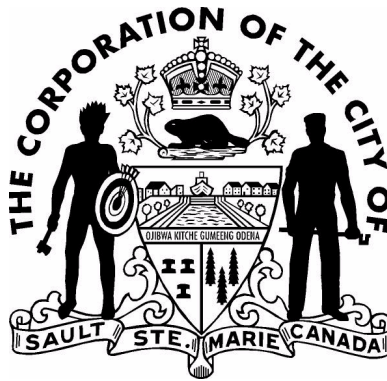


Ontario  Canada



CREATING A WELCOMING COMMUNITY

A COMMUNITY BASED SETTLEMENT AND INTEGRATION
STRATEGY FOR NEWCOMERS TO SAULT STE. MARIE



**SAULT STE. MARIE
LOCAL IMMIGRATION PARTNERSHIP**

With funding from:



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

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Acknowledgements

A Community Based Settlement and Integration Strategy for Newcomers to Sault Ste. Marie was a collaborative effort, utilizing the talents and skills of City of Sault Ste. Marie staff along with staff from the Sault Ste. Marie Economic Development Corporation, and was funded by Citizenship and Immigration Canada.

The City of Sault Ste. Marie has shown leadership in submitting applications for funding from the provincial and federal government and we want to acknowledge and thank the efforts of:

- Joe Fratesi, CAO, City of Sault Ste. Marie;
- Kim Streich-Poser, Commissioner of Social Services, City of Sault Ste. Marie;
- Danny Krmpotich, LIP Coordinator, Social Services, City of Sault Ste. Marie;
- Melissa Ceglie, Administrative Assistant, LIP, City of Sault Ste. Marie;

Additionally, my gratitude goes out to all of the volunteers within the Local Immigration Partnership Focus Groups and Key Stakeholder Interviews (**Appendix A**), as well as the community and newcomer volunteers who participated in the gathering and compilation of the information contained herein; without their support and participation, this process would not be possible.

I would also like to expend appreciation to Citizenship and Immigration Canada for funding the Sault Ste. Marie LIP initiative, and ultimately for allowing the City to be able to develop planning for increased newcomer services.

This plan is designed to be a public document, to be utilized for the further development and growth of the City of Sault Ste. Marie, and it is hoped that by having such a plan, with committed partners and government support, the community will continue to grow and flourish in new and exciting ways.

Andrew Ross

General Manager

Enterprise Centre Sault Ste. Marie,

Sault Ste. Marie Economic Development Corporation

June 2010



Executive Summary

As an initiative of Citizenship and Immigration Canada (CIC), the Local Immigration Partnership (LIP) program is designed to encourage communities across the province to develop extensive and comprehensive local plans for the development and implementation of services for newcomers.

The main goals of the Sault Ste. Marie LIP were to:

- Identify and eliminate gaps in programs and services for new arrivals and Immigrants
- Consolidate and centralize community resources and services for new immigrants
- Address current and pending labour shortages through Immigration Strategy Development

Local program and service providers eagerly embarked upon the LIP process, not as a means of evaluating their own performances or shortfalls, but as a means of identifying opportunities to enhance the entirety of the system as it was in order to better meet the needs of newcomers and immigrants to Sault Ste. Marie.

Focus groups, surveys, and key stakeholder interviews were conducted with local newcomer groups, service providers and general public consultations, and the data collected resulted in four key strategic development recommendations for improving local integration services and infrastructure in order to make Sault Ste. Marie a Welcoming Community.

These recommendations were:

1. Evolution of the Local Immigration Partnership Council
2. Adoption of an awareness campaign – “Creating a Welcoming Community”
3. Development of a Newcomer Welcome Centre
4. Development of Internal Settlement and Integration Services

The immediate next steps in the process for implementing these recommendations revolve around three key areas:

- Continued Funding for LIP
- LIP Priority Development
- Local Immigration Conference funding

The Local Immigration Partnership is a key component to further immigration strategic development and growth within the City of Sault Ste. Marie, and as such continued funding through CIC will be sought to continue forward with the execution of the strategic recommendations proposed. With a fully funded LIP Council, sub-committees can be developed to better tackle sector-specific issues as well as provide strong clusters of knowledge from which to utilize best practices and key strategic partnerships.

The recommendations contained within this strategic plan also will need to be prioritized by the LIP in order to determine the best course of action moving forward for all stakeholders, newcomer and service provider alike. This prioritization will also allow for the most effective outlay of resources and key strategic growth.

Additional funds will also be sought from Citizenship and Immigration Canada for the development and execution of a local Immigration Conference, bringing to the table a wide variety of experts and immigrants alike from across the North and beyond, creating a vision and awareness within Sault Ste. Marie as to the scope and importance of the LIP and the initiatives related to Immigrant Integration.

The City of Sault Ste. Marie, the Local Immigration Partnership, and the community at large will use these recommendations and next steps to work with Citizenship and Immigration Canada in order to continue to build a strong, vibrant and welcoming community.

Introduction

In 2008, the Government of Canada, through the Department of Citizenship and Immigration Canada, provided the City of Sault Ste. Marie with funding to create a Local Immigration Partnership. This Partnership is intended to continuously research and improve services for newcomers to Sault Ste. Marie, while at the same time develop a comprehensive community plan that will be implemented through the LIP, with City of Sault Ste. Marie oversight.

For the purposes of the LIP and this strategy, the term newcomers will be utilized to represent the group of international immigrants, national migrants and expatriate citizens returning to the community. The importance of all of these newcomer groups will be explored at depth in the following strategy.

The Local Immigration Partnership Advisory Committee is a partnership of local service providers, newcomers, government agencies and other stakeholders who strive to develop a comprehensive, inclusive strategy that will allow for the future attraction and retention of newcomers to the community.

The need for a strategy to address newcomer settlement and integration stems from a number of factors, primarily a lack of general awareness within the community on the factors affecting immigrants and newcomers upon arrival within Sault Ste. Marie, as well as a very real pending shortage of skilled workers for many positions with the city.

Birth and retention rates for Sault Ste. Marie are not projected to be capable of addressing pending labour shortages over the next five to ten years, and as such, immigration and newcomer attraction are the potential solutions for a skilled labour pool. To be able to create an atmosphere within the community that appeals to newcomer settlement, many areas must be addressed in future growth and development, the most pressing being the development of a comprehensive plan for settlement and integration that will become the blue print for Sault Ste. Marie for years to come.

This strategy is a result of the cooperation and input of various community partners and stakeholder groups; without this collaboration



and buy-in, the strategy ultimately would not be a functional or sustainable document. The success of this strategy ultimately relies on the involvement of the community.

The main function of this document is to outline the need for such a strategy, the methodology used for its development, and the recommendations that have been made as a result. The input from all stakeholders is included as it was provided, and is the ultimate basis from which the recommendations were derived.

Background on the Local Immigration Partnership in Sault Ste. Marie

A Local Immigration Partnership was developed in 2008 to act as a consultation group providing advice and feedback to staff of the City of Sault Ste. Marie, composed of a Coordinator and Researcher. The LIP Advisory Committee will consider and provide recommendations on various aspects of the program’s design and implementation, distribution of information and action on its research and results.

The LIP Advisory Committee consists of representatives of the service provider organizations and community agencies, as well as immigrants and newcomers to Sault Ste. Marie.

Membership includes, but is not limited to, representation from the following agencies and organizations:

City of Sault Ste. Marie City Council	City of Sault Ste. Marie - Social Services
City Accessibility Committee	Metis Nation of Ontario
The Office of Tony Martin, MP	The Office of David Oraziotti, MPP
Ministry of Citizenship and Immigration	Ministry of Northern Development, Mines and Forests
Ministry of Training, Colleges and Universities	Algoma District School Board
Algoma University	Sault College
Algoma Workforce Investment Committee	Sault Ste. Marie Economic Development Corporation
Sault Ste. Marie Chamber of Commerce	RDEE Ontario
Tenaris Algoma Tubes	Essar Steel Algoma



Sault and District Labour Council	Cross Country Automotive Services
Sutherland / ITS	Sault Community Career Centre
LHIN	Sault Area Hospital (Physician Recruitment)
New to the Sault (NTTS)	Indian Friendship Centre
Community Living Algoma	YMCA
Algoma Multicultural Association	Safe Communities Partnership
CTV – Marketing	John Howard Society
Community Quality Initiative (CQI)	Algoma Legal Clinic
Sault Sports Council	Team Sault Ste. Marie
United Steel Workers of America (USWA)	

*Appendix A for full list of initial LIP Advisory Committee participant organizations

In addition to these members, input and participation was sought in the following sectors:

- Newcomers / Immigrants
- Social Services
- Education
- Business Sector / Employers
- Health
- Culture / Recreation / Faith

Membership within the LIP is at the initiatives of the LIP Coordinator, who also holds the Chair position within the LIP. Quorum for meetings is determined through majority (50% plus 1) attendance of all members.

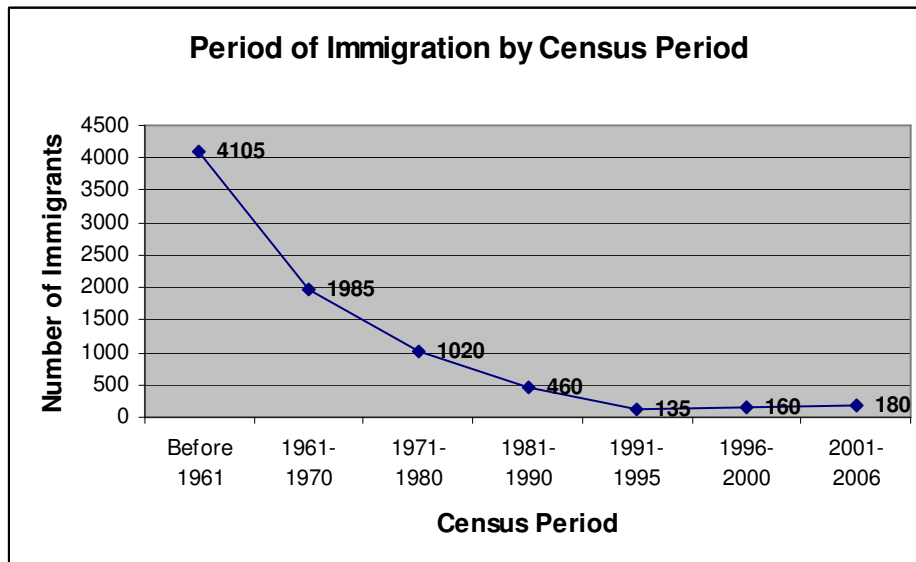
The LIP will meet *at least* six (6) times in one year. The meeting venue may change depending on availability of space to accommodate committee members.

History of Immigration and Settlement within the Community

The community of Sault Ste. Marie enjoys a rich history of cultural influx and diversity, and while overall numbers of immigrants have declined since 1960 (**Appendix F, Figure 7**), trends over time have shown diversity in the number of cultural groups to the community.

Although there has been an overall significant decrease in immigrants since 1980, the numbers of new immigrants to the community is showing a slow yet steady increase from census period 1991-1995 until 2001-2006, when the total number of new immigrants grew from 135 to 180 per five year census period.

