



The Northern Attraction Series

Thinking Local: Best Practices and
Solutions for Northern Ontario
Communities

By Christina Zefi

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Executive Summary

Throughout the Northern Attraction Series, the goal has been to develop a Northern Newcomer Strategy that government, employers, service providers, residents and more can look to when discussing how Northern Ontario can attract and retain newcomers. As the final piece to this Strategy, the author explores best practices that northern communities can adopt to facilitate this newcomer process and mitigate the demographic concerns Ontario's northern regions are experiencing.

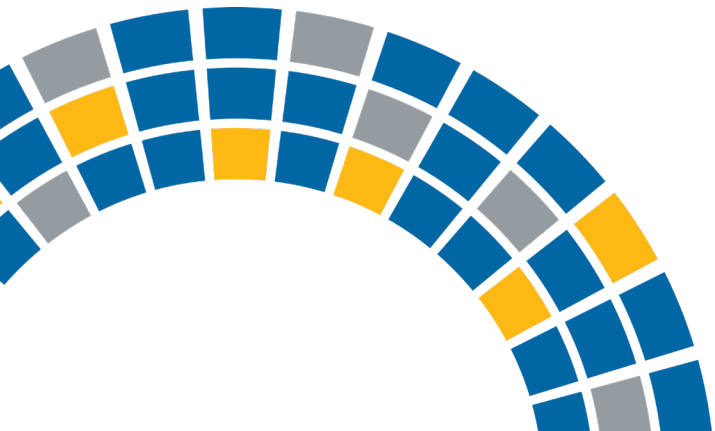
When it comes to attraction and retention, the literature is rich with best practices and solutions. However, not all strategies are appropriate for all communities. For small to medium-sized municipalities, for example, the literature emphasizes the importance of strong partnerships, targeted initiatives, welcoming communities, and regional approaches.

To illustrate how these practices play out, the author dives into several successful case studies, including the community-focused Morden Community Driven Immigration Initiative, the targeted strategies by Assemblée communautaire francosaskoise, La Coopérative d'intégration francophone (CIF), and the Halifax Connector Program, and finally, the regional approach taken by the Southwest Regional Immigration Committee (SRIC) in Manitoba. The underlying characteristics of these cases differ and therefore provide a range of practices for communities in Northern Ontario to consider. For example, the work by the SRIC illustrates how small-sized communities can collaborate to encourage migration to these centres while the CIF is a targeted strategy that aims to fill specific labour market needs.

In addition to a step-by-step strategy for small to medium-sized communities to follow, the paper also provides an example of possible immigration targets for each census subdivision (i.e. municipality) in Northern Ontario. For instance, if the population of Dryden was 7,580 in 2016,

their annual target would be 111 immigrants. This calculation is based off of a linear analysis which examined immigration trends in the five highest performing CSDs in Manitoba and Saskatchewan in various population ranges over three consecutive five-year periods, from 2001-2016. With these targets, communities in Northern Ontario can benchmark against other successful regions and determine how they can best meet their annual goals.

*“In addition to a **step-by-step strategy** for small to medium communities to follow, the paper also provides an **example of possible immigration targets**, for each CSD in Northern Ontario”*



Introduction

Northern Ontario's population is facing a significant demographic shift. Baby boomers, born in the two decades after the Second World War, are entering retirement and, as a result, the region is becoming disproportionately older because subsequent generations are smaller in size. Other trends contributing to the demographic shift include a fertility rate that is lower than the replacement rate, rising average life expectancy, and an increase in out-migration by youth and the working-age population. These changes will affect Northern Ontario negatively in a number of ways. However, all is not lost. One solution is to encourage more newcomers — immigrants and secondary migrants — to live and work in the region, and the sooner the better.

Given this need, Northern Policy Institute (NPI) developed a Northern Newcomer Strategy, which is the culmination of a series of commentaries that touch upon the legislative, regulatory, administrative, policy, and broader operating environment of newcomer attraction and settlement services in Northern Ontario. The purpose of this fourth and final commentary in the series is to highlight strategies and best practices that Northern Ontario communities can adopt to attract and retain newcomers. Through a literature review and an analysis of various small to medium-size communities, this commentary will provide concise and replicable takeaways for Northern Ontario.

The Role of Northern Ontario Communities in Attraction, Settlement, and Retention

For the past 70 years, the province of Ontario has attracted the largest number of immigrants out of all provinces in Canada, realizing the social, economic, demographic, and political benefits that international migrants bring (Martel and D'Aoust 2016, 1). Unfortunately, they are unevenly distributed throughout the province, with between 73 to 74 per cent of immigrants projected to settle in Toronto by 2036 (Demosim Team 2017, 61)¹. In 2011, 70 per cent were located in Toronto (Demosim Team 2017, 61).

This pattern is not unique to Ontario. In 2011 76.5 per cent of immigrants lived in Vancouver, with a 2036 projection between 80 to 81 per cent of the province's immigrants living in Vancouver (Demosim Team 2017, 71). As well, nine out of 10 immigrants coming to Quebec will settle in Montreal by 2036, the same as it was in 2011 (Demosim Team 2017, 58). Given the history of immigration patterns, large urban centres, which are defined as places with 100,000 or more people, have a large critical mass of immigrants. Once established, these migrant communities kick-start a chain reaction, whereby new arrivals are brought in informally through friends and family (Vézina and Houle 2017, 10). This concentration results in the growth of what is known as "multicultural metropolitans" (Guo and Guo 2016).

Research shows that most newcomers "choose their destinations based on the presence of ethnic and kinship networks", thus indicating that large urban centres do not need to create formal attraction strategies (Bruce 2007). The same cannot be said for small to medium-size communities, however, which can be overlooked as possibilities because they may not have similarly sized ethnic networks that newcomers can connect with when they arrive.² In Northern Ontario, there are four medium and 44 small population centres (Statistics Canada 2017)³. Given this, it may be difficult for Ontario's northern communities that don't have these extensive ethnic networks to attract migrants in such a way.

Until recently, the involvement of municipalities in the integration and settlement of immigrants has been very minimal. Under the Constitution Act, 1867 (s. 91), the federal parliament has exclusive authority over the selection and admission of immigrants, refugees, international students, temporary residents, and live-in caregivers (Tossutti 2012)⁴. Furthermore, section 95 of the Constitution Act, 1867 establishes that federal and provincial governments have concurrent jurisdiction

¹ The Toronto CMA or Census Metropolitan Area.

² As defined by Statistics Canada, small-size centres have a population range of 1,000 to 29,999 while medium-size centres range between 30,000 and 99,999 people (Statistics Canada 2017).

³ Although the author of this paper recognizes that there are rural communities in Northern Ontario, attempts to define rural and remote communities are subject to significant debate. It is not the aim of this commentary to further contribute to this complexity or fix this confusion. Instead, the author is simply stating that Northern Ontario does not have any large urban centres and is comprised of rural and medium-to-small population centres.

