

# Welcoming Communities: No Wrong Door

Local Immigration Partnership – Lanark & Renfrew  
2021-2025 Strategic Plan



Local Immigration Partnership  
Partenariat local pour l'immigration  
LANARK & RENFREW



Funded by:

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# Executive Summary

Local Immigration Partnerships are funded by Immigration, Refugee and Citizenship Canada (IRCC), a department of the Government of Canada, and support communities in bringing together service providers, settlement agencies, community groups, employers, municipalities, and other key organizations to create a welcoming and inclusive community for newcomers.

Research shows that many small and rural communities in Canada, including Lanark and Renfrew Counties, are struggling to maintain their population numbers due to a variety of reasons such as youth out-migration, declining birth rates, and an aging population. In response to these challenges, attracting new residents to settle in smaller centres can be used as a strategy to revitalize rural areas. Being a welcoming community means focusing on creating connections between newcomers and established community members. This can help in eliminating barriers to social and economic integration and addressing racism and discrimination.

In this context, the Local Immigration Partnership (LIP) – Lanark & Renfrew plays a key role in increasing newcomer retention rates by ensuring that our communities are ready to welcome newcomers with open arms. The contributions and insights offered by new and established community members and our Advisory Council have been essential to the Strategic Planning process and we value their time and enthusiasm.

Through research, community consultation sessions, interviews and analysis the team established four strategic priorities, each focusing on building positive experiences and continuing to create welcoming communities for everyone.

1. Creating Connections: Enhance links Between Stakeholders Working Toward Welcoming Communities
2. Building Trust: Positive Attitudes Toward Immigrants, Cultural Diversity, and the Presence of Newcomers in the Community
3. Employer Outreach & Support: Pro-Active and Reactive Approaches to Lessons Learned
4. Community Integrated Learning: Foster a Two-Way Path for Newcomers and Community Members to Learn From One Another

Each of these priorities is achievable through the specific initiatives and action items which were designed to build on the existing working of LIP – Lanark & Renfrew and the strengths of our communities.

## Acknowledgments

It is with great excitement that the Local Immigration Partnership (LIP) - Lanark & Renfrew presents its Strategic Plan for 2021-2025. This Strategic Plan represents the culmination of engagement and input by community members, stakeholders, and rights-based holders committed to fostering welcoming communities across Lanark and Renfrew Counties.

The LIP – Lanark & Renfrew team would like to thank each of the contributors to the initiative. Firstly, we would like to thank Immigration, Refugees and Citizenship Canada (IRCC) for providing the model, framework and funding for this innovative and strategic project.

Secondly, we would like to show our sincere gratitude to the members of the LIP Advisory Council. The individuals making up the Council provided the strategic direction for the initiative and are true representatives of what is possible from complete collaboration and dedication of the local communities they represent. They are as follows:

- Lisa Benoit, Manager, Community Employment Services, Algonquin College, Perth Campus
- Jamie Bramburger, Manager, Community & Student Affairs, Algonquin College, Pembroke Campus
- Jo-anne Caldwell, Parks & Recreation, Town of Renfrew
- Colleen Clark, Employment Consultant, Community Employment Services, Algonquin College, Perth Campus
- Kathy Davis, Family and Children Services, Executive Director
- Jenn Doelman, Farmer and Chair of the Agricultural and Economic Development Committee, Renfrew County
- Carmen Goold, Regional Advisor, Ontario Ministry of Citizenship and Immigration
- Erika Heesen, CEO/Chief Librarian, Perth & District Union Public Library
- Andrea McCoy-Naperstkw, Farmer and Lanark Federation of Agriculture Board Member
- Leigh Miller, Circle of Turtle Lodge, Board Member
- Jade Nauman, United Way East Ontario-Renfrew County
- Maurane Poirier, Labour Market Group of Renfrew and Lanark
- Sharon Proulx, Regional Advisor, Ministry of Citizenship, Immigration and International Trade  
Ministry of Tourism, Culture & Sport
- Karthi Rajamani, CEO, Pembroke Public Library
- Tom Sidney, Councillor, Town of Renfrew and President, Chamber of Commerce Renfrew
- Brandy Smith, Settlement Outreach Worker, T.R. Leger Immigrant Services – Lanark County
- Tina Stevens, General Manager, Valley Heartland CFDC
- Kelly Thompson, CEO, Renfrew Public Library
- Jane Torrence, Acting Regional Director, Lanark County and Smiths Falls
- David Wybou, Business Development Officer, County of Renfrew

Thanks are also due to Sumit Choudhary, Research Officer, and Shehzad Ghani, Research Officer, for gathering foundational data for this report and their commitment to connecting with newcomers from our communities. Thanks to Laura Hanek, Swoop Media, for her assistance in polishing this document in formatting.

We believe that immigration will continue to be a key component of sustainable population growth in Lanark and Renfrew Counties. In this context, the LIP – Lanark & Renfrew plays a key role in increasing newcomer retention rates by ensuring that our communities are ready to welcome newcomers with open arms.

The contributions and insights offered by new and established community members and our Council have been essential to the strategic planning process and we value their time and enthusiasm. Focusing on building positive experiences and welcoming everyone, we look forward to working together to achieve inclusive communities that everyone is proud to call home.

# We Would Like to Thank the Algonquin People and Acknowledge the Traditional Unceded Algonquin Territory

Local Immigration Partnership of Lanark and Renfrew County is situated on the unceded and unsurrendered territory of the Algonquin people. As we live and work on these treaty lands, we have the responsibility to honour and respect the lands surrounding us, the waters, animals, plants, and people who have walked here before us.