Table 1 – Immigration to Sault Ste. Marie by Census Period



(Source – Statistics Canada, 2006)

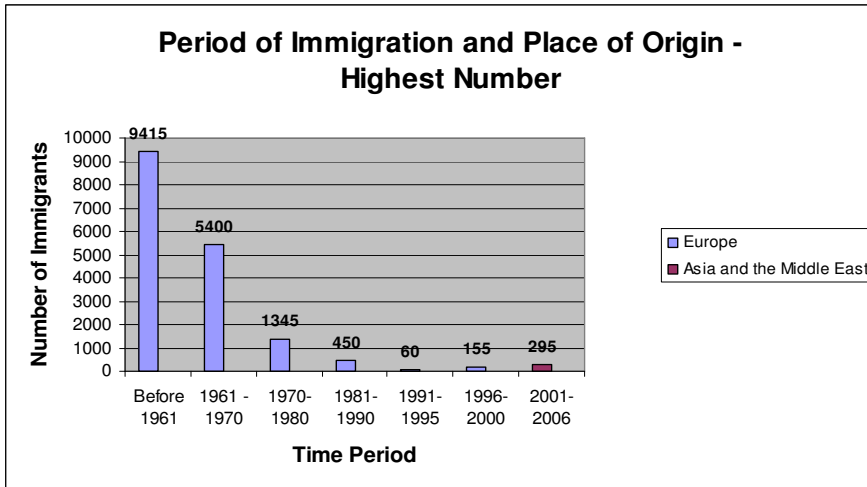
While immigration to Sault Ste. Marie has shown a trend towards increase over the last eleven years, the trend of where these immigrants have traditionally come from has been shifting as well (**Appendix F, Figure 9**). From 1961 until 2000, the majority of immigrants to the community have originated from European communities, mostly Italy, Germany and Finland.

But the trend from 2001 until the present has been for an even increasing number of immigrants coming to Sault Ste. Marie from Asian countries, including India, Japan, China and Vietnam. While still



relatively low in numbers, there is a decided diversity in the country of origin of newcomers to the community.

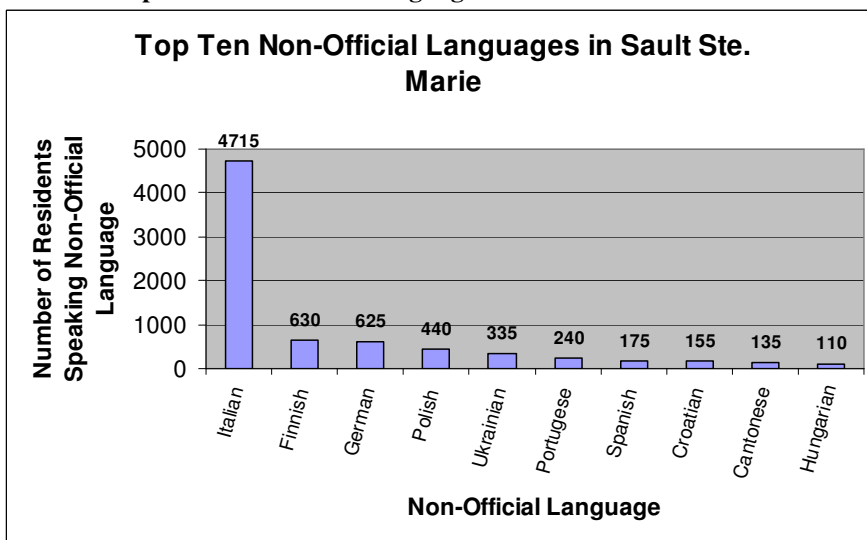
Table 2 – Place of Origin for Immigrants to Sault Ste. Marie



(Source - Statistics Canada, 2006)

With the influx of new immigrants to the community, several key areas of concern have begun to show themselves when delivering services and programs within the community. Primary among these issues are language training and barriers as they relate to communications. The community has a vast majority of the population that utilizes one of the official languages (English or French) in daily communications, however over time we are seeing that other primary languages are becoming more prevalent (**Appendix F, Figure 8**).

Table 3 – Top Ten Non-Official Languages in Sault Ste. Marie

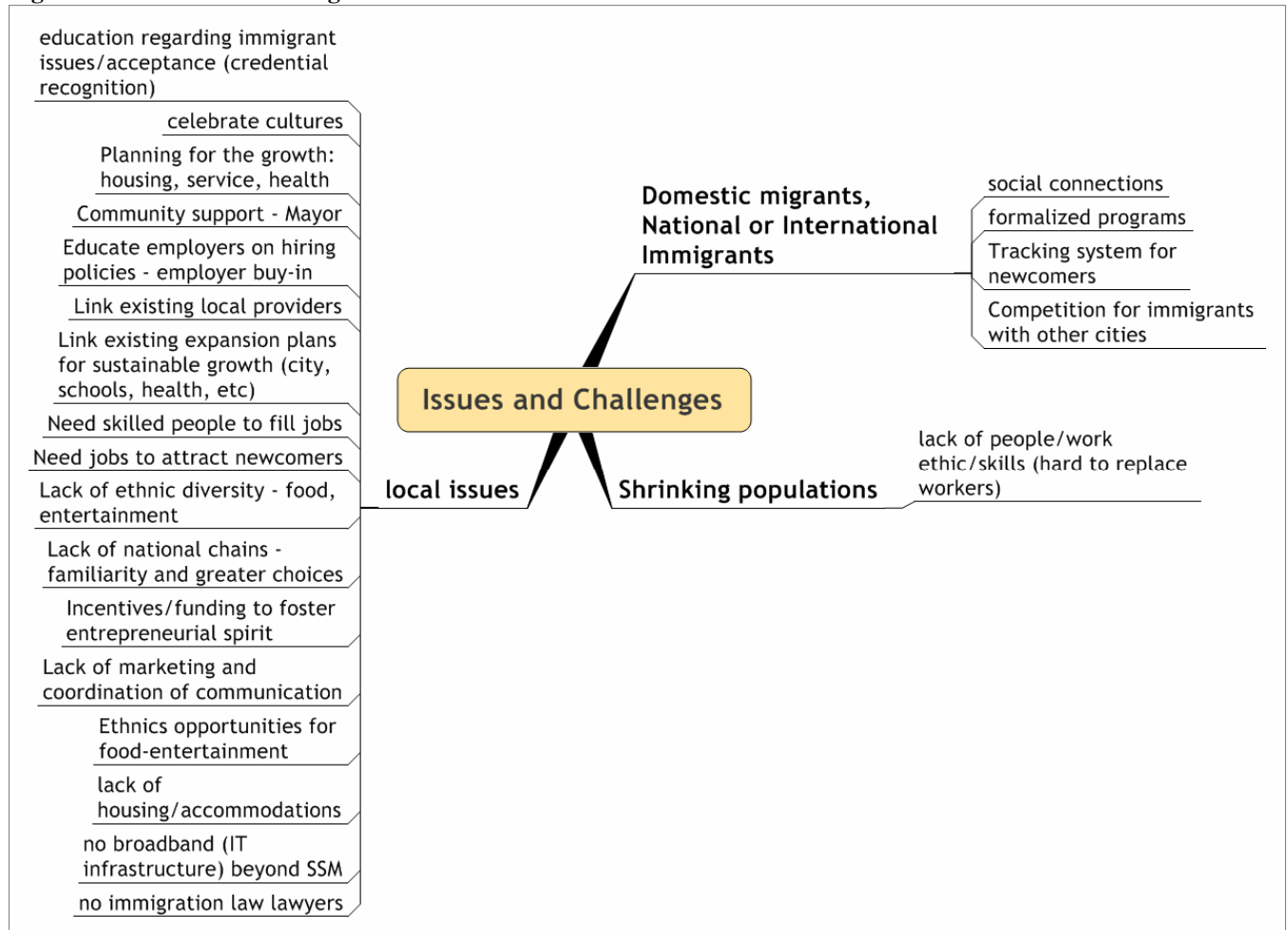


(Source - Statistics Canada, 2006)

Challenges facing Settlement and Integration in Sault Ste. Marie

Sault Ste. Marie finds itself in a position where employers face a general decline in the labour pool, primarily focused on the population of skilled and professional labour. This decline is primarily a function of declining natural birth rate, out-migration, an aging population base, and current newcomer settlement and integration services that are fragmented or non-existent. This is a challenge for many communities, in Northern Ontario, Ontario and across Canada, and the competition for newcomers is reaching critical proportions.

Figure 1 – Issues and Challenges in Sault Ste. Marie¹



¹ Community Attraction and Retention (Immigration) of Excellence Strategy (2008)
Destiny SSM: Sault Ste. Marie, ON.



In 2008, the City of Sault Ste. Marie Engineering and Planning Department identified issues for City Council as they related to local population trends. The report to City Council focused on the impact of this natural decline in birthrate on the project population and projected needs for labour market replacements.

In 1976, the population of Sault Ste. Marie was 81,000, and has steadily declined since that time to the current population of 74,960 (**Appendix E, Figure 2**). There are trends that have developed over time and the Planning Report list factors such as the aging population, a declining birth rate, and an increasing death rate as the major factors in the decline in population over time.

While this natural decline in population is occurring, projections from the Planning Report identify that the need for labour will be conversely increasing, and that there will continue to be more people leaving the workforce than entering (**Appendix E, Figure 3**). This trend has led to the conclusion that immigration is a key factor in the future growth of the labour pool as well as the population of the community; natural regression in local population levels will require outside infusions of immigrants to allow for sustained labour levels (**Appendix E, Figures 4, 5, 6**).

While there is an under-employed section to the current local labour force, the attraction and retention of migrant workers is a key factor in future growth of the community. With that being said, a strong Local Immigration Partnership Council and Strategy will allow for the sustained attraction and retention of Immigrants and the growth of the community as a whole moving forward.

Research Process

Data collection for the Local Immigration Partnership project involved four key areas of focus:

1. Newcomer Questionnaires
2. Focus Groups
 - a. Newcomers
 - b. Community Groups, Sectors and Stakeholder Groups
3. Key Stakeholder Interviews
4. Community Consultations

Newcomer Questionnaires

More than 50 newcomers completed surveys for the LIP Researcher and Coordinator, providing key information on their situation prior to arriving in Canada, as well as their initial impressions of Sault Ste. Marie upon their arrival; questionnaires continue to come in as this strategy is written.

The data collected from these questionnaires was and continues to be a key to best determine the basic concerns and issues facing newcomers to the community, and by having this information directly from the newcomers themselves, the LIP was better able to coordinate the next steps in the research and strategy development processes.

Newcomer questionnaire responses were collected from the following sources:

- Discover the Sault (www.discoverthesault.ca) immigration web portal
- Algoma University (SPELL Class & International Students)
- Northland Adult Learning Centre - ESL Class
- Public Consultation

These questionnaires asked for input from respondents on their:

- Background
- Education
- Housing situation
- Transportation situation
- Employment status (prior to arrival as well as post arrival)
- Availability of places to practice their respective faiths
- Availability of sports and recreation opportunities.