⁴ With the exception of immigrants and refugees selected abroad for Quebec (Tossutti 2012).

with respect to immigration (Tossutti 2012). In practice, the federal and provincial/territorial governments share authority regarding immigrant settlement and integration, with both levels of government providing a wide range of settlement and integration services before and after arrival (Tossutti 2012). In 2005, the Canada-Ontario Immigration Agreement (COIA) included a provision to involve municipalities and community partners in the planning and discussions on recruitment, settlement, and integration of immigrants (Tossutti 2012). Through the COIA, the Municipal Immigration Committee was created to assess various municipalities' interests in immigration (Burr 2011). While attraction, retention, integration and settlement were identified as priorities, the MIC also noted the need for solutions that could address gaps in services and other social issues – thus, the Local Immigration Partnerships (LIPs) were born (Burr 2011).

To develop Francophone and Acadian communities, immigration was recognized as a strategy in the early 2000s, leading to the creation of the Réseaux en immigration francophone (RIF), funded by Canadian Immigration Canada (CIC)⁵ (Pathways to Prosperity 2014). The first RIFs were set up in 2003/2004 in Saskatchewan and British Columbia to recruit, welcome, integrate, and retain French-speaking immigrants (Pathways to Prosperity 2014). In addition to the RIFs, the CIC to Francophone Minority Communities (CIC-FMC) steering committee was created and, in 2006, the Strategic Framework to Foster Immigration to Francophone Minority Communities was published (Pathways to Prosperity 2014). The RIFs have generally operated on a provincial/territorial level, with Ontario being structured on a regional basis: East, Centre/South/West, and North (Pathways to Prosperity 2014). Since 2006, the Fédération des communautés francophones et acadienne (FCFA) du Canada has been offering the RIFs support and coordination on the national level, favouring a harmonized, results-oriented, and best practice approach to the overall strategy (L'Immigration Francophone 2017).

Settlement and integration represent two different stages of a newcomer's adaptation. Settlement begins when a newcomer arrives and it includes activities such as finding a job, securing housing, signing children up for school, filling out legal documents, becoming familiar with community amenities, and seeking healthcare providers (Tolley 2011). Comparatively, integration is a long-term process in which a newcomer becomes a member of the host community. Often, this refers to social dimensions of integration, such as participating in Canadian institutions, learning about the host culture, finding a job that matches one's credentials or previous employment background, and getting involved in political and civil activities (Tolley 2011).

Immigrant settlement and integration service providers can be grouped into six categories: universal organizations, immigrant-serving organizations, multicultural organizations, ethnocultural agencies, faith-based organizations, and special interest groups (Guo and Guo 2016). Considering these services are provided and/or funded by the federal and provincial/territorial governments, municipalities have very little say in the delivery of the actual services despite the fact that they are expected to provide adequate housing, employment, education, and social services not just to newcomers, but to all residents as well (Guo and Guo 2016; Flynn and Bauder 2014).

What does this mean for Northern Ontario?

Given the important role municipalities play in the newcomer process, the small to medium-size communities in Ontario's northern regions arguably face challenges in attracting, settling, integrating, and retaining newcomers. One such challenge can be that of funding. The ability to deliver services, fund recruitment initiatives, and provide additional settlement services may not be an option for all northern municipalities as few may be able to generate revenue at similar levels. However, research indicates that many immigrants are in fact choosing to reside in smaller centres, and there are many examples of rural, small, and medium-size population centres that have been successful in the recruitment, settlement, integration, and retention of immigrants (e.g., Morden, Manitoba). In some cases, the results have been profound, and these examples offer best practices proven to yield results. The following section explores these best practices, with takeaways for Northern Ontario communities.

⁵ Now known as Immigration, Refugees and Citizenship Canada.

Attraction, Growth, and Retention Strategies

When it comes to attraction and retention, the literature is rich with best practices and solutions. However, not all strategies are appropriate for all communities. For small to medium-size population centres, for example, the literature emphasizes the importance of strong partnerships, targeted initiatives, welcoming communities, and regional approaches.

Forming Strong Partnerships and Developing a Targeted Initiative

An existing body of literature recognizes the benefits of having multilevel partnerships with a mix of community players to support the attraction, settlement, and integration of newcomers (Guo and Guo 2016; Kukushkin and Watt 2009; George et al. 2017; George and Selimos 2018; Elkebbe 2014; Bahbhani 2008). When observing immigration in Northern Ontario, players such as the LIPs and RIF, city councilors, settlement service providers, employment agencies, postsecondary institutions, business entities, and the general community play a key role in the attraction and settlement of newcomers. Furthermore, Kukushkin and Watt (2009) state that partnerships in employer-driven initiatives to fill identified labour gaps can also play a role in the attraction and retention process.

Employer-driven initiatives are popular policy tools used internationally by Western countries to attract highly skilled immigrants (Facchini and Lodigiani 2014). For example, involving employers can be effective in smaller communities that may not have the resources to partake in recruitment strategies. Together, resources can be pooled. Additionally, handpicking immigrants to fulfill specific labour needs eases the settlement process by alleviating the pressure of finding employment in a new country. Either way, both initiatives have been proven to be effective in several communities.

As case studies cited later in this paper will demonstrate, having a targeted approach as a part of a community-driven strategy is also a constructive way for a community to focus its attraction and retention efforts and resources. A targeted strategy can involve identifying potential immigrants from source countries, developing a pre-migration strategy or a recruitment initiative, marketing the host community, and building partnerships to ensure desired outcomes are successfully met. A related approach for smaller communities that may not have a physical settlement office is to target immigrants in highly dense metropolitan areas, as well as young families since the median home prices in Northern Ontario tend to be less than those of Southern Ontario (Zefi 2019).

Secondary migration involves the movement of migrants from their arrival destination to another (Takenaka 2007). It can be further described as a two-step migration system, where migrants choose to settle in one community and then migrate to another (Takenaka 2007). In the past, secondary migrants moved from smaller communities to larger ones, usually to be near friends, family, or people of the same ethnic background (Newbold 2007). However, in a 2015 study by the Rural Development Institute that aimed to assess partnerships and settlement services in smaller centers, they found that a majority of the survey participants (n = 147) cited employment as the pull factor (Rural Development Institute 2015). Indeed, when analyzing various income brackets for individuals with college credentials in Northern Ontario, there is a higher percentage of individuals in the \$150,000 and over after-tax income group compared to individuals in Southern Ontario (Zefi 2019). Pull factors such as this can be utilized in a targeted approach for secondary migrants, thereby increasing the attractiveness of smaller communities.