Local Immigration Partnership is working towards reconciliation, and this acknowledgment is just a small reminder of that large commitment. With this in mind, we respectfully thank these Indigenous Peoples for hosting us on their ancestral lands. Miigwetch (thank you).

For many Canadians, the history of Indigenous Peoples and Canada was, until recently, unknown. Generations of Canadians have gone through their lives without knowing about residential schools, the historic and ongoing impacts of the Indian Act, the significance of treaties, or the contributions of Indigenous Peoples to the mosaic of Canada.

Non-Indigenous and newcomer Canadians need to reflect upon and learn the history, sacrifices, cultures, contributions, and strength of First Nations, Inuit and Metis people.

As Canada slowly moves towards reconciliation with its Indigenous communities, many are asking what role should newcomers be playing in this process. For many, the road to reconciliation starts with education. This is a country of immigrants, with the exception of the First Nations people, we all came here from somewhere and we believe that we must help facilitate knowledge sharing opportunities while continuing to learn ourselves.

## Introduction

This strategic plan covers a four-year period (2021 to 2025). It lays out where and how the Local Immigration Partnership (LIP) – Lanark & Renfrew Advisory Council should concentrate efforts to address issues and challenges faced by newcomers to our counties. The strategic plan builds on the previous work of the Advisory Council and is well-positioned to respond to the evolving face of the community.

This strategic plan documents the history of the LIP – Lanark & Renfrew Advisory Council, provides a list of current member organizations, organizational structure, Lanark and Renfrew Counties' specific barriers to settlement, and the goals, objectives and priority activities that will address these barriers.

Goals focus on Creating Connections, Building Trust, Employer Outreach and Support, and Community Integrated Learning. They were created from evidence from local research, surveys, visioning sessions, focus groups, feedback from service providers and immigrant residents and the experience and expertise of the LIP – Lanark & Renfrew Advisory Council.

Priority activities will be reviewed annually to reflect the current needs of newcomers.

# Project Composition and Characteristics

## Overview

The Local Immigration Partnership (LIP) model is an Ontario-wide initiative originated in early 2008 and funded by Citizenship and Immigration Canada (CIC), in cooperation with the Ontario Ministry of Citizenship and Immigration (MCI) through the Canada-Ontario Immigration Agreement (COIA). Local Immigration Partnerships (LIPs) are multi-sectoral planning tables that bring a cross-section of stakeholders together to identify ways to support settlement and integration of immigrants into local communities.

It began as a pilot project funded by Citizenship and Immigration Canada (now called Immigration, Refugees and Citizenship Canada) in 2009 in Ontario. Today, there are over 35 LIPs in Ontario and 80 LIPs and *Reseaux en Immigration Francophone* (RIFs) in Canada.

LIPs are underpinned by the understanding that:

1. Newcomers play an important role in the Canadian economy and society;
2. In the near future, some industries and regions will depend on immigration to fulfill their labour needs;
3. Municipalities and community groups are best positioned to improve settlement and integration outcomes for newcomers; and
4. The provision of basic settlement services is not sufficient to ensure success – consideration of newcomer needs must be incorporated into all aspects of community planning.



## Who We Are

In Lanark and Renfrew Counties, the work of the Local Immigration Partnership (LIP) is administered by Algonquin College's Pembroke Campus. To enable this work to happen, LIP – Lanark & Renfrew staff conduct research to identify challenges that are preventing newcomers from fully participating in the economic, social, cultural and recreational life of the community. The LIP team also identifies new opportunities to help newcomers settle in rural areas.

A key principle of LIP – Lanark & Renfrew's work is developing relationships and linkages between like-minded organizations to encourage collaboration that builds on the strengths of multiple partners. Welcoming communities are created by helping municipalities understand the benefits of newcomer attraction and assisting them with their planning and execution of activities that support immigrants who settle in their communities.

## Purpose, Mission, Principles

Our Purpose: To strengthen the role of local communities across Lanark and Renfrew Counties in integrating and serving our newcomer population.

Our Mission: The Local Immigration Partnership Advisory Council will enact the Strategic Plan by employing collaboration, research, and positive strength-based leadership, complemented by a focus on competitive economic sustainability, to foster a welcoming and healthy community.

Our Council Principles:

- Seven Grandfather Teachings: Shall inform all communications and dealings of the Advisory Council, including communications and dealings by others on the Council's behalf:
  - Honesty – Honesty in facing a situation is to be brave.
  - Humility – Humility is to know yourself as a sacred part of Creation.
  - Respect – To honour all Creation is to have Respect.
  - Bravery – Bravery is to face the foe with integrity.
  - Wisdom – To cherish knowledge is to know Wisdom.
  - Love – To know Love is to know peace, and,
  - Truth – Truth is to know all these things.
- Inclusivity
- Collective Success
- Knowledge Sharing
- Courage
- Momentum for longevity

## Local Immigration Partnership Advisory Council

Membership on the Local Immigration Partnership (LIP) – Lanark & Renfrew Advisory Council includes representatives of municipalities, school boards, post-secondary education, employment services, workforce planning boards, economic development offices, community allies, employers, and government services. Membership changes over time as new community partners join the Advisory Councils in both Lanark and Renfrew Counties.