Responses to all questions were voluntary and optional, while comments and suggestions were encouraged as a means of providing qualitative feedback. All questionnaires were gathered in confidentiality and with anonymity for the respondents, and all answers were reflected in reporting as provided, and unabridged.

The questionnaire remains posted on www.discoverthesault.ca as a means for continuous data collection and community input into the strategy development process.

Focus Groups

Nine focus groups were conducted with community stakeholders, including representation from both newcomers and community sector representatives (**Appendix C**).

All newcomer focus groups were held in English, as was indicated as the preferred choice of the participants, many of whom were involved in English as a Second Language courses or University level programs. The newcomer focus groups were held primarily at the locations of the various groups, although the Public consultation was conducted at the Sault Ste. Marie Civic Centre.

Newcomer focus groups reflected two specific groups targeted at Youth (aged 29 and below), while two others were primarily targeted at Adult audiences.

Newcomer focus groups included:

- Algoma University SPELL Class
- Algoma University International Students
- Northland Adult Learning Centre - ESL Class
- Public Consultation

Newcomer focus groups asked the same set of questions which revolved around a number of areas of experience: the services newcomers found useful upon their arrival in Sault Ste. Marie; services they would like to see and/or would be helpful for other newcomers; gaps in Culture/Faith services within the community (or lack thereof); would respondents recommend living in Sault Ste. Marie to other immigrants, why or why not; did respondents plan on sponsoring or helping others immigrate to the community; would the respondents make the same decision again (yes or no); what was the most enjoyable thing about living in Sault Ste. Marie; Other comments.

The community sector representative focus groups targeted six major stakeholder groups, and looked to establish needs and gaps in service within each sector, as it related to newcomer settlement and integration services within the community.

Additionally, community sector representatives were approached, including:

- Employment Services / Employers / Labour
- Education
- Social Services
- Culture

- Recreation
- Health

Each sector was asked specific questions in efforts to identify Strengths and Weaknesses in each case, as well as potential gaps in service coverage for settlement services specifically and newcomers in general. Answers to all questions were included verbatim, and sector groups were encouraged to respond not as a critique of their sectors, but more as an identification of needs.

All focus group feedback and input was recorded through the LIP Researcher at the time of the session, and any additional comments or points that may have occurred after the actual session were added as they were received.

Analysis of the focus group sessions has revealed specific issues and barriers existing within the community of Sault Ste. Marie that hinder newcomer settlement, as well as specific recommendations to work to resolve those same issues.

Key Stakeholder Interviews

Seventeen interviews were conducted with key stakeholder groups within the community, including (but not limited to):

- Newcomer Face to Face interviews
- Essar Steel Algoma
- United Steel Workers of America
- Tenaris Algoma Tubes
- United Way
- Sault Ste. Marie Multicultural Association
- Group Health Centre
- Sault Area Hospital
- Canada Border Services Agency
- Algoma Public Health

These groups were approached specifically as a result of their importance to various segments of the community, from labour to cultural representation. Inputs from these groups was included as additional to the focus group information, and their individual concerns, comments and recommendations were reflected in the recommendations of this strategy. A full listing of all stakeholder interview participants can be found in **Appendix D**.

Community Consultations

Community consultations were conducted through two sessions advertised using local media outlets, the Discover the Sault (www.discoverthesault.ca) website, and direct advertisement through service provider agencies across the community. Turnout to these sessions was lower than anticipated, however continuous avenues for further feedback remain open moving forward for all additional information that may be forthcoming.

Additionally, six LIP Advisory Committee meetings have been conducted as of publication, with updates on the status of the project as well as dialogue on further development and input opportunities occurring as an on-going part of the committee dialogue.

Summary of Research Findings

SWOT Results

Community Strengths

- Service groups prolific and established
- Capacity of the system is strong
- Municipality resources available and active in development
- Public and Private not-for-profit sector behind development

Community Weaknesses

- Lack of inter-agency program awareness and knowledge
- Lack of cohesive approach to settlement services
- Even staff do not always know processes for newcomers
- Targeted immigration is new to the community, awareness of immigration, appreciation for new cultures and cultural diversity is not strong
- Capacity for: housing, religious expression, etc

External Opportunities

- Canada is a prime location for new immigrants, skilled and non skilled
- Opportunity to play a key role in refuge landing and placement
- International student recruitment combined with integration and settlement

External Threats

- Potential reduction of funding for services through CIC or MIC
- Changes to immigration laws or entry regulations

Need for Newcomer Settlement and Integration Strategy for Sault Ste. Marie

Establish SSM as a Welcoming Community for Newcomers.

- To identify and eliminate gaps in programs and services for new arrivals and Immigrants
 - Catalogue existing services
 - Identify existing gaps
 - Identify barriers faced
- Consolidate and centralize community resources and services for new immigrants
 - Highlight communication issues expressed by sector groups
 - Identify communications issues and logistic issues faced by newcomers upon arrival
 - Highlight issues with finding key services
- Address current and pending labour shortages through Immigration Strategy Development
 - Show needs of the community in next 3-5 years, 10+ years
 - Identify Birthrate and out-migration trends
 - Identify specific case points (Essar, Tenaris, new start-ups (Pod Generating, etc), Healthcare, Professional areas)

Recommendations and Implementation

The following recommendations reflect the inputs gathered through primary data collection from newcomer groups, key stakeholder interviews, sector specific focus groups, and general community consultations. These recommendations address key weakness points identified within the community as they relate to service delivery, coverage areas and communications, and are key infrastructure development areas for further newcomer growth in the community.

Ultimately, these recommendations all work towards the goal of identifying Sault Ste. Marie as a *Welcoming Community for Newcomers* from any culture or country of origin.

There are four key development areas that this strategy recommends:

1. Evolution of the Local Immigration Partnership Council
2. Adoption of an awareness campaign – “Creating a Welcoming Community”
3. Development of a Newcomer Welcome Centre
4. The Development of Internal Settlement and Integration Services

Simple growth in immigration and newcomer numbers is not by itself enough to ensure sustainable community development over time; excellent lines of communication (internal and external), centralized sources of information, internal infrastructure for service delivery and awareness and celebration of cultural diversity within the community all will play a central role in long-term, sustainable newcomer settlement and integration.

Additionally, these recommendations will work hand in hand with the continued development and growth of the Pan-Northern Immigration Strategy, creating a holistic and fluid strategy for the attraction and retention of newcomers to Sault Ste. Marie and Northern Ontario **(Appendix G)**.

1. Evolution of the Local Immigration Partnership Council

The first step in the continued development of immigration and integration services within Sault Ste. Marie is to establish ongoing funding for the Local Immigration Partnership. The LIP will act as the steering committee for future development in Immigration policy and strategic development for Sault Ste. Marie.

To best deliver on this goal, the Local Immigration Partnership will look to evolve the organization to begin operating as a Local Immigration Partnership Council. This Council will have a more permanent and concrete function within the area of Immigration and Integration Services, and will be better situated to continue the work required to implement the Strategy's recommendations.

In this new Council, the City of Sault Ste. Marie would retain an advisory and oversight role; however, the projects that the Council would undertake would be led from the community level, thereby providing maximum community buy-in as well as maximum community input.

By developing a board such as the Local Immigration Partnership Council, input will be more readily available from all aspects of the community, and this same input can be applied to all decision of the body.

The Council would be developed from key local stakeholder groups who would be invited to participate based on their vested interest in immigrant services.

This executive would be chaired by the City Staff position responsible for the LIP, and would operate in the oversight and advisory role for the City.

Subcommittees of the LIP Council will be developed in order to study specific areas of the community and of the strategy, to better implement the recommendations to follow. These subcommittees will have a key role in developing specific initiatives and recommending the best courses of action moving forward to meet the needs of the community and immigrants alike.

This evolution of the LIP, along with continued funding and an expanded role in decision making, allows for a more integrated immigration strategy moving forward.

Implementation

- Membership positions determined from community stakeholder groups
 - i. 7 - 9 Executive Positions
 1. Chair – City Staff
 2. Vice Chair
 3. Secretary / Treasurer
 4. Welcome Centre Rep
 5. Awareness Campaign
 6. Services Sector Rep
 7. Newcomer Representation
- Membership comprised of volunteers already indicated in LIP, plus newcomer representation from community members at large
- Implement activities as outlined through Strategy
- Lead future development on newcomer settlement and integration endeavors
- Permanency, lead role, developmental responsibility, oversight duties

Timeline

- Council to be established within the last quarter of calendar year 2010
- Projects to be addressed in early 2011

2. Adoption of a Community Awareness Campaign

Considering the traditional lack of emphasis on immigration in Sault Ste. Marie, it is imperative that the community develops an awareness campaign with the goal of establishing Sault Ste. Marie as a “Welcoming Community” for newcomers. In order to allow for an easier integration experience for newcomers, existing residents, service providers and the business community need to be as well informed as possible on the issues and struggles facing newcomers to



the city. The Local Immigration Partnership strategy will examine four major initiatives to make Sault Ste. Marie as welcoming and inclusive as possible to newcomers:

- Strengthening Awareness of Immigrant Issues in the Local Community
- Employer Training in Integration Services
- Cultural Orientation Program Development
- Internal Services Development and Improvement

Creation of a social services map clearly identifying the services provided by all local organizations. This map will be utilized by social service organizations as a referral tool which will ensure that no client misses out on a service available to them by allowing social service employees to have access to a database that will outline specific services/programs

Create a mechanism that provides newcomers to Sault Ste. Marie with the opportunity to voluntarily enter their information into a social services database. This database will then be accessible by all social services organizations to better recognize and serve the needs of local newcomers.

a) Strengthening Awareness of Immigrant Issues in the Local Community

Sault Ste. Marie is in a growth stage for newcomers and immigrants to the community, and as such, more activities need to be developed in the schools geared towards awareness. Students need to be exposed more and more to a variety of cultures and taught the meaning of diversity; through education at early ages, immigrant integration into the community can become a more seamless and natural occurrence.

To accompany programs in the schools, the community needs to create programs community-wide to increase the general population's awareness of cultural diversity and global issues; ultimately it is the City that must begin the ground work in order to receive the best outcomes with all sectors. Sault Ste. Marie's ultimate goal with any diversity awareness campaign would be to "build welcoming schools through families" in our community, and thus a legacy of a welcoming community for future newcomers.



b) Employer Training in Integration Services

While it is true that there are a wide variety and number of service providers who provide various aspects of newcomer settlement services within the City of Sault Ste. Marie, there has been identified through the LIP focus groups an issue that indicates that staff of these service providers do not necessarily have the tools at their disposal to recognize the variety of needs that newcomers have.

Simply put, not all service provider staff know the global steps required for integration services within the community, and it is this gap that can lead to newcomer frustrations and delays in integration.

To counter these gaps, the following steps will be taken:

- Create a database containing contact information for all of the immediate services immigrants will need to contact and distribute to all educational institutions;
- Develop a “best practices” guide in partnership with local educational institutions to create consistency in schools when dealing with immigrant students and families;
- Employees within social service organizations will receive cultural awareness training regarding available services in Sault Ste. Marie – increasing consistency and ensuring accuracy in referrals between organizations to properly fulfill client needs;

These steps will assist local service providers and organizations better develop consistency when providing services and direction to newcomers to the community, and as such will help ease the integration process.