The Importance of Being a Welcoming Community in Attraction, Settlement, and Retention of Newcomers

Municipalities are heavily involved in creating a welcoming environment for newcomers. As revealed in the literature, fostering a welcoming environment and involving the community is essential to the settlement, integration, and retention of newcomers (Becker et al. 2013; Ashton et al. 2015; Carter et al. 2008; Taylor et al. 2014; Ontario 2011). The term “welcoming community” has become a popular component of policy approaches to immigration and there has been increased literature that identifies why and how a welcoming community is beneficial in attracting and retaining newcomers (Guo and Guo 2016; Urtnowski et al. 2012; Walton-Roberts 2011; Tossutti 2012; Bauder and Flynn 2014; George et al. 2017; George and Selimos 2018; Elkebbe 2014; Jedwab 2008; Brown 2017). A research report written by Esses et al. (2010) discusses in-depth what constitutes a welcoming community and the characteristics of a welcoming environment. The report outlines four key conceptualizations (p5):

1. A physical location in which newcomers feel valued and see their needs as being met;
2. A community that represents the discourse of integration of the newcomer;
3. An effort by all those in the community to create a place where newcomers feel welcomed and valued; and
4. A location that has the ability to meet the complex needs of newcomers and the infrastructure in place to support those needs.

Moreover, the report discusses 17 rank-ordered characteristics of a welcoming community (p5-6):

- | | |
|--|--|
| 1. Employment opportunities; | 9. Accessible and suitable health care; |
| 2. Fostering of social capital; | 10. Available and accessible public transit; |
| 3. Affordable and suitable housing; | 11. Presence of diverse religious organizations; |
| 4. Positive attitudes toward immigrants, cultural diversity, and the presence of newcomers in the community; | 12. Social engagement opportunities; |
| 5. Presence of newcomer-serving agencies that can successfully meet the needs of newcomers; | 13. Political participation; |
| 6. Links between main actors working toward welcoming communities; | 14. Positive relationships with police and the justice system; |
| 7. Municipal features and services sensitive to the presence and needs of newcomers; | 15. Safety; |
| 8. Educational opportunities; | 16. Opportunities for use of public space and recreation facilities; and |
| | 17. Favourable media coverage and representation. |

From the analysis by Esses et al. (2010), there is a clear emphasis on involving community actors in the plan to both attract and retain newcomers. As Carter et al. (2008) add, the emphasis on community involvement is critical because smaller communities may not have existing social support networks of ethnic/social groups that newcomers can join. The Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) builds on this point through the introduction of its toolkit, which helps guide rural and remote communities on how to attract and retain skilled newcomers through community engagement (Ontario 2011). The toolkit also advises that any newcomer strategy should have the community's support and residents should be informed from the beginning and throughout the process (Ontario 2011).

Regional Approach

Although there are multiple benefits to a regional approach in attracting and retaining newcomers (e.g., growth of strategic partnerships, knowledge sharing), one major benefit for small municipalities that are experiencing an aging and declining population is resource sharing (Kukushkin and Watt 2009; Block 2010)⁶. To illustrate, in Manitoba there is the Southwest Regional Immigration Committee, which is taking a unified regional approach to migration in rural communities (Block 2010). Specifically, their main goal is to prepare communities for projected increases in foreign labour (Block 2010). Previously, the approach to immigration in this region had been incoherent and inconsistent, resulting in last-minute responses to the needs of new arrivals (Block 2010)⁷.

A key factor that made this regional approach successful was that the people involved truly believed in restoring their communities and creating a welcoming environment to retain newcomers. As well, committee members include both those who are systematic in their approach and those whose commitment is based on a strong emotional attachment to their community's past (Block 2010). A regional approach can be difficult because each community has a unique challenge to overcome or a goal it wants to achieve. For example, Virden, Reston and Pipestone are looking at 10 to 15 years of fast growth inspired by an oil boom while Boissevain has more than 200 jobs to fill but lacks housing, land, and business opportunities to accommodate newcomers (Block 2010). Another recognized challenge of a regional approach is "defensive postures" and "home turf" issues (Norris-Tirrell and Clay 2010). However, having clear and defined objectives, along with a recognition of how different mandates can complement each other, can encourage communities to address these issues.

⁶ Specifically, the communities of Virden, Melita, Boissevain, Rivers, Souris, Pipestone, and Deloraine.

⁷ This is quite similar to the case of Northern Ontario as per comments made by key players in The Northern Attraction Series: Identifying Northern Ontario's Strengths and Weaknesses in the Attraction and Retention of Newcomers (Zefi 2019).

To strengthen the Committee's regional approach, it identified additional key players such as youth groups, churches, volunteer groups, ethnic support groups, recreational departments, marketing clubs, and the Regional Health Authority (Block 2010). Through hard work, resources, and time, there are several steps that others can take based off the work started by the Southwest Regional Immigration Committee (p19-20):

1. Prepare for newcomers. This includes establishing partnerships, discussing strategies, having a knowledge base, etc.
2. Raise awareness in each town about the newcomer attraction initiative before marketing communities, recruiting newcomers, or smoothing out settlement services. This effort will increase the knowledge base and attract key players that want to be involved.
3. Develop a solid understanding of desired newcomers and disseminate that information through population growth strategies such as recruitment and marketing.
4. Tap into the existing population of immigrants through a survey that gathers information on why newcomers moved to the given area, the issues they faced, how those issues could be addressed for the benefit of future immigrants, etc.
5. Assess population growth strategies to determine what is working and what is not.
6. Ensure the business community is involved.

Given that this initiative is relatively new, no definitive conclusions can be made just yet. However, a quick look at immigration data for the Manitoba communities represented by the Committee is informative. The data reveal that four of the seven – Melita, Virden, Souris, and Riverdale – experienced increased immigration between 2006 and 2016. In Melita, Virden, and Riverdale, the number of immigrants almost doubled during the two census periods covered by that time span. Indeed, a follow-up report on the Southwest Regional Immigration Committee's efforts would be beneficial to determine outcomes and best practices.

Table 1. Total immigration to select Manitoba communities, 2006-2016

Community Name	Population in 2016	Number of Immigrants from 2006 to 2010	Number of Immigrants from 2011 to 2016
Melita	1,042	20	45
Virden	3,322	30	65
Boissevain-Morton	2,353	40	25
Deloraine-Winchester	1,485	10	0
Souris-Glenwood	2,562	0	45
Riverdale	2,133	35	60
Pipestone	1,458	35	20

Source: Statistics Canada, census program 2016

Case Studies

The above section provides a snapshot of strategies that small and medium-size communities can adopt. The following section provides several case studies for Northern Ontario to consider to successfully increase immigration rates.