The Advisory Council's primary purpose is to act as a community advisory body lending direction to the development and execution of an immigration settlement and integration Strategic Plan for Lanark and Renfrew Counties. Roles and Responsibilities of The Council Members Include:

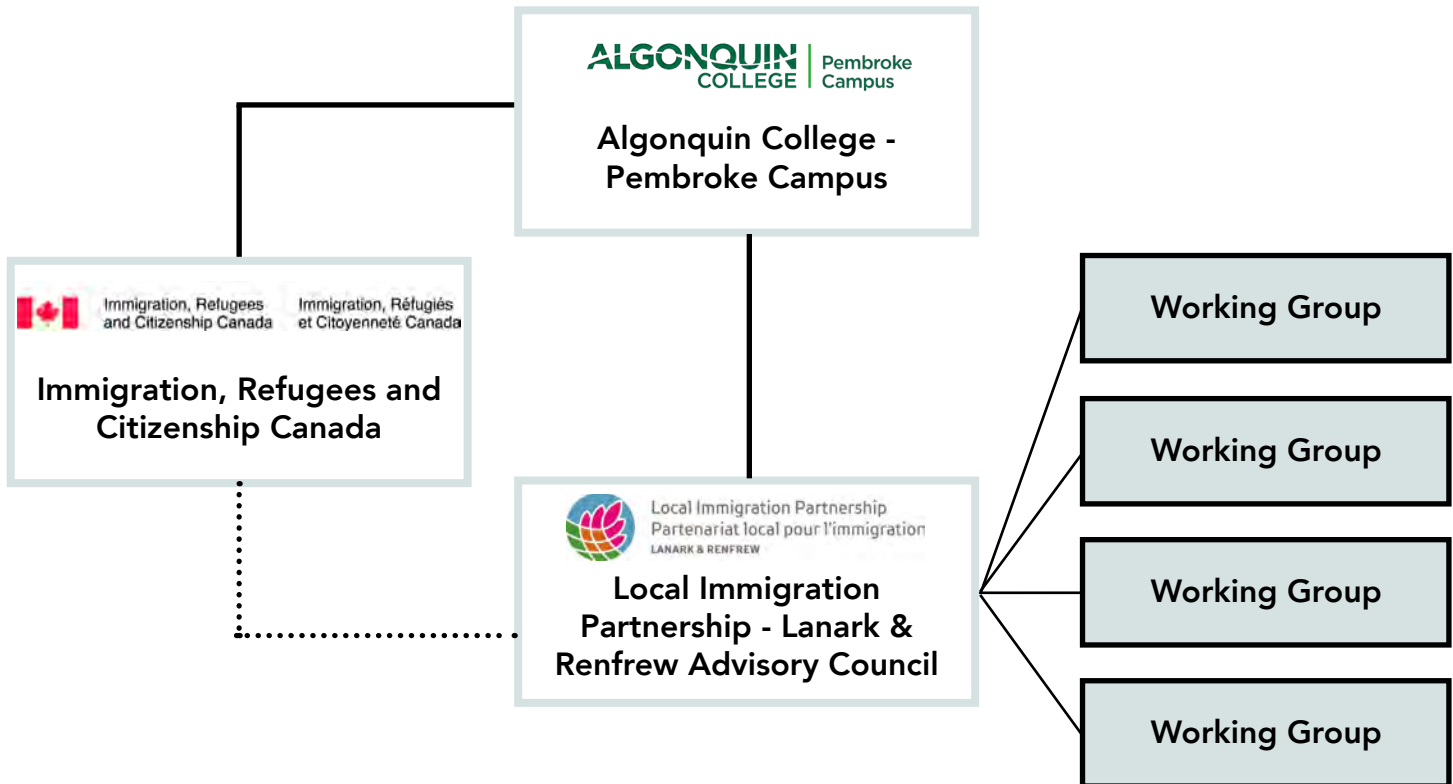
- Championing the LIP vision in the community and their sector specifically;
- Serving as a liaison between the LIP and their sector;
- Participating in LIP meetings (a minimum of four per year);
- Evaluating the implementation of the strategic plan and addressing key challenges;
- Facilitating strategic relationships among existing and new stakeholders and rights-based holders to further the objectives of the LIP;
- Aiding in the development of a local settlement strategy and corresponding action plan; and
- Identifying data that would be most beneficial to discover and address community assets and gaps in immigrant inclusion.



## Sub-Committees

Due to the vast geographic region for which this project is responsible, two (2) sub-committees of the Council were formed for greater efficiency and impact. One sub-committee represents Lanark County and the other represents Renfrew County. These sub-committees were formed to properly represent both regions with valid and applicable research. The sub-committees convene as one when a collective voice offers greater impact.

## Organizational Structure



## Regional Territory

The region encompasses the entirety of Lanark County, specifically in the northernmost communities of Pakenham and Almonte, as well as the centrally located communities of Carleton Place, Perth, and Smiths Falls. Lanark County covers 2,980 square kilometres of land.

The project also reaches Renfrew County, reaching west to Bissett Creek, through communities found along TransCanada Highway 17 such as Deep River, Petawawa, Pembroke, Cobden, Renfrew, and Arnprior. Also, coverage is southwest to Barry's Bay including Killaloe, Eganville, and Golden Lake and southeast to Calabogie and White Lake. Renfrew County covers 7,645 square kilometres of land along a 220-kilometre stretch of TransCanada Highway 17, resulting in a total coverage area for this LIP of more than 10,500 square kilometres.