Ultimately, agencies and institutions should ensure that all employees become familiar with the existing and future resources (online sources, guides, etc.) available for newcomers in Sault Ste. Marie. These tools and resources should be promoted and utilized in service delivery with newcomer clients, and a strong understanding of the community direction with regards to Immigration services is key for effective service delivery.

c) Cultural Orientation Program Development

One severely lacking aspect of integration that has been identified through focus groups is the lack of a cultural orientation program for newcomers. Such a program would assist a newcomer in becoming more easily familiar with Sault Ste. Marie by making them aware of

available services and cultural organizations, as well as the initial processes for settling in Sault Ste. Marie.

Partnerships will be developed with organizations that are part of the settlement process in order to assist with creating networking opportunities for newcomers (ex. Real Estate Agent, Immigration Officer, New to the Sault, Cultural Organization Presidents, etc.), as well as networking opportunities between newcomers themselves.

For international immigrants, Canadian culture orientation would be offered when they arrive in order to help immigrants become more familiar and comfortable in the community. Opportunities within this orientation would include classes designed to help them understand Canadian habits, slang, cultural events and habits that they may not be aware of upon their arrival.

The primary goal of a program such as this would be to alleviate, as best as possible, the initial culture shock that new immigrants to Canada can face when thrust into a new setting. Seamless integration is a partnership in learning for both the community as well as the newcomer.

d) Internal Services Development and Improvement

Continued emphasis will be put into developing internal programs, services, and infrastructure that helps to develop Sault Ste. Marie as a welcoming place for all newcomers.

Newcomer feedback has led to recommendations for additions in public signage and directional maps throughout the community. Newcomers have almost unanimously pointed to a lack of posted public transit route schedules within the community as a major issue, and by simply posting bus schedules at each stop we as a community can make sure that all newcomers are able to better access services. Such improvements in infrastructure and directional signage are examples of the easily implemented improvements community-wide that will allow for an easier transition for newcomers.

Along with infrastructure and transportation, systems will continue to be developed to better communicate to the ever-increasing international student pool which comes to Sault Ste. Marie every year. These systems will be responsible for the delivery of information to all potential international students so that they are fully aware of the requirements and the process for being an international student, as well as an immigrant family enrolling their child in school. This is a key area to develop, as with increasing international student enrollment the community can reasonably expect to be able to retain a



greater percentage of students as immigrants with smooth and easily accessed services and programs.

The development of a strategy to avoid capacity issues in order to assist newcomers to Sault Ste. Marie is a key component of this area as well, as is expanding service delivery in order to create equal accessibility to local social services.

Additional areas to explore include:

- Fast food restaurants should offer full menu with prices on the counter so those with language barriers can just point to the selected item they wish to purchase;
- Maps on major street corners would be helpful for newcomers to know where they are and what is located around them;
- Have information about Sault Ste. Marie and available services at first landing points (ex. Airport & Bus terminal).

Implementation

- Committee to be led by Lisa Rietveld and CTV Marketing
- Through LIP Council Awareness Committee
- Promotional plan developed in 4th Quarter 2010, pending funding
- Implementation of plan to be continuous starting January 2011
- School level plan to be addressed for inclusion in September 2010 programming, or otherwise winter semester 2011
- Online Survey to be developed and utilized as a feedback form through www.Discoverthesault.ca
- Upon opening of Newcomer Welcome Centre, direct surveys at point of service will help identify effectiveness

3. Development of a Newcomer Welcome Centre

One of the main themes all focus groups and stakeholders identified was a systemic problem with internal and external communications, as they related to available programs and services. Internally, not all agencies and service providers were aware of each other or the available services within the community, and externally the information on these same topics was not always readily available to newcomers except through the Web Portal, which in itself was still as of yet a relatively new and underutilized tool.

A suggested solution to this problem revolved around the centralization of information into a physical location easily identifiable within the community and streamlined for ease of use by newcomers. This resulted in the idea for the creation of a Newcomer Welcome Centre; a veritable “one stop shop” for access to information for newcomers and immigrants.

Such a development would streamline access to information, and remove much of the confusion over where to find information and who to talk to within the community. A central Welcome Centre, acting in conjunction with the web portal Discover the Sault (www.discoverthesault.ca), would act as the hub of information and settlement services for the entire community, and would be the centre of future cultural growth and diversity.

The development of a Newcomer Welcome Centre will have five main goals:

- A. Community Information and Referral Services
- B. Government Documentation Assistance
- C. Mentoring Programs and Community Building
- D. Celebration of Cultural Diversification
- E. Development of Culturally Diverse Events, Sport Opportunities, and Activities

A. Community Information and Referral Services

A Welcome Centre has multiple uses and applications when it comes to newcomer services, not the least of which is acting as a physical information point for people to discover information to help in settling in the city. Key City information, such as bus routing, healthcare accessibility information, Government Document assistance, ESL service information, translation services, and entertainment directories, will be available for all newcomers to access.

Additional to the centre itself is the creation of a social services guide (similar to the web portal and relocating guide) for newcomers, and making such a guide available at the Welcome Centre and other first stop access points in Sault Ste. Marie. A guide such as this would allow for a newcomer to have all of the social services agencies information and program/service descriptions immediately upon their arrival within the community.

B. Government Documentation Assistance

Utilizing the Welcome Centre as a location to assist with and complete as many initial settlement steps as possible (SIN, OHIP information, education information, etc.) is a key factor in a centralized centre. This will make the integration process more streamlined and efficient for all newcomers.

These services will require trained and accredited staff that would be able to officially assist with document translation, renewal, application, etc.

C. Mentorship Programs and Community Building

The Newcomer Welcome Centre would also serve in the role of meeting place and social club, where cultural activities can be organized and where newcomers will always feel welcomed and will not hesitate to go to.

The Newcomer Welcome Centre would look to develop programs for immigrants to involve more human interaction between themselves and the local population. As was quoted from a newcomer focus group session, "Immigrants need to feel welcome and build relationships with others in order to want to stay here".

Additionally, mentor programs would be run through the Centre, allowing newcomers the opportunity to develop mentor relationships with other newcomers. This type of program would be an enhancement of the existing local mentorship programs, and would be made available for adults and children alike.

Finally, the local home-stay program would be improved and expanded upon within this centre, where specialized settlement workers would be made available for students and their families within schools. This program would also offer locally certified translators and interpreters to continue the integration process for newcomers, but from a central, welcoming location.

D. Celebration of Cultural Diversification

As Sault Ste. Marie continues to grow and attract immigrant and newcomer groups to the community, an emphasis on cultural activities to cater to newcomer groups is imperative. There currently exists a growing number of local cultural representative groups who currently work towards development and execution of a number of cultural events every year, and the development of stronger partnerships will allow them to develop the capacity for growth and long-term viability.

As with all recommendations in this strategy, communication continues to be a key factor for the sustained success of culturally based activities and events. Through partnerships and strong communications networks, cultural groups stand a much better chance of having the ability to continue to grow and develop cultural events and activities into the future.

The City of Sault Ste. Marie, through the Economic Development Corporation, must also strive to continue to promote and support small business growth in areas that cater to culturally diverse segments of the population; restaurants, service based businesses and other retail opportunities should be promoted that offer culturally oriented goods and services, to fill gaps in the current business community. Feedback from newcomer groups has been loud and clear in regards to that while current restaurant, service and retail operations are excellent, they typically fail to offer familiarity in product or service to newcomers who are not North American in origin.

Utilizing the Newcomer Welcome Centre as the hub for this development will allow for an easily identified, centralized focal point for all newcomer activities.

E. Development of Culturally Diverse Events, Sport Opportunities, and Activities

As the community continues to grow and diversify culturally, a continued exploration of new sporting opportunities and activities needs to be ongoing within Sault Ste. Marie, and centralized within a Newcomer Welcome Centre. While growth in existing sporting and recreation activities is important, ensuring that the community as a whole has their recreation needs being met is a key for the development of an inclusive and diverse community.

Local sports facilities should begin to incorporate more culturally diverse sports leagues and activities, with input and information being located with the Newcomer Welcome Centre.

Implementation

- lead by City SSM and LIP Council
- Funding applications to the Federal and Provincial Governments, as well as the Economic Diversification Fund where applicable
- Include Economic Development Corporation in development
- Develop partnerships with existing providers for occupancy
- Staffing – look to Trillium or NOHFC for internship opportunities or program development dollars

Timeline

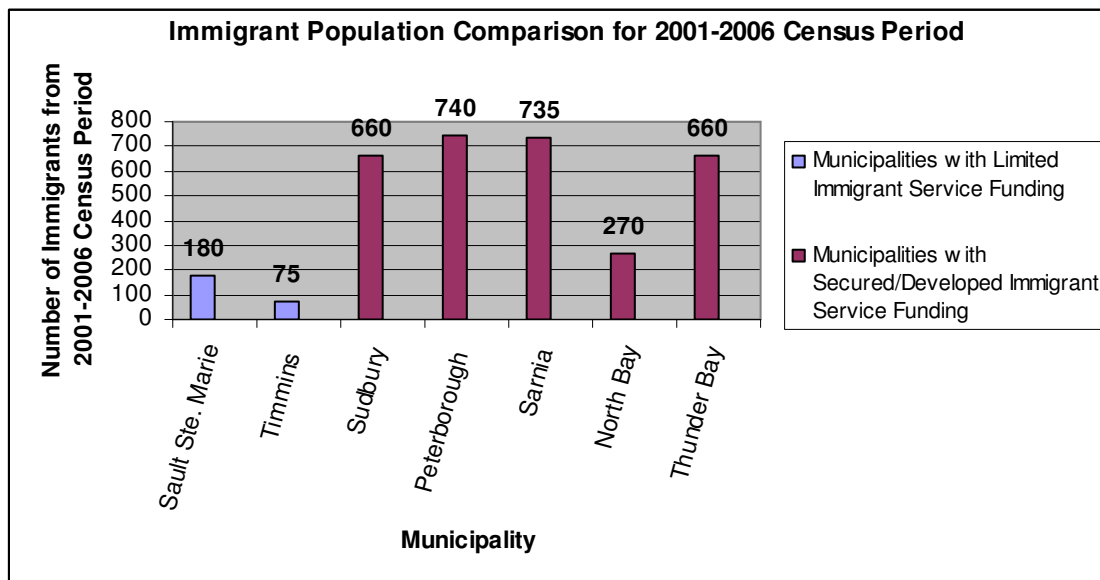
- initial feasibility and planning for first quarter of 2011
 - Completed project for late 2011 – spring 2012
 - Functional for Spring 2012
- Continuous feedback to be sought from clients of centre, community members, and service providers on effectiveness and communications

4. Development of Internal Settlement and Integration Services

It is imperative for the continued development of integration services within Sault Ste. Marie that key areas of these services are delivered locally, as opposed to regionally. Currently, some key integration services are only available through external delivery, and as such can not possibly provide effective and timely services to local newcomers without a gap in service quality.