Morden Community Driven Immigration Initiative (MCDII) - Morden, Manitoba

Morden is located in south-central Manitoba, 120 km from Winnipeg. As of 2016, Morden's population is 8,668 and the city is considered a small population centre (Statistics Canada 2017b). In order to grow its population, Morden established a pilot project in 2012 called the Morden Community Driven Immigration Initiative (MCDII)⁸. According to the MCDII's Coordinator, Shelly Voth, the community's businesses were desperately searching for labour to keep their doors open (Funk 2018). In response, the community took the initiative and asked the business community to identify needed skills. Community residents then met with the provincial government about the Manitoba Provincial Nominee Program (MPNP) to explore what could be done. Subsequently, a plan was presented to Manitoba Immigration detailing the need, feedback from the community, strategies for attraction/recruitment, and so on. The initiative, approved April 2012, allowed 50 families to arrive through the MCDII annually. In support of the program, the MCDII hired an immigration coordinator in January 2013, and a part-time support person in late 2014. By the time of "The Way Forward" conference held by the Greater Summerside Chamber of Commerce, 65 families had arrived, more than 100 families approved by the MPNP for an interview, and more than 100 additional families approved by Morden's committee and are awaiting a visitor visa or an exploratory visit. As for retention, 95 per cent of those that have participated in an exploratory visit have been living in Morden for at least a year and, overall, 84 per cent are still living in Morden⁹.

This is a community-centred strategy that relies on partnerships, a targeted approach, and a plan. As mentioned, community leaders met with employers to survey their needs. By involving the business community, the MCDII can target specific newcomers to fill labour gaps – echoing what Kukushkin and Watt (2009) stated earlier. On the partnerships side, Morden works closely with the MPNP in the nomination process. Additionally, the plan that was proposed to Manitoba Immigration had the community's input, demonstrating how community involvement can contribute to success. Finally, the plan was strengthened through the involvement of multiple community partners. A volunteer committee was established and representatives from employment, health care, education, and settlement services were appointed by the MCDII.

A unique feature of the MCDII is its pre-migration strategy. To illustrate, once someone applies to the MCDII program and they are chosen to participate, an invitation will be extended for that applicant to come for an exploratory visit. During the visit, the potential newcomer is given a tour of the town, schools, daycares, health centres, banks, employers, real estate agents, and financial institutions. Potential newcomers are also asked to complete "homework," which consists of creating a budget for a life in Morden and imagining how they would live there. At the end of the visit, each candidate prepares for an interview with a provincial nominee program officer and if deemed a good fit, they are invited to go through the nominee program. However, ability to fill labour market gaps is not the only deciding factor for approval of newcomers. One key factor is whether the candidates have relatives elsewhere in Canada (Dharssi 2016). If so, the MCDII deems them ineligible because they might use Morden as a gateway to a Canadian citizenship and the goal is to attract newcomers that stay in the community (Dharssi 2016). Additionally, the MCDII uses effective marketing and communications tools to provide potential newcomers with information about the community and employment and business opportunities. They include social media, Google Ads, and a website.

This overall newcomer strategy by Morden includes heavy community involvement. For example, there is a remarkable example of a family welcoming newcomers from Bangladesh by hosting a dinner featuring Bangladeshi dishes (Dharssi 2016). This demonstrates the importance of involving the community and fostering a welcoming environment to help newcomers become part of tight-knit social circles.

⁸ Unless otherwise noted, the information in this section is from a handout from "The Way Forward" conference held by the Greater Summerside Chamber of Commerce.

⁹ Includes the first group that did not go on exploratory visit.

Assemblée communautaire fransaskoise (ACF), Saskatchewan

This organization has been the voice of Saskatchewan's Francophone population since 1912 and as part of its mandate, it is responsible for the province's immigration portfolio and it is a founding member of the Réseau en immigration fransaskois de la Saskatchewan (RIF-SK) (ACF N.D.; Labrecque 2017). In order to grow the Francophone community, ACF secured research funding that helped it identify potential source countries fitting its criteria. The criteria included: (1) skilled workers in identified areas of labour shortages; (2) "adequate English capacity for the Saskatchewan market"; (3) "an affinity for the French language and culture"; (4) "source countries that favour immigration to Canada (push factors)"; (5) and "implement[ation] of a high retention plan to maximize efforts" (Labrecque 2017)¹⁰. Research showed that Mauritius was the highest-ranking source country according to the selection criteria. The next steps to carry out the plan were to secure strong partnerships and funding to implement a working initiative.

In order to be successful, the ACF needed the Saskatchewan government to help leverage federal government funding. The ACF also needed to gather labour market information and initiate relationships with Canadian embassies in foreign countries. Partnership efforts with Mauritius included several meetings with the Government of Mauritius, the Canadian Consulate to Mauritius, and the International Organization for Migration. The partnership led to a four-way agreement¹¹ that included recruitment specialists evaluating the quality of candidates in designated sectors, the offering of settlement and integration services in Saskatchewan, and the ACF taking responsibility for soliciting job offers.

In order to have a solid settlement plan, the ACF developed employer partnerships in Saskatchewan, held community stakeholder briefings, and offered on-the-ground settlement services. The ACF involved the community by connecting newcomers with volunteer opportunities, child and youth programs, adult programs, and community-themed workshops. A contributing factor to the retention success of the ACF is that it prioritizes integration of the applicant's family – in particular, there is a focus on the partner. This feature of the program has helped with retention because it ensures the applicant and their partner both have jobs once they arrive in the community, thus contributing to the satisfaction of both individuals.

Through a targeted approach and partnerships with the host country's government, this program is currently the highest yielding source of Francophone immigration in the country. For instance, from 2010 to 2017, more than 300 people (including family members) arrived in Saskatchewan, filling more than 200 Saskatchewan jobs with an 84 per cent retention rate.

La Coopérative d'intégration francophone (CIF), Prince Edward Island (PEI)

The CIF is another Francophone organization using a targeted strategy to address the shortage of farmers in PEI. The CIF partnered with a Pommerit school in Brittany, France, to provide students with an opportunity to gain experience through a two-month apprenticeship in agriculture (CIF N.D.). Although this is an apprenticeship program, the long-term goal is to attract future agriculture labourers to the local farms for work (CIF N.D.). While this example is different than the previous two case studies, it shows that targeting students to address labour shortages is a great way to plan for the future. These students will have Canadian work experience and thus become optimal candidates for express entry or the provincial nominee program.

National Connector Program

The Connector program began in Halifax, Nova Scotia and was created by the Halifax Partnership, which is a workforce development initiative that helps immigrants build professional networks, secure relevant jobs, and stay in the community (National Connector Program N.D.). As well, the Halifax Partnership states that "85% [percent] of jobs in Canada are filled through networking" (Halifax Partnership N.D.). The program operates so that Connectees such as newcomers are connected with Connectors such as community leaders, to which the Connectors refer them to at least three individuals within their network that are within the Connectee's industry field (Halifax Partnership N.D.). Such a process can help provide Connectees with greater confidence and insight into what is available in the local labour market (Halifax Partnership N.D.). This emphasis on building connections is particularly beneficial because it increases positive interactions between newcomers, the community, and immigrant-serving organizations.