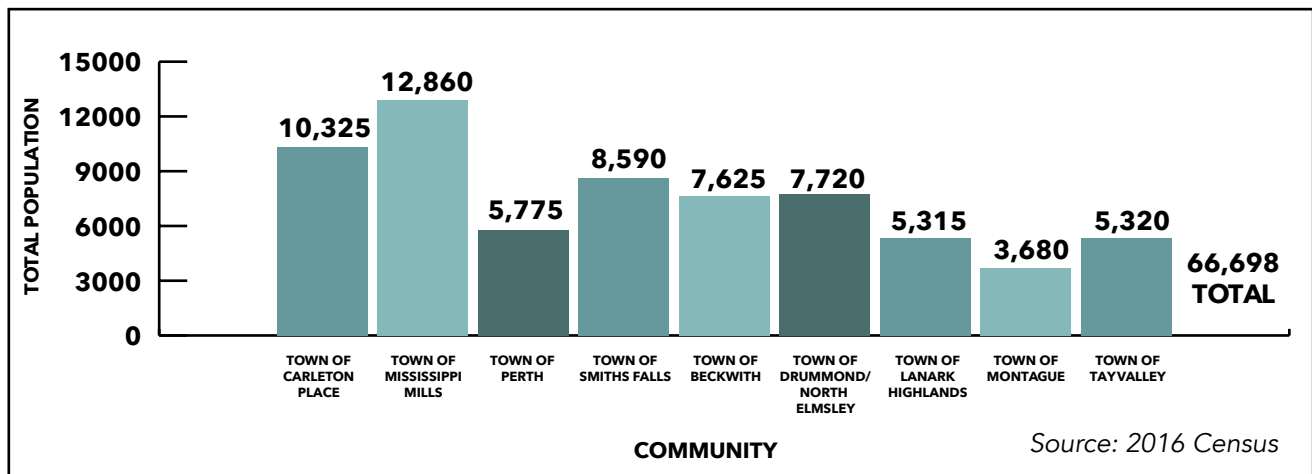
# Background Information

Please note that most of this data reflects information gathered in the 2016 Census. All data will be updated in an amendment to the strategic plan when the 2021 Census data is released in early 2022.

## Lanark County - Local Demographics

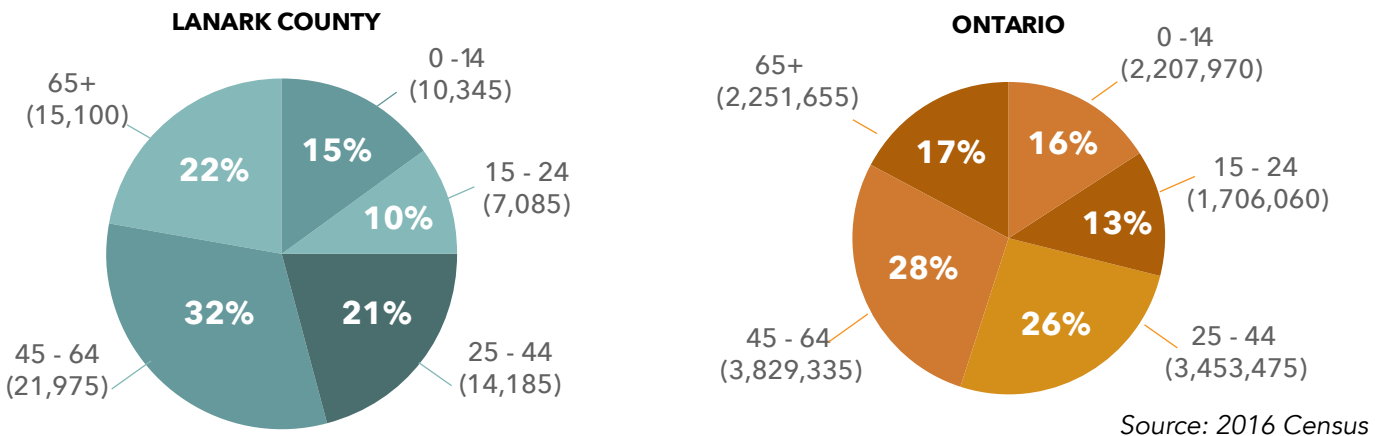
### Communities

In Lanark County, there are nine municipalities with a total population of 68,698. Each community has a Mayor or Reeve who represents their municipality as a County Councillor.



### Age

In Lanark County, the largest population age group is represented by those 45 to 64 years of age. The smallest group is also working or student-aged youth, representing only 10% of the total population.



The median age for Lanark County is much higher than the median age for Ontario and Canada. Lanark County is considered to be a retirement age community and does experience a significant amount of youth-out-migration, most often losing youth to the amenities of major centres around Ontario and across Canada.