The recommended solution for this gap is to develop local Settlement and Integration services which are fully accredited and fully committed to local service provision. **(See Appendix D)**

Table 4 – Immigrant Population Comparison



(Source: Statistics Canada, 2006)



Skills Testing, English as a Second Language (ESL) Classes and Accreditations

The importance of a well defined and developed Skills Testing centre is imperative to the continued development of settlement services within the community. There is a distinct need, as identified through focus group and key stakeholder interviews, for a simplified, local process for skills assessment and skills accreditation. This simplified process is imperative also to be able to provide a wider range and variety for foreign trained testing.

Currently, services are provided by Northland ESL and Sault College, who have partnered up to do CAT (Canadian Achievement Tests – testing basic skills such as: reading, language, spelling, writing and math). This needs to be augmented with the development of a stronger partnership between Algoma University, Sault College, and the community, with the end goal of retaining international students to enter the workforce upon completion of post secondary education in Sault Ste. Marie.

Other augments to the current system that are key factors for growth include:

- Offering daycare services with ESL program to assist those with children by allowing them to attend day time or evening classes;
- Provide online ESL options for those who may not be able to attend class - have evaluators available locally;
- Improve Homestay program;
- Develop more services/programs containing information for newcomers at the library;
- Variety of levels of ESL delivery – it would help students better instead of having everyone in the same class as one level of ESL does not help those students who are more advanced in English.

Local Interpretation, Translation and Settlement Workers

For any immigration strategy to be successful in the long-term, it is imperative that Sault Ste. Marie have local settlement workers available to assist immigrant employees with vital steps in the settlement process. Partners within the community who work with immigrant employees have indicated that it is extremely evident that the first six months after arrival are crucial for newcomers, and the need to be assisted through each and every step of the way is a crucial gap to be filled within the community.



Time and again the results of the consultation process have identified the need for trained, qualified, local translators to be able to best meet the various needs of newcomers. Currently, Sault Ste. Marie is the only Northern Ontario community that does not offer certified translation services, and this is a major detriment to further Immigration growth. This service will allow for better communication between service providers and clients, better assistance with completing required documentation, and allow newcomers to be fully aware of and access all available services in the community.

Implementation

- Led by New to the Sault / SCCC
- Oversight by LIP Council Services Sector Rep
- Application for program funding to Trillium / NOHFC / CIC / MIC
- Staffing and funding sought for permanent services / programs
- ESL, Translation, Cultural Orientation, Local Settlement Workers
- Planning phase – end 2010 / start 2011
- Applications for funding through summer 2011
- Implementation / roll-out dependant on Welcome Centre opening in 2011/2012
- Continuous feedback through client follow-up and outside, 3rd party surveying
- Continuous Quality Improvement standards to be met
- Partner with Educational Institutions for maximum exposure / accessibility

Next Steps

The immediate next steps in the process for implementing these recommendations revolve around three key areas:

- Continued Funding for LIP
- LIP Priority Development
- Local Immigration Conference funding
- Continued Development of Pan-Northern Immigration Strategy and Partnerships (**Appendix G**)

The Local Immigration Partnership is a key component to further immigration strategic development and growth within the City of Sault Ste. Marie, and as such continued funding through CIC will be sought

to continue forward with the execution of the strategic recommendations proposed. With a fully funded LIP Council, sub-committees can be developed to better tackle sector-specific issues as well as provide strong clusters of knowledge from which to utilize best practices and key strategic partnerships.

The recommendations contained within this strategic plan will also need to be prioritized by the LIP in order to determine the best course of action moving forward for all stakeholders, newcomer and service provider alike. This prioritization will also allow for the most effective outlay of resources and key strategic growth.

Additional funds will also be sought from Citizenship and Immigration Canada for the development and execution of a local Immigration Conference, bringing to the table a wide variety of experts and immigrants alike from across the North and beyond, creating a vision and awareness within Sault Ste. Marie as to the scope and importance of the LIP and the initiatives related to Immigrant Integration.

The City of Sault Ste. Marie, the Local Immigration Partnership, and the community at large will use these recommendations and next steps to work with Citizenship and Immigration Canada in order to continue to build a strong, vibrant and welcoming community.

Appendix A:

Local Immigration Partnership Acknowledgments

Business/Employers/Labour

Anna Boyonoski – Sault Downtown Association

Jessica Wendling – Fuzed Notions

Julie Ringrose – Sault Ste. Marie Public Library

Gordon Nisbet – ITS/Sutherland

Randy Tallon – Sault Ste. Marie Economic Development Corporation

Liz Tammi – Transcom

Lanie Greco – Transcom

Don Muio – Cross Country Automotive Services

Matthew Morin – Indian Friendship Centre

John Delorenzi – Essar Steel Algoma

Ralph Medaglia – Essar Steel Algoma

Jack McGoldrick – AWIC

Culture

Alison Weir, YMCA

Mike Delfre, YMCA

Jean Paul Dubreuil, Francophone Centre

Ana Vargas, Algoma Latin Association

Becky Brescacin, Sault Community Career Centre/New to the Sault

Duane Moleni, Sault Community Career Centre/New to the Sault

Mark Allard, Algoma Univeristy

Sandra Houston, Arts Council

Wendy Bird, Algoma Legal Clinic

Education

Lucia Reece – Algoma District School Board

Laurie Poirier – Sault College

Shelby McClelland – Sault College

Mark Allard – Algoma University

Sarah Stocker – Contact North



Janet Prpich – Northland Adult Learning Centre, ESL
Bev Smith – Northland Adult Learning Centre, ESL
Crystal Kingston – Indian Friendship Centre
Robin Dose – ZAD Consulting, Practice Firm Project

Social Services

Eric Vanderburg – Ontario Works
Carl Rosso – Ontario Works
Kim Streich-Poser – City of SSM Social Services Dept.
Susie Ford – City of SSM Social Services Dept.
Alison Weir – YMCA
Kathy Morrison – John Howard Society
Wendy Bird – Algoma Legal Clinic
Florence Lake – City of SSM Social Services Dept
Candace Pyette – Big Sisters Association of SSM
Judy Montague – Ministry of Training, Colleges and Universities
Robert Tong – Ministry of Training, Colleges and Universities
Trisha Mazzotta – New to the Sault
Becky Brescacin – New to the Sault
Karol Rains – Sault Community Career Centre
Sharon MacLeod – Community Living Algoma
Lisa Rietveld – CTV

Recreation

Brian Leahy – George Leach Centre
Alison Weir – YMCA
Zolton Virag – Sault Amateur Soccer Association
Lisa Rietveld – CTV

Key Stakeholder Interviews

November 2009 to May 2010

Seventeen interviews were conducted with key stakeholder groups within the community:

Name	Organization
Don McConnell	City of Sault Ste. Marie – Planning Dept.
Peter Tonazzo	City of Sault Ste. Marie – Planning Dept.
Marla Tremblay	City of North Bay
Mark Allard	Algoma University
Anna Zuccato	Algoma Public Health
Joe Krmpotich	United Steel Workers of America
Jack Ostroski	United Steel Workers of America
Tom Bonell	Group Health Centre
Nishi Prasad	Algoma Multicultural Association
Piyush Shukla	Algoma Multicultural Association
Jey Pillai	Algoma Multicultural Association
Luke Krmpotich	Tenaris Algoma Tubes
Danelle Lepage	Tenaris Algoma Tubes
Jackie Nicastro	Tenaris Algoma Tubes
Chris Shames	Tenaris Algoma Tubes
Maureen Dodd	United Way
Gary Vipond	United Way
Tony D’Agostino	Ministry of Citizenship and Immigration
Patricia Ricard	Ministry of Citizenship and Immigration
Duane Moleni	New to the Sault
Lynn Rosso	City of Sault Ste. Marie – Social Services – Accessibility
Mary Jane Yorke	Sault Area Hospital
Jack McGoldrick	Algoma Workforce Investment Committee
Martin Wyant	YMCA
Dr. Northren	Algoma Public Health
James Cameron	Canada Border Service Agency
Shelley Barich	Chamber of Commerce
Peter Vaudry	Local Health Integration Network

Appendix B:

Local Immigration Partnership Initial Invitation List

LIP Advisory Committee Membership	
Government and Government Services	Faith Institutions
The City of Sault Ste. Marie	Sault Ste. Marie Faith Community Information
Planning Department	Bethany Baptist Church
Culture and Rec Department	Blessed Sacrament
Human Resources Development Canada	Holy Trinity Anglican Church
Ministry of Citizenship and Immigration	St. Gregory
Ministry of Natural Resources	St. Luke's Cathedral
Ministry of Northern Development, Mines and Forests	Bible Fellowship Assembly
Ministry of Training, Colleges and Universities	Calvary United Pentecostal
Canada Border Services	Central United Church
MP (Tony Martin) Office	Christ Church/ St. Peters
MPP (David Oraziotti) Office	Christian Science Society
	Church of Jesus Christ of Latter Day Saints
Education	Church of the Nazarene
Algoma District School Board	City Bible Church
Algoma University	CSSM Ministries
Huron Superior Catholic District School Board	East Korah Maxwell United Church
Sault College	Elim Pentecostal Tabernacle
French Public School Board	Emmanuel United Church
conseil scolaire catholique du Nouvel Ontario	Finnish Pentecostal Church
	Free Methodist Church
Employers/Employment Services/Labour	House of Our Lady of Hope
Algoma Workforce Investment Committee	Jehovah's Witnesses Kingdom Hall
Chamber of Commerce	Light the Cross
Community Development Corporation	Maranatha Baptist Church
ESSAR Steel Algoma	New Apostolic Church
Tenaris Algoma Tubes	Old Apostolic Lutheran Church
Destiny Sault Ste. Marie	Our Lady of Good Counsel
SSM Economic Development Corporation	Our Lady of Mount Carmel
Team Sault Ste. Marie Representatives	Our Lady of the Highways/Croatian Church
Sault Community Career Centre	Paroisse Sainte-Marie-du-Sault
Sault and District Labour Council	Pinehill Church of Christ
Innovation Centre	Precious Blood Cathedral
YMCA Employment Services	Sacred Heart Convent
RDEE Ontario	St. Andrew Bobola Parish
Sault Ste. Marie Real Estate Board	St. Gerard Majella
New to the Sault	St. Mary's Lutheran Church



First Nations	Faith Institutions Con't
Indian Friendship Centre	St. Mary's Ukranian Catholic Church
Metis Nation of Ontario	St. Paul's Presbyterian
	St. Peter's Anglican Church
Health and Social Services	St. Veronica
Community Quality Initiative	Victory Cornerstone Church
Sault Area Hospital (Physician Recruitment)	Westminster Presbyterian Church
Unity and Diversity	Zion Lutheran Church
Welcome Wagon	7-th Day Adevtist Church
United Way Sault Ste. Marie	Belivers Bible Chapel
Social Development Council	Bethel Bible Chapel
Algoma Council of Domestic Violence	Calvary Christian Church
Safe Communities Partnership	Church of St. John The Evangelist
Children's Aid Society	Community of Christ
Algoma Family Services	First Baptist Church
Algoma Public Health Unit	Gospel Hall
Canadian Mental Health	John Wesley United Church
Community Living Algoma	Parkland Baptist Church
City Accessibility Committee	St. Andrew's United Church
Group Health Centre	St. Jerome's
Community Care Access Centre	St. Joseph the Worker
John Howard Society	St. Matthews Anglican Church
Local Health Integration Network	The Salvation Army - Citadel
	United Baptist Church
Arts, Culture and Recreation	Beth Jacob Synagogue
Sault Sports Council	Baha'l Community
YMCA	
Arts Council of Sault Ste. Marie	
George Leach Centre	
Algoma Multicultural Association	
Algoma Latin Association	
Art Gallery of Algoma	