In August 2015, the National Pre-Arrival Connector Program was launched to link economic class immigrants to National Connector communities online (Abramowicz N.D.). This is an excellent pre-arrival service that provides immigrants with the skills and networks they need in order to settle expediently in Canada (Abramowicz N.D.). Overall, since the National

¹⁰ Unless otherwise noted, the information in this section is from this source.

¹¹ Government of Mauritius, ACF, International Organization for Migration, and Prudhomme International.

Connector Programs's inception in 2009, more than 1,000 jobs have been filled (Halifax Partnership N.D.). As well, the program has been replicated in 34 communities nationwide and by communities in the United States, Switzerland, and Sweden (National Connector Program N.D.).

Community Attraction & Retention Strategy

The following is a newcomer attraction and retention strategy that can be implemented at the community level. The suggested evidence-based plan is built on strategies sourced from literature highlighting successful migration strategies adopted in remote and rural areas and communities that are comparable to those of Northern Ontario. Additionally, the plan includes feedback gathered from key players on their ideas of a "perfect migration strategy" and what initiatives can be implemented at the community level.

According to John Bryson's (2004) *Strategic Planning for Public and Non-Profit Organizations*, the following is a step-by-step guide on how to implement a successful strategy:

1. As part of the planning phase, the following must be done:
 - a. Leaders and key internal and external decision makers must ensure a strong plan by initiating and agreeing on planning efforts and steps (34-35);
 - b. When a strategy involves multiple parties and organizations, stakeholders must be identified early on and be involved throughout the process (35); and
 - c. Within the strategic plan, establish defined values and a purpose to increase productivity and eliminate unnecessary conflict or discussion (38).
2. Once initial planning phases are complete, the team should explore trends to identify opportunities and challenges that the community may face (39)¹²;
 - a. Monitoring political, economic, social, educational, technological, and physical trends may help decision makers recognize opportunities or challenges (40).
3. Those leading the strategy must decide how they will report their performance outcomes and what the targets are. By presenting performance information, stakeholders and those affected by the strategy will be more accepting of the strategy (40)¹³;
4. Identify strategic issues and formulate a strategy to counter them because they challenge the mandate, mission and values, structure, processes, and management (42);
5. The planning team is now able to adopt the new strategies addressing strategic issues and is ready to establish an effective vision. At this point, the team can develop a description of what the community will look like once the full potential of the strategy has been achieved (49); and
6. Finally, the strategic plan is ready for implementation and leaders must develop an effective process. Once the implementation process has been active for some time, it is crucial to reassess strategies and the strategic planning process (50).¹⁴

¹² Opportunities and challenges are typically about the future, whereas strengths and weaknesses are usually in the present (p.39)

¹³ Performance information also enables decision makers to evaluate the effectiveness of the strategy or alternative strategies, resource allocation, organizational designs, and distributions of power (p. 41).

¹⁴ Although the author has presented the steps in a specific order, there is no real sequential order, and those leading the strategy are best fit to determine the process.

Community Newcomer Strategy for Northern Ontario

Planning Phase

- To begin, community leaders and key internal/external decision makers ought to meet and agree on a process to initiate a community plan.
- Decide on a process for the strategy: although this guide gives steps that should be taken at each phase, it is important for each community to evaluate which steps have value for them and the most logical order of implementation.
- Decide who should lead the strategy: create or build off an existing steering committee so there is constant focus on the strategy, and establish defined roles, expectations, and functions for each person involved.
- Define the purpose of the effort, preferred steps in the process, and the form and timing of progress reports. These will depend on the assets and resources available to the community, or a group of communities if they should band together.
- Define the commitment of the necessary resources to proceed with the strategy. It is important to look at funding options available through the federal or provincial/territorial government that may assist in implementation.
- Identify any important limitations or boundaries and form a strategy to counter these factors. Limitations can include: lack of financial capital and/or manpower, geographic location, relationships with employers, and so on.
- Identify key players that should be included as part of the strategy. Ideally, decision makers, leaders, employers, and stakeholders such as service providers or LIPs who are tied to the five (5) large cities of Northern Ontario, and to the Réseau du Nord with its regional mandate, should all be involved in the newcomer strategy.
- Identify an annual target of newcomers to measure success.

In addition to these general steps, the following are detailed actions that communities ought to take in the planning phase of the newcomer strategy:

1. Gain community support for the strategy to create a welcoming, inclusive environment.
 - ◊ When identifying the players in the newcomer process, it may be beneficial to survey these organizations, as well as residents, to determine how the community sees newcomers. Based on these results, those in charge of educating the community and gaining its support can determine the work that needs to be done to shift perceptions.
 - ◊ Educate the community by providing data that outline the economic and social impacts of a declining, stagnant, and aging population. It is important to include the following: migration statistics to illustrate the population trends; demographic dependency ratio and how this will affect the community. Relatedly, from this data, we can then answer questions such as what will happen if no action is taken; will the community have to disincorporate; and will there be less tax money to provide essential services? Disclosing this information can be helpful in gaining community support.
 - ◊ Create a positive message surrounding newcomers: focus on how newcomers can contribute to the community, increase its economic activity, and help the community fill in-demand jobs. The language used in this messaging will have a significant impact. For example, outlining the temporary relationship between international students and the labour market can discourage employers from hiring newcomers more generally.
 - ◊ Community leaders/the steering committee can hold town hall meetings, market the strategy on local radio stations, send out brochures to the neighbourhood, etc., to educate community residents. Easily accessible educational material could have greater value for small and medium-size businesses operators who may not have time to attend larger meetings.
 - ◊ Ask community residents if they would like to be involved in the welcoming process. Involvement can include connecting with potential newcomers via Skype or showing these individuals around the community and meeting with them over the course of their first year after arrival to create social networks.