Source: 2016 Census

## Education

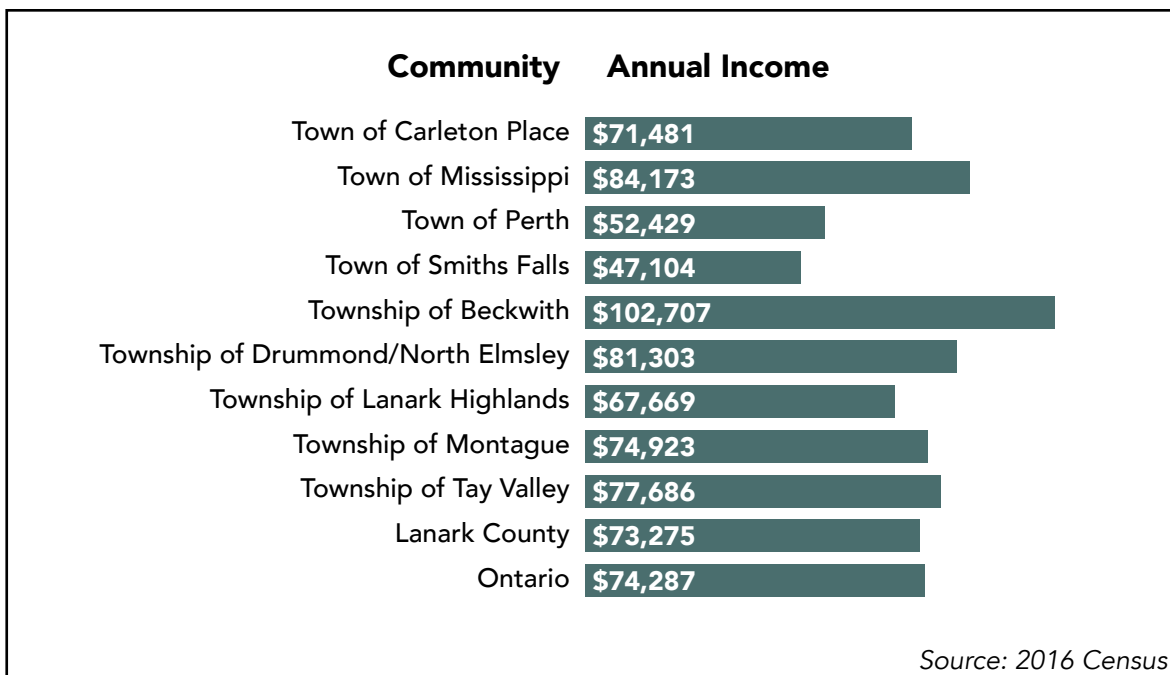
The chart below shows the level of education attained by different age groups in Lanark County in comparison to the Province of Ontario in 2016. Lanark County has historically had strong economic bases comprised of the manufacturing, natural resources and construction sectors. This resulted in higher rates of attainment of apprenticeships, trades and college certificates, and lower rates of university degrees obtained in every age group compared to provincial averages.

Education Level	Lanark County					Ontario				
	15-24 Years	25-34 Years	35-44 Years	45-54 Years	55-64 Years	15-24 Years	25-34 Years	35-44 Years	45-54 Years	55-64 Years
No certificate, diploma or degree	16.8%	10.4%	6.9%	8.2%	13.3%	17.5%	7.7%	7.9%	10.6%	15.1%
Secondary (High) school diploma or Equivalence certificate	28.9%	26.4%	24.0%	27.8%	31.1%	27.4%	21.8%	21.6%	25.2%	28.1%
Apprenticeship or trades certificate or diploma	8.2%	8.2%	6.5%	9.6%	9.5%	6.0%	4.6%	5.4%	6.8%	7.7%
College, CEGEP or other non-university certificate or diploma	28.6%	36.4%	40.3%	35.1%	28.1%	20.8%	24.8%	25.8%	25.3%	22.8%
University certificate or diploma below bachelor level	1.9%	0.8%	2.2%	2.0%	2.1%	2.2%	2.0%	2.5%	2.6%	2.4%
University certificate, diploma or degree a bachelor level or above	15.7%	17.8%	20.0%	17.3%	16.0%	26.0%	39.1%	36.8%	29.6%	23.1%

Source: 2016 Census

## Average Income by Community

The following chart represents the average income by community in Lanark County. Lanark County has a median income of only one thousand dollars less than the Ontario average. This may be due to the fact that many of Lanark County's residents commute to Ottawa to seek out higher income levels while maintaining a lower cost of living by residing in a rural setting. In addition, it appears that the closer the community is to Ottawa, the greater the median income of the community.



## Participation and Unemployment Rates of Labour Force

To grasp the overall picture of the labour market in Lanark County, we must examine the unemployment and participation rates of those residing there. This information can show newcomers whether or not they might expect positive employment opportunities. This chart indicates that labour force participation rates and unemployment rates for both Lanark County and the province of Ontario are similar.

Community	% Participation rate	% Employment rate	% Unemployment rate
Town of Carleton Place	65.7%	61.5%	6.3%
Town of Mississippi Mills	64.5%	61.0%	5.4%
Town of Perth	50.4%	46.2%	8.1%
Town of Smiths Falls	51.8%	46.8%	9.7%
Township of Beckwith	69.9%	67.1%	4.0%
Township of Drummond/North Elmsley	62.0%	57.4%	7.4%
Township of Lanark Highlands	59.4%	55.5%	6.4%
Township of Montague	66.6%	63.4%	4.7%
Township of Tay Valley	60.0%	56.8%	5.5%
Lanark County	61.4%	57.5%	6.3%
Ontario	64.7%	59.9%	7.4%

Source: 2016 Census

## Jobs by Industry

Health Care and Social Assistance, Retail Trade, and Accommodation and Food Services continue to be the largest regional industries in Lanark County.