Appendix C:

Schedule of Meetings and Focus Groups

Newcomer Focus Groups	
Algoma University SPELL Class	November 10 th , 2009
Northland ESL Class	November 18 th , 2009
General Public Consultation	November 25 th , 2009
Algoma University International Students	February 5 th , 2010
Sector Specific Focus Groups	
Social Services Focus Group	January 28 th 2010
Business, Employers and Labour	February 9 th , 2010
Education	March 2 nd , 2010
Culture	March 24 th , 2010
Recreation	March 31 st , 2010
Health	Throughout April 2010



Appendix D:

Settlement Services in Ontario Municipalities

The City of Sault Ste. Marie began the Local Immigration Partnership in September 2009 and will be completed by July 2010. A key part of the research for this project was to evaluate any gaps/needs or duplications in service for newcomers in Sault Ste. Marie, the following study is used as a way to compare the findings and recommendations that were generated through the Sault Ste. Marie LIP process and compare it to settlement services that are offered in some other Ontario municipalities similar to Sault Ste. Marie. The municipalities being compared in this study include: Peterborough, Sarnia, Vaughan, North Bay, Timmins, Thunder Bay, and Sudbury.

The initial research for this comparison study contained information of settlement services for 15 municipalities in Ontario. After compiling all information the comparison study was narrowed down to seven municipalities based on specific criteria described below that is equally comparable to the city of Sault Ste. Marie. The seven municipalities in this comparison study were selected based on the following criteria: **population similar to Sault Ste. Marie, Northern Ontario communities**, and a **municipality that is currently providing a wide variety of settlement services funded by the provincial and federal government**. The following is a summary of the settlement services and programs these municipalities currently offer, detailed descriptions are provided throughout the second part of the study.

Sarnia and **Peterborough** are both located in the Southern Ontario area and have a population size similar to Sault Ste. Marie. Both Sarnia and Peterborough manage a multicultural centre that offer a variety of settlement services for newcomers. Services that these municipalities offer in common are: Immigrant Settlement, Employment Support, English Language Training, and HOST Program.

Vaughan was selected for this comparison study as representation of a community that offers settlement services for their newcomers in an effective manner and with continuous development. Through community partnerships, Vaughan has established an efficient welcome centre offering government (both Federal and Provincial) funded programs to newcomers such as: Immigrant Settlement and Adaptation Program, HOST Program, ESL Classes, Language Instruction for Newcomers to Canada, Enhanced Training for Internationally Trained Professionals, Accreditation Services, Job Search Workshops, and Document Translation.

Northern Ontario communities are suffering from many similar current and future economic issues such as aging population, declining birth rates and labour shortages in various trade disciplines and skill professionals. These communities including Sault Ste. Marie have recently partnered together to develop a Pan Northern Marketing Strategy to attract newcomers to Northern Ontario communities.

North Bay, Thunder Bay and Sudbury have Multicultural Centre's where they deliver settlement services. Common services provided by these municipalities include: ISAP, HOST, Translation and Interpretation.

Sudbury has a centre which is led by the Sudbury Multicultural and Folk Arts Association that delivers services to newcomers in the community through funding from both the provincial and federal governments. Programs being offered include: Immigrant Settlement and Adaptation Program, Newcomer Settlement Program, a Multicultural Youth Council and Cross Cultural Education.

Sudbury has also developed a Diversity Plan which has been used as part of their Diversity Thrives Here! Project, the Diversity Plan was approved by Sudbury's City Council in 2005. Since then Sudbury has launched an immigration web portal funded by the Ministry of Citizenship and Immigration which showcases information about living in Sudbury.

The development of initiatives and settlement services in Timmins are similar to those of Sault Ste. Marie.

To date **Timmins** has entered into an enhancement phase for their immigration web portal expected to launch in June 2010 with funding from the Ministry of Citizenship and Immigration and began a Local Immigration Partnership in 2009 that is expected to be completed by 2011 with funding from the Department of Citizenship and Immigration.

The City of **Sault Ste. Marie** currently offers an immigration web portal www.discoverthesault.ca, a Local Immigration Partnership that began in September 2009, English as a Second Language programs, a refugee program through Algoma University, and New to the Sault – an organization that assists newcomers to Sault Ste. Marie. Sault Ste. Marie also has many cultural groups and establishments with the most recent being the Algoma Multicultural Association.

Municipality, Population, Number of Immigrants and Current Settlement Services and Programs

Population and Number of Immigrants taken from 2006 Census, Statistics Canada

Sault Ste. Marie

Population 74, 900

(Statistics Canada, 2006 Census – Immigrants from 2001 – 2006= 180)

New to the Sault

The Sault Community Career Centre spearheaded the formation of the NEW TO THE SAULT program in 2006. Strong partnerships have been forged with Destiny Sault Ste. Marie, Community Quality Improvement (CQI), Algoma University, SaultMed, Sault College Community Employment and the City of Sault Ste. Marie as well as major employers to facilitate the development of long-term support for newcomers. Over the past few years, NEW TO THE SAULT has garnered a reputation for providing support through quality programs and services to newcomer to the community and will continue to do so for many years to come.

Programs and Services

1. Information and Referral Services

- General information (housing and rentals, educational institutions, job readiness professionals, community events, legal services, government services, ESL)



2. Mentorship Program

- Matches newcomers with local resident volunteers to help newcomers get oriented with their surroundings
- More newcomer participants than local volunteers

3. Translation

- In partnership with Thunder Bay Multicultural Association – New to the Sault co-delivers a translation service for newcomers – for a fee, this service is used to translate government documents, licenses, letters, etc. Payments are made through the New to the Sault office to ensure the process is completed properly, and as quickly as possible.
- New to the Sault has a list of approximately 12 to 13 volunteer translators for translation projects that are not official government or legal documentation.

Northland Adult Learning Centre

1. English as a Second Language (Day & Evening Classes)

- Newcomers are able to study all elements of the English language
- Learn to interpret idioms
- Incorporate lessons of Canadian Culture

Algoma University

1. Program S.P.E.L.L. (Sault Program for English Language Learning)

S.P.E.L.L. is a program designed for those students wanting to study English as a Second Language. S.P.E.L.L. is a full-time program that includes grammar, academic writing, listening, conversation, pronunciation, and reading. Each SPELL term starts in January, May, and September. There are two English as a Second Language course options through this program:

- Study ESL Only
- Study ESL to prepare for University studies (5 levels of program, 12 weeks per level)

Homestay Program

- Used with students who are new to the community and have shown concern for finding adequate housing to staff.
- Used temporarily until the student has found housing

Online Resources, Tools and Guides

1. Immigration Web Portal – Discoverthesault.ca

- Single-point access to help newcomers integrate into life in Sault Ste. Marie
- Containing information about everything from government and social services to arts and culture.

2. Relocation Guide



- Issued by New to the Sault, the guide contains crucial information for newcomer's first steps when settling in Sault Ste. Marie.
- Provides names of agencies and organizations, contact information and description of programs and services.

Population size similar to Sault Ste. Marie

Peterborough

Population 74, 600

(Statistics Canada, 2006 Census – Immigrants from 2001-2006 = 740)

Peterborough Partnership Council on Immigration Integration

- Launched in 2009 in partnership with the Community and Race Relations Committee of Peterborough and the City of Peterborough.
- Now comprised of over 40 members – working together to create an immigration integration strategy.

Peterborough Newcomer Canadian Centre

- 10 permanent staff (Executive Director, Coordinators, Counselors, Language Assessor), 150 volunteers, serving over 800 newcomers.
- Funded by: municipality, provincially, federally and private partners.

Services provided include:

- Settlement
- Employment
- English Language Training
- Immigration
- HOST Friendship Program

Sarnia

Population 72, 125

(Statistics Canada, 2006 Census – Immigrants from 2001-2006 = 735)

YMCA Learning and Career Centre

Opened in September 2003, the YMCA Learning and Career Centre is home to the YMCA Community Services Department. The Community Services Department offers multi-faceted programming for individuals in the Sarnia-Lambton community such as: Youth and adult employment programs for individuals facing barriers to employment, Computer Support Area, which is available to all past and present program participants, English as a Second Language, LINC, Immigrant Settlement and Adaptation Program and HOST programs for newcomers to Canada, Resource Housing Programs for individuals in three neighbourhood amenity houses, International Development, Community Mediation Centre, Youth Gambling Awareness Program.

Immigrant Services Include:

ISAP (Immigrant and Adaptation Program)

This program is funded by Citizenship and Immigration Canada.

Services provided through this program include:

- Referral
- Counseling
- Government programs



- Interpretation
- Search resources
- Employment support
- Orientation
- Advocacy

ESL (English as a Second Language)

This program is sponsored by the YMCA of Sarnia-Lambton and funded by Citizenship and Immigration Canada.

- Communication Skills for Daily Life and the Job Market (Monday to Friday, Full time and part time classes available, evening classes, all classes are free of charge)
- Literacy levels 1-8
- Childcare and transportation – subsidy available for eligible participants on-site.

LINC (Language Instruction for Newcomers to Canada)

This program is sponsored by the YMCA of Sarnia-Lambton and funded by Citizenship and Immigration Canada.

- Communication Skills for Daily Life and the Job Market (Full time and part time classes available, Monday to Friday)
- Business English Terminology for Professionals and Trades (Monday to Thursday from 6:00 – 9:00pm)
- All classes are free of charge
- Home study program is available
- Child care and transportation
- Level 1-8

HOST (Helping Newcomer Families Adjust to Life in Canada)

This program is sponsored by the YMCA of Sarnia-Lambton and funded by Citizenship and Immigration Canada.

- Helps new immigrant adults and families adjust to life in Canada by matching up with a Canadian in their community to help newcomers adjust to life for the first few months of arrival in Canada.

NSP (Newcomer Settlement Program)

This program is sponsored by the YMCA of Sarnia-Lambton and funded by the Ministry of Citizenship and Immigration Ontario.

- Services provided similar to ISAP
- Monday to Friday

Eligibility requirements for all programs listed.

Sarnia-Lambton also has an immigration web portal – funded by the Ministry of Citizenship and Immigration.



Municipality with Highly Developed Settlement Services and Programs

Vaughan

Population 280, 000

(Statistics Canada, 2006 Census – Immigrants from 2001 – 2006 = 11, 120)

Vaughan is situated in the York Region containing a total of 9 municipalities/towns: Aurora, East Gwillimbury, Georgina, King, Markham, Newmarket, Richmond Hill, Vaughan, Whitchurch-Stouffville.

York Region has an immigration web portal funded by the Ministry of Citizenship and Immigration – represents all 9 municipalities/towns.