- ◇ During this phase, the steering committee is collecting data from meetings and analyzing any noted challenges. These data can be used to determine new opportunities or ways the process can be reformed.
2. Ensure the community is ready for newcomers.
 - ◇ Spread awareness about cultural differences to newcomers and community residents. The celebration of diversity can build rich social capital for a community. As well, ensure employers are taking part in cultural awareness practices.
 - ◇ Involve the local authorities so newcomers feel welcome when they arrive and understand that they can contact law enforcement if there are any problems.
 - ◇ Create, or update if already available, a standardized cultural awareness guide for the community and those involved in the newcomer process, such as service providers, economic development agencies, employers, and so on.
 3. Create a targeted approach with partnerships.
 - ◇ Undertake a labour market study to assess the current skills gaps in the community, which will enable targeting of specific immigrants to fill those gaps immediately. If studies have been completed previously, highlight notable trends.
 - ◇ Assess where the future skills gaps will be in the community. By doing so, the community can proactively plan to target qualified migrants in the future.
 - ◇ Use the results of the survey to identify a host country of potential newcomers who can fill labour gaps in Northern Ontario.
 - ◇ Look at opportunities to partner with host countries.
 4. Form a strong pre-migration strategy.
 - ◇ Decide on a marketing and communications strategy for the community to attract newcomers. It is important to think about the following:
 - i. What features/attributes of the community are we going to market?
 - ii. How are we going to make the message sound inviting?
 - iii. What tools are we going to use to target our desired audience? Will we be using any social media? If so, which tools and how will we use them?
 - iv. Does our community have a website?
 - ◇ Consider hiring a migration consultant to have a wider international reach to fill labour gaps.
 - ◇ Consider incentives such as selling land for an attractive price or creating tax breaks that attract new businesses.
 - ◇ Decide on a secondary migration approach.
 - v. Which employers would be interested in attending a job fair in overpopulated metropolitan areas to showcase our town and opportunities?
 - vi. Can any leaders or key decision makers go to these job fairs?
 5. Address strategic issues.
 - ◇ It is important address any strategic issues that may have come up and create strategies to counter these.

6. Identify a strategy to include international students.

◇ It is important to strategize on how to retain international students within the community. Consider the following:

- i. Partner with postsecondary institutions to brainstorm ideas, discuss how to retain this group, decide which responsibilities fall to the municipalities versus the universities, and how the roles will be divided.
- ii. Create partnerships with or incentivize local employers to hire international students to eliminate employment barriers faced by this group.
- iii. Survey international students in their first, second, third, or fourth-year programs to understand and address the challenges with retaining this group.
- iv. If work is already being done with postsecondary institutions, assess where the gaps are and how to fill them.

7. Ensure all settlement services that immigrants need are accessible before they arrive. Accessibility can include: services in their mother tongue, information on the local transportation system, how to access government resources, and so on.

Implementation Phase

This is the implementation phase where the strategic planning becomes action. During this phase, the following are important:

- 1. Reassess the strategy and strategic planning process at set intervals. In the beginning, trial and error will be the only way to determine what works in a community. By reassessing the strategy and strategic planning process, unnecessary steps or resources can be cut to maximize efficiency.
- 2. Check that businesses and settlement services have the resources they need to succeed. Additionally, it is a good idea to have a representative from the business sector meet with the settlement service agency to ensure there are no gaps in what is being provided versus what is needed.
- 3. The strategic planning team should ensure that the community and newcomers are integrating well with one another. To do so, those leading the strategy should ensure that there are plenty of positive interactions between community residents and newcomers. As noted earlier, if volunteers are able to meet with newcomers during their first year it helps ensure that newcomer needs and situations that must be addressed are communicated to the community.
- 4. Throughout the implementation phase, progress reports should be provided to key players and those involved in the strategy. Also, it may be beneficial to keep the community updated on progress. As mentioned in the literature review, it is important to inform the community about the process from beginning to end to gain full support.

Measuring Success

When measuring progress and success in newcomer attraction and retention efforts, it is crucial to measure the appropriateness of the inputs and outputs. However, to determine whether Northern Ontario's assets and resources are being put to best use, the first step should be to look at what has been done in similar geographic areas. Using these case studies, Ontario's northern regions can determine which benchmarks are within the realm of reason. Furthermore, through this comparison, key northern players can determine what our assets are, what we can utilize, and whether we need to have a more community-driven approach, like those undertaken in Manitoba and Saskatchewan, an employer-driven approach, like that of the Atlantic Immigration Pilot, or perhaps something new.

As noted previously, setting immigration targets during the planning phase can help when it comes to measuring a community's success and progress, as well as determining whether the appropriate supports are in place to handle certain volumes. To this, NPI developed an absorption rate to determine immigration targets for communities of different sizes in Northern Ontario. The methodology uses a linear trend analysis approach that examines Canadian immigration trends in the five highest performing towns and cities in Manitoba and Saskatchewan (per each population range) over three consecutive five-year periods, from 2001-2016. These two provinces were selected because qualitative evidence suggests that both are similar in nature to Northern Ontario and perform well in terms of attracting immigrants (See Appendix "A" for further details).

Table 2 contains absorption rates for seven population size ranges. Using this methodology, the 2016 population of a census subdivision (CSD) is multiplied by a unique fraction to ascertain the number of immigrants that CSD should aim to attract every year for the five-year period of 2016 to 2020. A CSD is a municipality or areas similar to municipalities such as a reserve or unincorporated area (Statistics Canada 2018).

Table 2. Annual Absorption Rate Targets for Range of CSD sizes

CSD Population Range	Annual Absorption Rate Targets (top 5 Saskatchewan and Manitoba)
1000 or less	0.051222337
1001-5000	0.024024781
5001-10000	0.01466517
10001-25000	0.009689263
25001-50000	0.006764645
50001-100000	0.00841807733996272 *
More than 100000 (up to and including 200000)	0.01007151

*This is an average of the 25,000 to 50,000 range and 100,000 to 200,000 range, since there were no CSDs in the 50,000 to 100,000 range to model from.

Based on the above table, we would multiply the number above by the population size of a given Northern CSD to calculate the target number of immigrants. For example, the population of Timmins is 41,230, which would be multiplied by 0.006764645 (Statistics Canada 2017c). The result is a yearly target of 279 immigrants. For a small municipality like Dryden with a population of 7,580, the result is 111 immigrants (Statistics Canada 2017c). To note, these are targets for immigrants, but that does not discount secondary migrants, which can include someone who was born in Sudbury moving to Thunder Bay. The attraction of these individuals and families are just as important. As well, recognizing that communities have different strengths and weaknesses, discretion ought to be exercised as the targets may be too high or too low for a given community. Finally, to see what the annual targets would be for each CSD in Northern Ontario, please refer to Appendix "B".

Conclusion

As this paper has shown, small to medium sized communities in Northern Ontario ought to consider different strategies when it comes to attracting and retaining newcomers as their assets and strengths may differ from larger centers. Of course, the best practices identified in this paper, along with the recommend steps for a community when preparing for newcomers and the annual immigration targets calculation, are complements to the findings and strategies put forward throughout the Northern Attraction series. Together, these elements form the Northern Newcomer Strategy that communities can access and utilize in order to understand how they can be a part of a much needed change for Northern Ontario's future.