Industry	Jobs
Health care and social assistance	3,735
Retail trade	3,440
Accommodation and food services	2,353
Manufacturing	2,219
Construction	1,869
Educational services	1,651
Public administration	1,260
Other services (except public administration)	917
Professional, scientific and technical services	816
Transportation and warehousing	737

Source: 2019 LLMP Report

Top 3 industries: Highest Paying	Utilities	Mining, quarrying, and oil and gas extraction	Management of companies and enterprises
Top 3 industries: Highest # of Jobs	Health care and social assistance	Retail trade	Accommodation and food services
Top 3 industries: Fastest Growing	Accommodation and Food Services	Health Care and Social Assistance	Construction

Source: 2019 LLMP Report

## Transportation

In Lanark County, there is no form of public transportation. Lanark Transportation is a grassroots, not-for-profit association that connects people with life-enhancing community supports and services. They provide transportation to families, seniors, children, youth and others living in Lanark County. A privatized shuttle service to Ottawa is available from Arnprior, Almonte, Perth, and Carleton Place. This service requires the purchase of an Ottawa City Transit Pass and is aimed at regular commuters from this bedroom community heading to work. However, any person can purchase a one-time use ticket using exact change. The community has private taxi companies offering full service to and from various communities. Ontario Northland also services this area, providing transportation to Ottawa and elsewhere.

## Newcomer Population

Demographics of the newcomer populations residing in Lanark County are vastly different than the overall demographic averages for the province of Ontario. In Lanark County, the smallest and largest newcomer contribution groups by age range are the opposite of what is seen in the overall population breakdown. Newcomers living in Lanark County are contributing to a greater degree than the County as a whole in the working-age categories and are drawing less in public disbursements in the retirement age grouping.

Age	Lanark County	% of Total	Ontario	% of Total
Under 5 years	670	16%	369,955	10%
5 to 14 years	830	20%	685,085	18%
15 to 24 years	1,035	25%	855,475	22%
25 to 44 years	1,450	35%	1,579,500	41%
45 years and over	170	4%	362,130	9%
Total - Age at immigration for the immigrant population in private households - 25% sample data	4,155	100%	3,852,145	100%

Source: 2016 Census

Lanark County has the same percentage proportion of immigrants to the total population as Renfrew County but has fewer individual immigrants overall. The municipality of Mississippi Mills contains the largest number of immigrants, while rural areas like Montague continue to have the least.

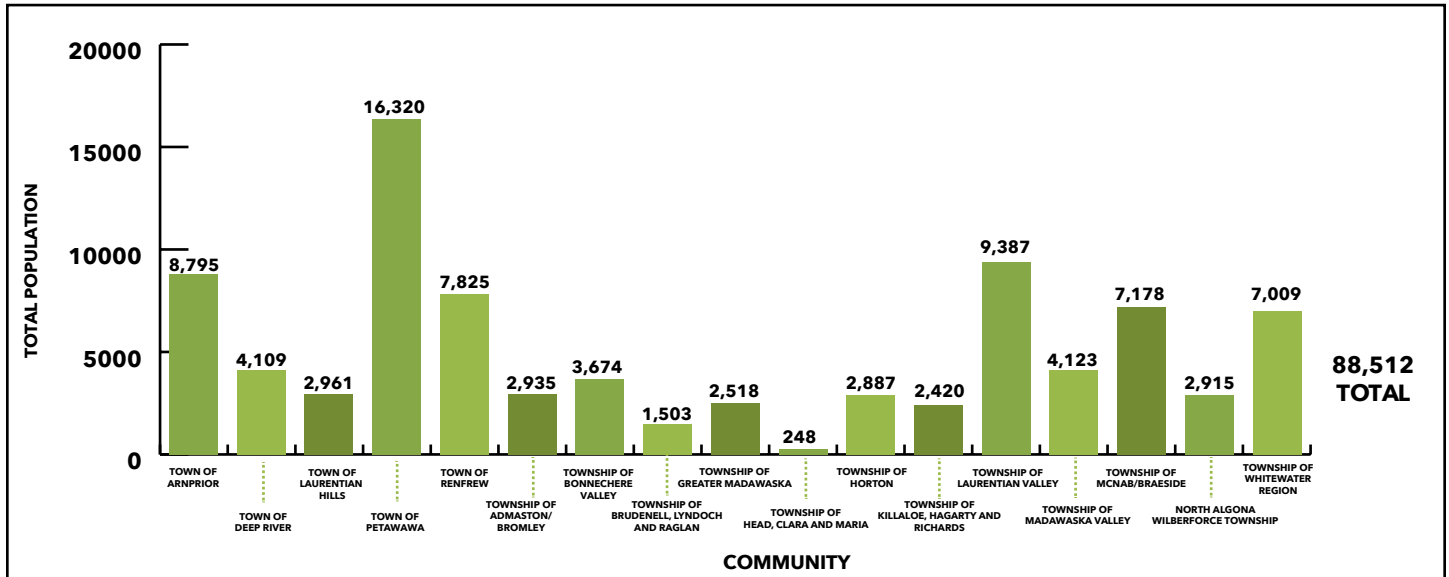
Community	Number of Immigrants	Total Population of Community	Percentage of Immigrant Population
Town of Carleton Place	710	10,325	6.9%
Town of Mississippi Mills	980	12,860	7.6%
Town of Perth	405	5,775	7.0%
Town of Smiths Falls	415	8,590	4.8%
Township of Beckwith	425	7,625	5.6%
Township of Drummond/North Elmsley	480	7,720	6.2%
Township of Lanark Highlands	270	5,315	5.1%
Township of Montague	180	3,680	4.9%
Township of Tay Valley	290	5,320	5.5%
Lanark County	4,155	67,210	6.2%
Ontario	3,852,145	13,448,494	29.1%