Vaughan

The Welcome Centre

The Vaughan Welcome Centre for Immigrant Services is funded by Citizenship and Immigration Canada.

- With \$19.7 million in funding through the Department of Citizenship and Immigration Canada, 4 new welcome centres are expected to open in the York Region in the summer of 2010. The new welcome centres will be located in: Markham North, Markham South, Newmarket and Richmond Hill.
- Between 2001-2006 York Region welcomed 46,460 immigrants.

Core Services include: Settlement and Integration Services, Language Training, Accreditation and Qualifications Assistance & Employment Supports.

Welcome Centre Management – Made up of a partnership between five immigrant serving community organizations.

- COSTI Immigrant Services;
- Catholic Community Services of York Region;
- Centre for Information and Community Services;
- Job Skills;
- Social Enterprise for Canada.

1. Immigrant Settlement Services: Services delivered by the Catholic Community Services of York Region & funded by the Provincial and Federal Governments.

- Immigrant Settlement and Adaptation Program/Newcomer Settlement Program
- HOST Program

2. ESL Services: delivered by COSTI Immigrant Services

- ESL Classes,
- Language Instruction for Newcomers to Canada,
- Enhanced Language Training for Internationally-Trained Professionals,

3. Accreditation Assistance: The Accreditation Assistance Access Centre for Internationally Trained Professionals and Trades People provides services at the Welcome Centre. These services are sponsored by Social Enterprise for Canada and funded by the Ministry of Training Colleges and Universities and Employment Ontario.

- Accreditation – a comparative evaluation/assessment of international credentials, skills, and experience.



- Accreditation Portfolio – a visual representation of an internationally – trained individual’s knowledge, skills and abilities.
- Accreditation Services – one-on-one interviews, group accreditation information sessions, transferable trades skills tools, community outreach, interpretation services.

4. Employment Support Services: delivered by Job Skills (non- profit organization dedicated to enhancing people’s capacity to participate in the local labour market).

- Job Search Workshop – designed especially for recent immigrants, the workshop will help to develop the skills needed to find employment as quickly as possible.

5. Other Services: delivered by Community Legal Services for York Region and Service Canada

- Language Link Telephone Service – language specific toll-free phone lines, clients can access all the supports offered at the Welcome Centre.
- Community Interpretation – experienced professionals interpreters are available at no cost, can assist with appointment setting and accompany clients to the Welcome Centre.
- Document Translation – translation services available to clients to assist with translating and formatting of a full portfolio of material – over 100 languages – some fees may apply.

Northern Ontario Municipalities

North Bay

Population 54, 000

(Statistics Canada, 2006 Census – Immigrants from 2001 – 2006 = 270)

North Bay and District Multicultural Centre

This multicultural centre evolved from the work of the North Bay Newcomer Network, it is a clear reflection of the changing face of the city. The official opening of the centre was February 22, 2008. The Mayor’s office of Economic Development initiated the North Bay Newcomer Network in 2005 in an effort to attract immigrants to North Bay. The North Bay Multicultural Centre is funded by the Department of Citizenship and Immigration.

Core immigrant settlement services:

- ISAP (Immigrant Settlement and Adaptation Program);
- HOST Program (Multicultural Centre (newcomer adults & family) & Big Brother, Big Sisters (newcomer youth programs);
- Language Classes;
- Interpretation (volunteer basis);
- Translation (fees apply);
- Resources (access to computer, photocopier, printer, assistance with resume)
- International Business (referral services, contact information).



Timmins

Population 45,000

(Statistics Canada, 2006 Census – Immigrants from 2001-2006 = 75)

Timmins Local Immigration Partnership

The Timmins Local Immigration Partnership was initiated in 2009 and is led by the Timmins Economic Development Corporation. By 2011 the Timmins LIP will have a settlement strategy in place to outline how to improve the accessibility and synchronization of newcomer settlement and integration services.

Timmins also has an immigration web portal www.immigrationtimmins.ca, in June 2010 they will be launching an enhanced Immigration Timmins website with \$58,435 further funding from the provincial and federal governments.

Thunder Bay

Population 120,000

(Statistics Canada, 2006 Census – Immigrants from 2001 – 2006= 660)

Thunder Bay Multicultural Association

TBMA provides free settlement services in Thunder Bay and Northwestern Ontario. Settlement workers will provide you with practical assistance for dealing with challenges in everyday life in Canada.

Services are available to help you obtain the proper documentation to live and work in Canada including: Ontario Driver's License, Ontario Health Insurance Plan (OHIP) identification, and Social Insurance Number (SIN) identification. TBMA also provides consumer and community information such as where to find employment, how to enroll your child in school, which stores sell imported food and ingredients and; needs assessment and referrals to other agencies including English language skills assessment, referrals to local medical, educational and social services, and more.

Core services include:

- ISAP (Immigrant Settlement and Adaptation Program);
- HOST Program (newcomer matched with Canadian volunteer according to where they live, common interests, gender and age);
- LINC Assessment Centre (free full time, part time and evening English classes to landed immigrants/permanent residents 18 years&older);
- Volunteer Opportunities;
- Resources;
- Translation and Interpretation Services (24hours,7days/week);
- DOORS to New Life Refugee (Helping refugees with the process they need to follow to relocate to Canada and stay in Canada).

211 Ontario North

[211OntarioNorth](http://211OntarioNorth.ca) is a public web site that provides free access to an online, up-to-date, accessible, searchable, database containing comprehensive information about social, community, health, and government services in the City of Thunder Bay and District.



This service is available to Newcomers and residents 24 hours a day, seven days a week, by phone or online, offers multilingual phone services, and is available for individuals who are deaf or hard of hearing via TTY.

Sudbury

Population 88, 855

(Statistics Canada, 2006 Census – Immigrants from 2001 – 2006= 40)

On July 4, 2005 Greater Sudbury's City Council unanimously adopted the Diversity Plan. The Plan is a central part of the Diversity Thrives Here! Project (<http://www.sudburydiversity.ca>) which seeks to encourage community initiatives that embrace diversity with the ultimate goal of creating a community in which all citizens, particularly Aboriginal, Francophone, immigrant and multicultural groups, have an effective infrastructure of services to meet their needs.

Sudbury developed a portal creating easier access for individuals to retrieve local information about services in the Sudbury area www.mysudbury.ca. With funding from the Ministry of Citizenship and Immigration, a newcomers section was added to this web portal allowing individuals to find information about living, working, doing business and education in Sudbury.

Sudbury Multicultural and Folk Arts Association

In 1984 the Sudbury Folks Arts Council and the Sudbury Regional Immigration Centre amalgamated as the Sudbury Multicultural and Folk Arts Association. The center is committed to maintaining high standards of community service, volunteerism, protection of human rights and serving newcomers to be well adapted to contribute to Canadian society.

Core Services: Immigrant Settlement and Adaptation Program, Newcomer Settlement Program, Multicultural Youth Council and Cross Cultural Education.

Immigrant Settlement and Adaptation Program

ISAP is funded by Citizenship and Immigration Canada to offer support, guidance and assistance to newcomers with their day-to-day settlement challenges. Services include:

- Needs assessment;
- General information/orientation (ex. Employment, healthcare, annual income tax preparation, etc.);
- Filling out government forms and applications;
- Translation/Interpretation services (fees apply)
- Referrals to community services

Newcomer Settlement Program

1. Referral

- Discussion on community resources and services;
- English and French as a Second Language.

2. Information and Orientation

- Ontario Employment Standards;
- Document Translation;
- Transportation;
- Legal Services.

3. Assistance

- Health Card;
- Driving License;
- Social Insurance Number.

4. Facilitating Finding Employment

- Resume;
- Job Search Strategies;
- Interviews;
- Labour Market.

Multicultural Youth Council

A group for youth aged 10 to 25, the goal is to recognize and promote national multicultural identity by taking part in various activities allowing the youth to share their cultural diversity with others. Activities include: International Youth Festival, Ethnic Dance Programs, Prevention of Violence against Immigrant Women.

Cross Cultural Education

This program is funded by the Sudbury United Way. Their mandate is:

- To ensure equal access and opportunity for immigrants and refugees and to facilitate their integration into Canadian society on the basis of available resources and within the context of the Association's mandate.
- To provide services to heritage groups in order to assist them in both retaining their own culture and in sharing it with others.
- To promote multiculturalism in the community by heightening public awareness of the benefits of and the necessity for cross cultural understanding by developing and instituting programs to promote such understanding, thus enriching Canadian society.
- To actively uphold the principles of the Universal Declaration of Human Rights of the Charter of the United Nations.



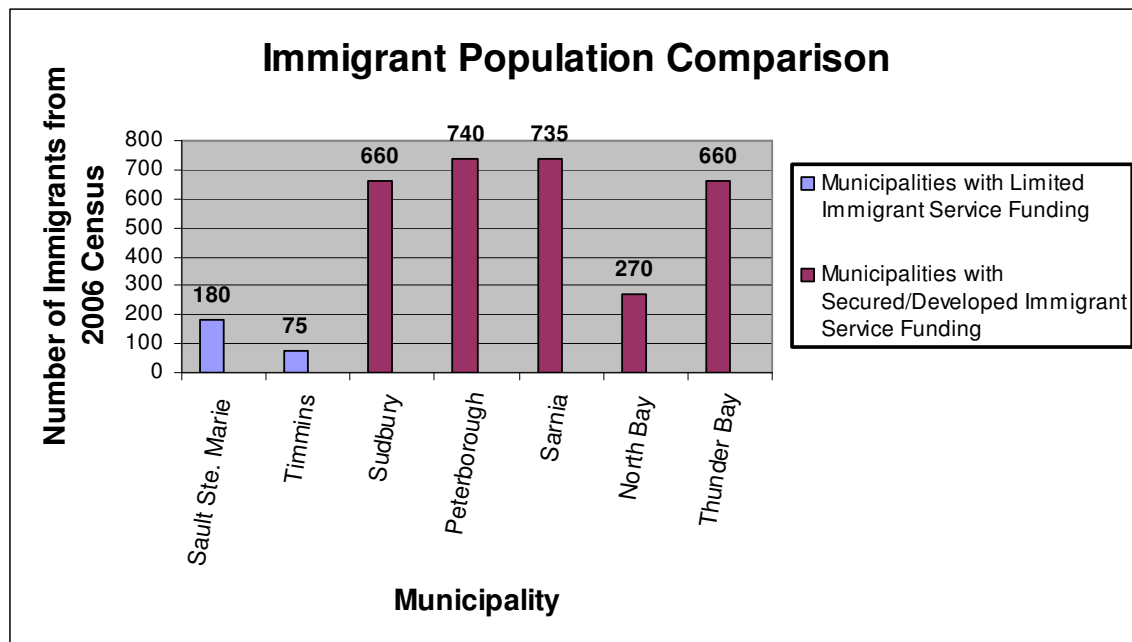
Immigrant Population Comparison

The following graph illustrates the number of immigrants in each municipality provided through Statistics Canada, 2006 Census as well as distinguishes the municipalities that currently receive limited immigrant service funding and municipalities that currently receive secured/developed immigrant service funding and have established programs for immigrants in their community.