Appendix A:

Northern Ontario Immigration Targets Methodology

The following variables were used:

P₁: Total Population in 2001 (by Immigrant Status) - *Statistics Canada 2001 Census*

P₂: Total Population in 2006 (by Immigrant Status) - *Statistics Canada 2006 Census*

P₃: Total Population in 2011 (by Immigrant Status) - *Statistics Canada 2011 National Household Survey*

P₄: Total Population in 2016 (by Immigrant Status and Period of Immigration) - *Statistics Canada 2016 Census*

I₁: Immigrant Population for 2001 to 2006 (by Period of Immigration) - *Statistics Canada 2006 Census*

I₂: Immigrant Population for 2006 to 2011 (by Immigrant Status and Period of Immigration) - *Statistics Canada 2011 National Household Survey*

I₃: Immigrant Population for 2011 to 2016 (by Immigrant Status and Period of Immigration) - *Statistics Canada 2016 Census*

Based on internal discussions, the following CSD population size ranges were decided:

1. 1,000 or less
2. 1,001 to 5,000
3. 5,001 to 10,000
4. 10,001 to 25,000
5. 25,001 to 50,000
6. 50,001 to 100,000
7. 100,001 or greater, to a maximum of 200,000

The top five CSDs based on immigrant to population ratio were determined, for each population size range noted above.

The methodology is as follows:

1. Sum P1 for the top five CSDs in Manitoba and Saskatchewan based on the population size ranges noted above.
2. Sum I1 for the top five CSDs in Manitoba and Saskatchewan based on the population size ranges noted above.
3. Divide the sum of I1 by the sum of P1 for each population size range in Manitoba and Saskatchewan.
4. Repeat steps 1 to 3 for I2/P2 and I3/P3.

5. For each target, calculate the average of the three quotients for each population size range: $[(I1/P1 + I2/P2 + I3/P3) / 3]$. The result is the target absorption rate for each CSD population size range over each five-year period. Divide that target by 5 to get the yearly absorption rate.
6. There is no absolute target absorption rate for CSDs with populations of 50,001 to 100,000 as there were no CSDs in Manitoba and Saskatchewan with populations in that range from 2001 to 2016. To account for this, for CSDs with populations of 50,001 to 100,000, the average of the 25,001-50,000 and 100,000-200,000 absorption rates were used.
7. Multiply P4 of each CSD in Northern Ontario by its appropriate selected absorption rate. The result is the number of immigrants that the CSD should aim to attract every year from 2016 to 2020.
8. This process can be repeated once the 2021 Census is released.
9. The following constraints have been set:
 - I. The following CSDs were excluded from this analysis: a) CSDs with populations equal to zero, b) CSDs with populations greater than 200,000, or c) CSDs with unavailable population or immigrant statistics. The reason for conditions a) and c) should be quite evident. The reason for condition b) is that the immigration trends of CSDs with populations of over 200,000 are not relatable to Northern Ontario.
 - II. Between Census years, some CSDs were amalgamated. To account for this, the population statistics from the first Census or National Household Survey (NHS) were aggregated to align with the new boundaries of second Census/NHS according to Statistics Canada's Standard Geographical Classification.
 - III. The above was done only if entire CSDs were amalgamated. Amalgamations involving parts of CSDs were excluded from the analysis as the population in these parts could not be ascertained. CSDs that were partitioned were also excluded from this analysis for the same reason.
 - IV. It should be noted that for this methodology, the population statistics from the first Census/NHS correspond with the immigrant statistics from the next Census/NHS for calculation purposes.

Results

Table 2 shows the number of immigrants that each census subdivision (CSD) could attract every year for the five-year period of 2016 to 2020. For CSDs with targets <1, their target should be multiplied by 5 to see how many immigrants they should attract over five years.

Limitations

The following are limitations to this methodology:

1. There were a limited number of CSDs in Manitoba and Saskatchewan that had populations of 25,001 to 50,000 and 100,001 to 200,000. This means that any exogenous factors that may have affected immigration numbers in these CSDs will be heavily represented in the absorption rate. For municipalities within these size ranges, further analysis is recommended in order to gather more data on similar sized cities with similar characteristics to those municipalities. The author tested an expanded target approach which examined the top 10 performing CSDs in all of Canada, for the 25,000 to 50,000 and 100,000 to 200,000 ranges. The targets in this expanded approach were much higher than those from the Saskatchewan and Manitoba analysis, however the higher targets would have been inflated due to high performing CSDs closer to large cities such as Vancouver and Toronto.
2. This methodology does not account for exogenous factors that may affect immigration. It only factors in the endogenous variables of the number of immigrants and the population. To account for this, these targets should be compared against Northern Ontario's demographic dependency ratio targets.
3. The immigration statistics variable, *In*, accounts for immigrants residing in a selected CSD on the Census Day of the second Census/NHS that was not residing Canada on the Census Day of the first Census/NHS. This means that an immigrant could have first moved from outside of Canada to a different CSD, and then moved to the selected CSD between the two Census Days. Due to data availability issues, the number of immigrants that moved directly from

outside of Canada to a selected CSD cannot be discerned.

4. The CSD population range breakdown is subjective in nature. The absorption rate and targets could be significantly different if the ranges were changed. Unfortunately, no settlement hierarchy systems that were applicable to this analysis could be found.
5. This approach causes higher targets for CSDs with populations which fall close to the upper limit of a population size range; in these cases the targets will usually be higher than CSDs in the lower limit of the next population range. In these circumstances, the town or city should use discretion to determine which target is most suitable, based on their community's own unique characteristics.
6. Census data, and statistics in general, take time to release. When repeating this process based on new data from the 2021 Census, a significant period of time may pass before the updated targets are set. The targets will always be approximately "one year behind". Therefore, it may possibly be suitable to instead designate these targets for five-year periods starting in the year after the Census year.

Appendix B:

Northern Ontario Immigration Targets Methodology

<i>Northern Ontario CSD</i>	<i>Total Population*</i>	<i>Annual Immigrant Target</i>
Brethour (3554032)	75	4
Nipissing, Unorganized, South Part (3548091)	90	5
Thornloe (3554038)	95	5
Manitoulin, Unorganized, West Part (3551094)	115	6
Mattawan (3548019)	135	7
Gauthier (3554066)	140	7
Matachewan (3554056)	165	8
Hilliard (3554034)	185	9
Parry Sound, Unorganized, North East Part (3549095)	190	10
Hilton Beach (3557006)	190	10
Opasatika (3556073)	210	11
Lake of the Woods (3559047)	265	14
Dorion (3558034)	275	14
Latchford (3554006)	305	16
Nairn and Hyman (3552031)	330	17
Chamberlain (3554054)	330	17
Hilton (3557004)	330	17
Pickle Lake (3560049)	330	17
Killarney (3552036)	335	18
Joly (3549051)	345	18
Jocelyn (3557001)	350	18
Kerns (3554024)	365	19