Source: 2016 Census

# Renfrew County - Local Demographics

## Communities

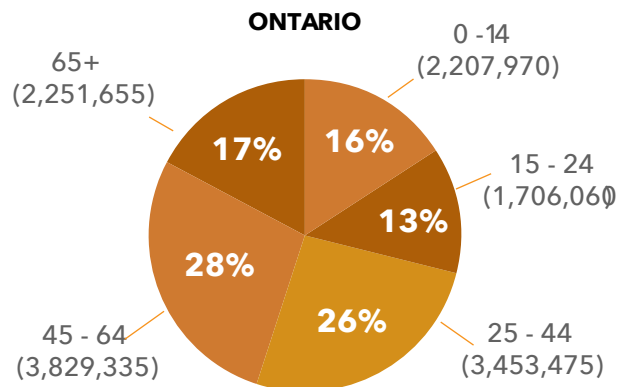
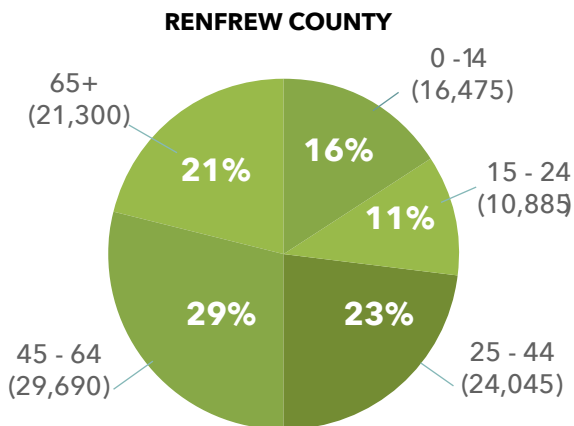
The County of Renfrew is made up of 17 communities with a total population for the County of 88,512. Each community has a Mayor or Reeve who represents their municipality as a County Councillor.



Source: 2016 Census

## Age

In Renfrew County, the average age can be broken down into age ranges where the majority of the residents (29%) are 45 to 64 years of age. The smallest age group represented is young, working or student age youth, 15 to 24 years of age, at 11% of the total population.



Source: 2016 Census

Similar to Lanark County, the median age for Renfrew County is higher than the median age for Ontario and Canada. Renfrew County is considered to be a retirement age community and also experiences a significant amount of youth-out-migration, most often losing youth to the amenities of major centres around Ontario and across Canada.



Source: 2016 Census

## Education

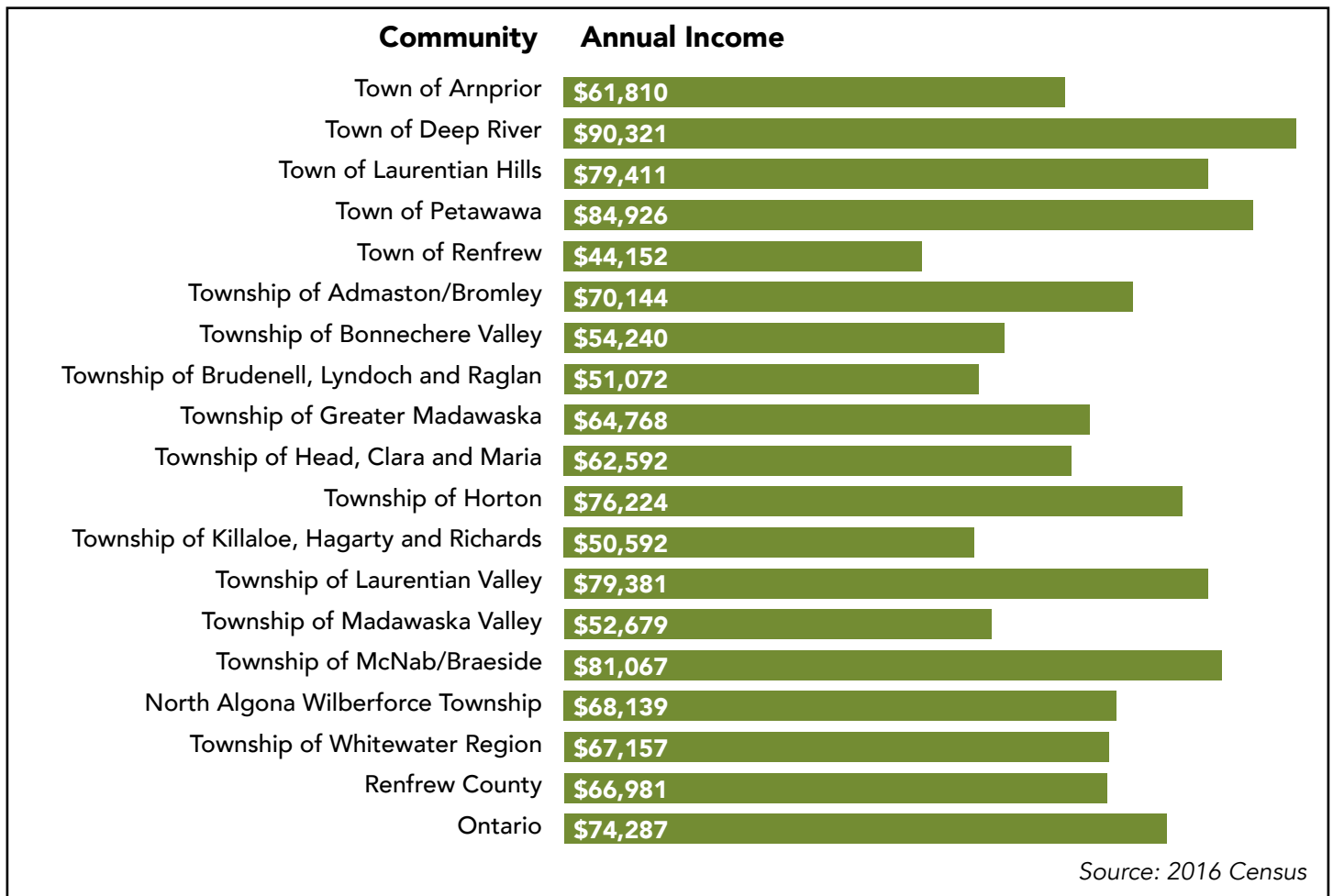
The chart below shows the level of education attained by different age groups in Renfrew County in comparison to the Province of Ontario in 2016. Renfrew County has historically had strong economic bases comprised of the manufacturing, agriculture and forestry sectors. This resulted in higher rates of attainment of apprenticeships, trades and college certificates, and lower rates of university degrees obtained in every age group compared to provincial averages.

