Translation and Interpretation services**
- **Partner in Caring Program:** specifically for government-assisted refugees, to provide medical, emotional and social support during their first year in Canada.
- **Settlement Workers in Schools- London:** provides support to both newcomer parents and children to adapt to the Canadian educational system.





FIGURE 15 LONDON CROSS CULTURAL LEARNER CENTRE: LOCATION EXTERIOR



### 10.1.6 Thunder Bay

The Thunder Bay Multicultural Association was formed in 1972 with the objective of encouraging and facilitating co-operation among ethnic organizations to promote the concept of multiculturalism. The centre is located in the upstairs of an old fire hall. The old fire hall is in close proximity to a bus route and stops with a public parking structure across the street, providing ample parking for visitors. The centre is open Monday through Friday from 9am to 4:30pm and offers the following services:

- **Information, Orientation, and Referral Services (IOR)**
- **Community Connections:** The Community Connections matches newcomers with volunteers to help newcomers and their families adjust to life in Canada.
- **LINC Assessment Centre:** Language Instruction for Newcomers to Canada (LINC) is a program to provide newcomers with English language lessons.
- **Volunteer Opportunities:** Opportunities to learn about other cultures, lands, and languages right here in Thunder Bay, while helping the community and making friends at the same time.
- **Translation and Interpretation Services**
- **DOORS to New Life Refugee Centre:** Helping refugees with the process they need to follow to relocate to Canada, and stay in Canada.



# Appendix III: Complete menu of potential services

## Complete menu of services available at Ontario based 'one stop' Welcome Centres:

1. The **Information & Awareness Services** stream provides pre- and post-arrival information, including information on housing, employment, language training, education and skills development.
  - a. *Settlement and Integration Services*: provide assistance on services such as housing, healthcare, child care, community & government resources and basic needs.
  - b. *Information on settlement needs*: Translation, interpretation and document certification;
2. The **Language Learning & Skills Development** stream provides language and skills development training, including language, literacy and numeric instruction, language learning circles, and life skills training.
  - a. English Language Classes: offers full time and part time classes for newcomers
  - b. Enhanced Language Training (ELT) for individuals who are internationally- trained professionals
  - c. Language Assessment and Referrals (LINC Assessment Centre): provides eligible applicants with various levels of English and French language programs
3. The **Employment-Related Services** stream provides newcomers with assistance in searching, gaining and retaining employment, including resume preparation clinics, work placements, and job search workshops.
  - a. *Accreditation and Qualifications Information*: Facilitators provide information, accreditation portfolio assistance, and guidance to alternative related occupations for internationally- trained professionals
  - b. *Employment Support and Job Search Workshop Services*: labour related services include resume assistance, offers workshops, return to work action plans, free internet and fax services
  - c. *Entrepreneurial Support*: Access to business advisors
4. The **Community Connections** stream provides help in establishing a social and professional network through initiatives, including youth leadership projects, conversation circles, and mentoring.
  - a. *Community Connections*: matches newcomers with volunteers to help newcomers and their families adjust to life in Canada (designed for youth, adult, seniors). Offers opportunities to learn about other cultures, lands, and languages in the host community.
  - b. *Newcomer Youth Leadership Development*: program specifically offered to youth between ages 13-24 and offers services such as leadership training, creative and



recreational activities, workshops, and volunteer and community service learning projects.

5. **Needs Assessment and Referrals and Support Services.** These streams provide assistance with accessing the programs and services needed to help newcomers settle in their community (generally integrated with other services, so there will be overlap).
  - a. *Translation and Interpretation services*
  - b. *Community service referrals:* information sessions, youth services, volunteer network and a resource centre for bridging programs; one-on-one and group sessions/workshops.
  - c. *Counselling:* Assistance with forms and immigration matters; Trauma support counselling; Career and employment related counselling; provide settlement related information and support in a number of languages.
  - d. *School Information/ Counselling:* Information about the educational system; Parent and youth specific workshops; provides support to both newcomer parents and children to adapt to the Canadian educational system
  - e. *General Support Services:* including supports for women, youth and seniors, legal resource, family counselling and access to government forms.
6. **Other Welcome Centre Services.** These services are offered by one or more welcome centre across Ontario.
  - a. *'Mobile Service Delivery':* This service provides all core services found in the Welcome Centres to selected gateway and satellite locations through mobile service delivery. The goal is to offer additional services that are not currently available in the communities.
  - b. A *web portal* to provide newcomers with relevant information, resources and links to ensure that they are well-informed: The portal offers a comprehensive list of resources related to settlement, housing, healthcare and employment services. It also offers an interactive tool for perspective immigrants to find out if they are eligible to immigrate to Canada.
  - c. *Child Care and Child Minding services*
  - d. *Refugee Centre:* Helping refugees with the process they need to follow to relocate to Canada, and stay in Canada.