Sault Ste. Marie and **Timmins** are both classified as municipalities with limited immigrant service funding. As demonstrated in the comparison study, Sault Ste. Marie and Timmins are similar in the sense that they have both been funded for an immigration web portal and the local immigration partnership but do not provide any other government funded services to immigrants within their community (ie. ISAP, HOST, NSP, Welcome Centre).

Sudbury, Peterborough, Sarnia, North Bay and **Thunder Bay** are classified as municipalities with secured/developed immigrant service funding. As demonstrated in the comparison study all of these municipalities provide services to immigrants in their community that are funded by either the provincial or federal government (ie. Welcome Centre, ISAP, HOST, LINC, NSP).

The graph provides a visual comparison of the number of immigrants in the municipalities with limited immigrant services compared to those municipalities with secured/developed immigrant funding. The municipalities that are currently providing immigrant services in their communities through secured provincial and federal funding have approximately **three times more** immigrants settling in their communities than those without government funded settlement services (Sault Ste. Marie & Timmins).



Definitions

HOST Program – The Host program helps immigrants overcome the stress of moving to a new country. Volunteers familiar with Canadian ways help newcomers learn about available services and how to use them, practice English and French, get contacts in their field of work and participate in the community. At the same time, host Canadians learn about new cultures, other lands and different languages; they make new friends and they strengthen community life.

(ISAP) Immigrant Settlement and Adaptation Program– ISAP assists immigrant settlement and integration through funding to service providers in order to deliver direct services to immigrants such as reception, orientation, translation, interpretation, referral to community resources, solution-focused counseling, general information and employment-related services, and to provide indirect services that aim to improve the delivery of settlement services. These could include workshops, research projects or staff training programs.

(JSW) Job Search Workshops: offered across Ontario by Citizenship and Immigration Canada to facilitate the employment of new immigrants to Ontario by familiarizing them with effective job-search practices and techniques in Canada in a culturally appropriate manner.

(LINC) Language Instruction for Newcomers to Canada – LINC facilitates the social, cultural and economic integration of immigrants and refugees into Canada. In addition, the LINC curriculum includes information that helps to orient newcomers to the Canadian way of life. This, in turn, helps them to become participating members of Canadian society as soon as possible. Other components of LINC are the indirect services provided through LINC Delivery Assistance that aim to improve the delivery of the program (including curriculum development, workshops and the development of tools for program delivery).

(NSP) Newcomer Settlement Program: The Newcomer Settlement Program (NSP) supports the early and effective settlement of newcomers to Ontario. Its objective is to help newcomers settle, adjust and contribute to life in Ontario. To achieve this objective, the Newcomer Settlement Program, supports the delivery of settlement services for newcomers, supports the ability of settlement agencies to deliver effective services and respond to changing needs, promotes the participation of volunteers in the delivery of settlement services, supports partnerships and collaboration among service providers for effective co-ordination and delivery of services to newcomers.

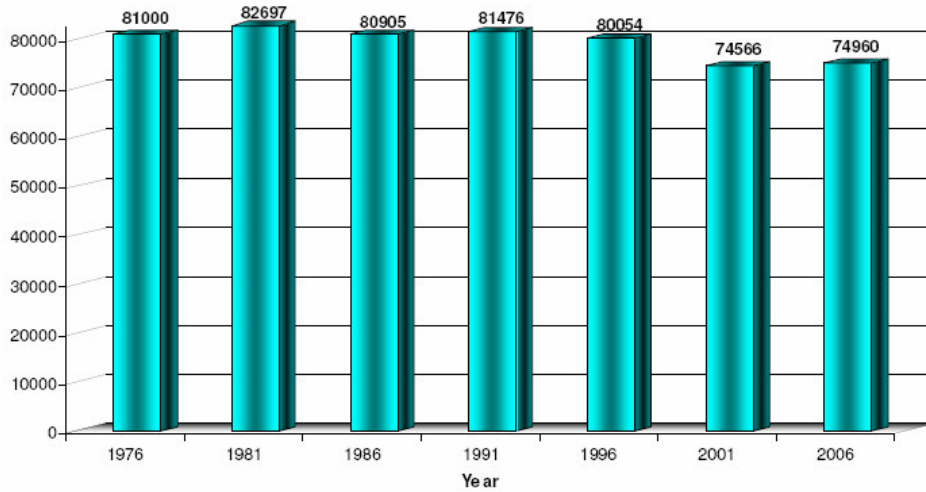
Statistics Canada definition of Immigrant: Immigrants are persons who are, or have ever been, landed immigrants in Canada. A landed immigrant is a person who has been granted the right to live in Canada permanently by immigration authorities. Some immigrants have resided in Canada for a number of years, while others are more recent arrivals. Most immigrants are born outside Canada, but a small number were born in Canada. Includes immigrants who landed in Canada prior to Census Day, May 16, 2006.

Appendix E:

City of Sault Ste. Marie Planning Division Population Projections and Labour Force Shortages



Historical Population Trends of City



*Source: Statistics Canada



Figure 2 – Historical Population Trends in Sault Ste. Marie





Historical and Projected Population

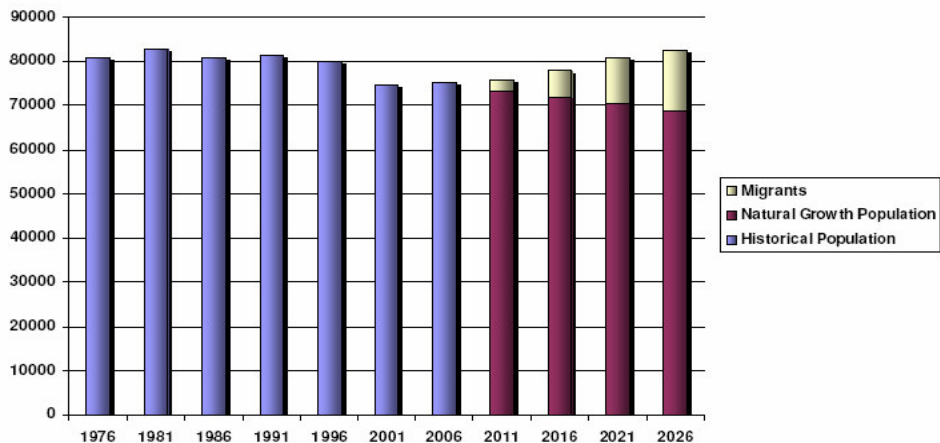
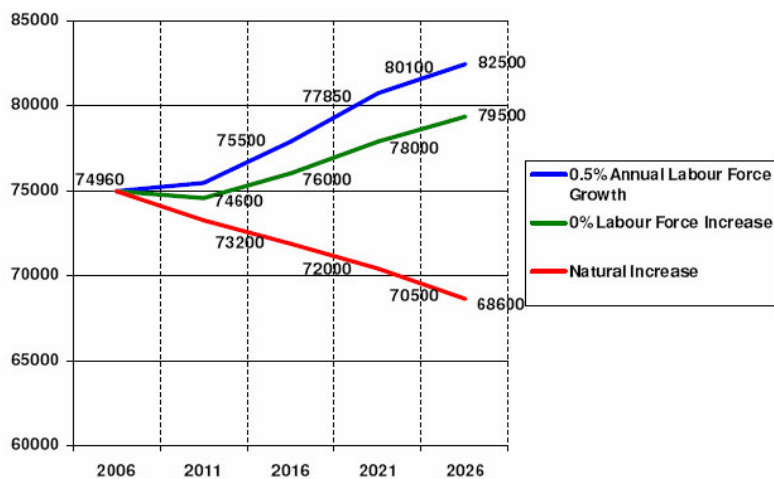


Figure 3 – Historical and Projected Population



Population Projections



* Based on Ministry of Finance Fertility & Mortality Rates
** 0.5% Labour Force Growth includes a 0.2% annual participation rate increase

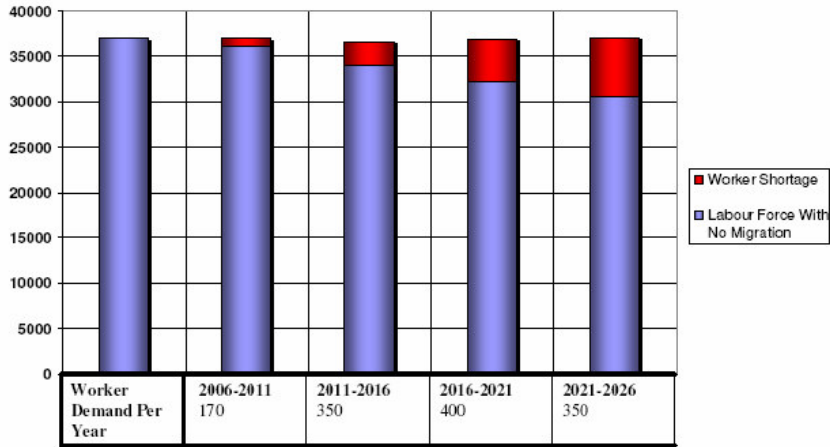


Figure 4 – Population Projections 2006 - 2026





Migrant Workers Required to Maintain Existing Labour Force



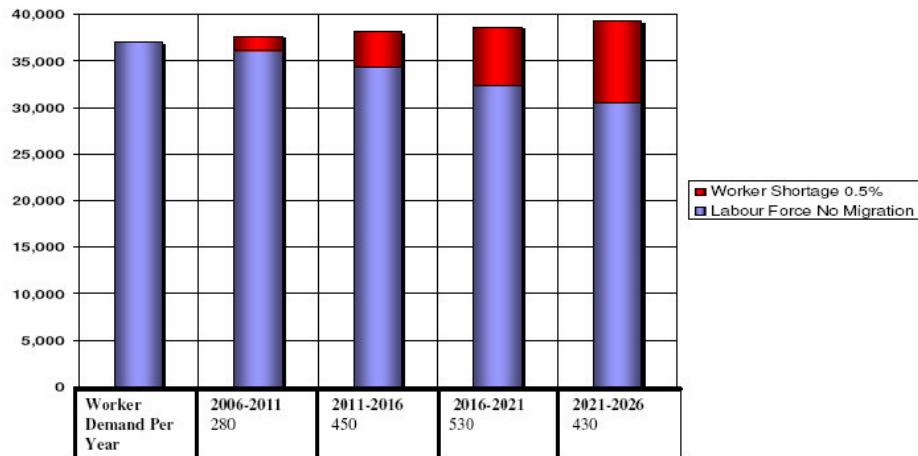
- Based on 2007 Northeastern Participation Rates, Ministry of Finance Mortality/Fertility Rates
- Does not include 0.2% annual labour force participation rate increase



Figure 5 – Migrant Workers Required to Maintain Existing Labour Force



Migrant Workers Required to Achieve 0.5% Annual Labour Force Growth



•Based on 2007 Northeastern Participation Rates with annual 0.2% labour force participation rate increase
 •2006 Ministry of Finance Fertility and Mortality rates.
Figure 6 – Migrant Workers Required to Achieve 0.5% Labour Force Growth



Appendix F:

Census Tract Mapping – Immigration Trends





Appendix G:
Pan Northern Immigration Program