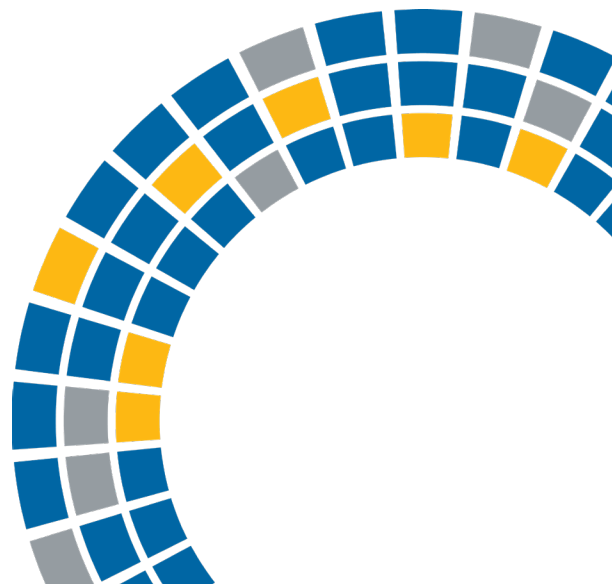
Casey (3554029)	415	21
Burpee and Mills (3551028)	425	22
Gordon/Barrie Island (3551027)	435	22
James (3554042)	435	22
Dawson (3559040)	440	23
Tehkummah (3551001)	445	23
Coleman (3554001)	460	24
Calvin (3548022)	465	24
Evanturel (3554049)	470	24
Hudson (3554021)	475	24
The North Shore (3557040)	475	24
The Archipelago (3549005)	490	25
Tarbutt and Tarbutt Additional (3557014)	490	25
Morley (3559031)	495	25
Gillies (3558012)	525	27
Sioux Narrows-Nestor Falls (3560008)	545	28
Harris (3554014)	550	28
Fauquier-Strickland (3556052)	550	28
Dubreuilville (3557079)	565	29
Bruce Mines (3557021)	570	29
Harley (3554026)	595	30
Baldwin (3552028)	615	32
O'Connor (3558016)	630	32
Mattice-Val Côté (3556077)	635	33
Chapple (3559024)	645	33
Billings (3551021)	665	34
White River (3557091)	665	34
Charlton and Dack (3554044)	675	35
Johnson (3557016)	680	35
Plummer Additional (3557019)	680	35
Ryerson (3549024)	695	36
McGarry (3554058)	705	36
Spanish (3557039)	740	38
Gore Bay (3551026)	750	38
Larder Lake (3554062)	760	39
Temagami (3548069)	765	39
Rainy River (3559042)	770	39
Val Rita-Harty (3556070)	780	40
Kearney (3549018)	785	40

Conmee (3558019)	820	42
McMurrich/Monteith (3549012)	855	44
Machar (3549054)	875	45
Red Rock (3558041)	880	45
Sundridge (3549048)	885	45
Whitestone (3549039)	935	48
La Vallee (3559016)	935	48
Machin (3560021)	945	48
Ear Falls (3560032)	950	49
Hornepayne (3557096)	965	49
Alberton (3559011)	970	50
Burk's Falls (3549022)	980	50
Assignack (3551011)	1000	51
Prince (3557066)	1010	24
Laird (3557011)	1045	25
Papineau-Cameron (3548013)	1075	26
South Algonquin (3548001)	1085	26
McKellar (3549028)	1100	26
Carling (3549036)	1100	26
South River (3549056)	1100	26
Schreiber (3558051)	1120	27
Cobalt (3554008)	1145	28
Armstrong (3554036)	1165	28
Thessalon (3557028)	1175	28
Ignace (3560001)	1190	29
Moonbeam (3556056)	1210	29
St. Joseph (3557008)	1235	30
Chisholm (3548031)	1280	31
St.-Charles (3552004)	1280	31
Smooth Rock Falls (3556048)	1300	31
Rainy River, Unorganized (3559090)	1305	31
Emo (3559019)	1320	32
Magnetawan (3549043)	1360	33
Armour (3549019)	1385	33
Strong (3549046)	1435	34
Englehart (3554052)	1435	34
Moosonee (3556106)	1475	35
Nipigon (3558044)	1590	38
Terrace Bay (3558054)	1590	38

Macdonald, Meredith and Aberdeen Additional (3557051)	1610	39
Huron Shores (3557035)	1645	40
Nipissing (3549071)	1665	40
Nipissing, Unorganized, North Part (3548094)	1775	43
Mattawa (3548021)	1895	46
Manitouwadge (3558066)	1925	46
Chapleau (3552092)	1940	47
Bonfield (3548027)	1975	47
Central Manitoulin (3551006)	2030	49
Neebing (3558001)	2050	49
Parry Sound, Unorganized, Centre Part (3549096)	2070	50
Black River-Matheson (3556014)	2425	58
Perry (3549014)	2430	58
Northeastern Manitoulin and the Islands (3551017)	2595	62
French River / Rivière des Français (3552001)	2610	62
Markstay-Warren (3552013)	2650	64
Atikokan (3559001)	2690	65
McDougall (3549031)	2695	65
Sudbury, Unorganized, North Part (3552093)	2715	65
Shuniah (3558028)	2785	67
Cochrane, Unorganized, North Part (3556092)	2805	67
Wawa (3557076)	2860	69
Sables-Spanish Rivers (3552023)	3190	77
Powassan (3549060)	3230	78
Timiskaming, Unorganized, West Part (3554094)	3240	78
Marathon (3558059)	3260	78
Blind River (3557038)	3405	82
Callander (3549066)	3815	92
Red Lake (3560042)	4040	97
Seguin (3549003)	4240	102
Iroquois Falls (3556031)	4420	106
Greenstone (3558075)	4570	110
East Ferris (3548034)	4600	111
Espanola (3552026)	4905	118
Hearst (3556076)	4975	120
Sioux Lookout (3560034)	5200	76
Cochrane (3556042)	5240	77
Algoma, Unorganized, North Part (3557095)	5670	83
Thunder Bay, Unorganized (3558090)	5815	85

Oliver Paipoonge (3558011)	5865	86
Parry Sound (3549032)	6110	90
Kenora, Unorganized (3560090)	6605	97
Fort Frances (3559012)	7555	111
Dryden (3560027)	7580	111
Kirkland Lake (3554068)	7740	114
Kapuskasing (3556066)	8115	119
Temiskaming Shores (3554020)	9680	142
Elliot Lake (3557041)	10580	103
West Nipissing / Nipissing Ouest (3548055)	14035	136
Kenora (3560010)	14790	143
Timmins (3556027)	41230	279
North Bay (3548044)	50370	424
Sault Ste. Marie (3557061)	71880	605
Thunder Bay (3558004)	105220	1060
Greater Sudbury / Grand Sudbury (3553005)	158665	1599
Total		10817

*Based on 25% sample data for total immigrant status for the population in private households (non-immigrant and immigrant)



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Northern Policy Institute is Northern Ontario's independent think tank. We perform research, collect and disseminate evidence, and identify policy opportunities to support the growth of sustainable Northern Communities. Our operations are located in Thunder Bay and Sudbury. We seek to enhance Northern Ontario's capacity to take the lead position on socio-economic policy that impacts Northern Ontario, Ontario, and Canada as a whole.

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