Education Level	Renfrew County					Ontario				
	15-24 Years	25-34 Years	35-44 Years	45-54 Years	55-64 Years	15-24 Years	25-34 Years	35-44 Years	45-54 Years	55-64 Years
No certificate, diploma or degree	18.9%	7.8%	7.5%	11.1%	16.3%	17.5%	7.7%	7.9%	10.6%	15.1%
Secondary (High) school diploma or Equivalence certificate	31.1%	31.7%	29.4%	30.8%	34.2%	27.4%	21.8%	21.6%	25.2%	28.1%
Apprenticeship or trades certificate or diploma	8.9%	8.0%	7.6%	11.0%	10.8%	6.0%	4.6%	5.4%	6.8%	7.7%
College, CEGEP or other non-university certificate or diploma	25.6%	31.8%	34.9%	32.5%	24.7%	20.8%	24.8%	25.8%	25.3%	22.8%
University certificate or diploma below bachelor level	1.6%	1.0%	1.2%	1.4%	1.9%	2.2%	2.0%	2.5%	2.6%	2.4%
University certificate, diploma or degree at bachelor level or above	13.9%	19.7%	19.6%	13.3%	12.2%	26.0%	39.1%	36.8%	29.6%	23.1%

## Average Income by Community

The following chart represents the average annual income by community in Renfrew County in comparison to the average earnings across Ontario. The median annual income for Renfrew County is significantly lower than the provincial median.

The median income in Deep River is much higher than the other communities in this County, likely due to the presence of a major employer, Canadian Nuclear Laboratories. On the same note, the median income for Petawawa, a military community, is also quite high. It appears that in Renfrew County, the average income of most communities fall within a similar range; however, some exceptions do exist where large-scale industry and government-funded institutions are present (i.e. Deep River and Petawawa).





## Participation and Unemployment Rates of Labour Force

The chart below indicates that overall Renfrew County shares a similar unemployment rate to the province, but certain communities have much higher rates of unemployment and some much lower than the Ontario average. The overall workforce participation rate in Renfrew County is lower than that of Ontario. This may be in correlation with the average income levels in those municipalities experiencing low participation, such as Deep River, Greater Madawaska, and Head, Clara and Maria (all communities where one high-level income earner may compensate for the lack of a second income earner, contributing to reduced workforce participation).

Community	% Participation rate	% Employment rate	% Unemployment rate
Town of Arnprior	58.7%	54.1%	8.0%
Town of Deep River	54.9%	51.7%	5.9%
Town of Laurentian Hills	61.6%	57.3%	7.3%
Town of Petawawa	74.1%	70.8%	4.4%
Town of Renfrew	52.9%	48.0%	9.3%
Township of Admaston/Bromley	70.8%	67.1%	4.9%
Township of Bonnechere Valley	53.5%	48.0%	10.5%
Township of Brudenell, Lyndoch and Raglan	51.8%	45.8%	10.9%
Township of Greater Madawaska	50.8%	46.3%	8.8%
Township of Head, Clara and Maria	51.2%	43.9%	14.3%
Township of Horton	66.1%	62.7%	5.2%
Township of Killaloe, Hagarty and Richards	54.1%	48.8%	9.9%
Township of Laurentian Valley	63.5%	59.1%	6.8%
Township of Madawaska Valley	52.6%	46.5%	11.4%
Township of McNab/Braeside	66.8%	63.0%	5.5%
North Algona Wilberforce Township	61.8%	55.0%	10.6%
Township of Whitewater Region	64.4%	59.2%	8.0%
Renfrew County	61.2%	56.8%	7.2%
Ontario	64.7%	59.9%	7.4%

Source: 2016 Census

## Jobs by Industry

Public Administration, Health Care and Social Assistance and Retail Trade continue to be the largest employers within Renfrew County.

Source: 2019 LLMP Report

Industry	Jobs
Public administration	7,449
Health care and social assistance	6,792
Retail trade	5,721
Professional, scientific and technical services	3,522
Accommodation and food services	3,235
Manufacturing	3,151
Construction	2,763
Educational services	2,652
Administrative and support, waste management and remediation services	1,756
Other services (except public administration)	1,256

<b>Top 3 industries: Highest Paying</b>	Utilities	Professional, Scientific and technical services	Management of companies and enterprises
<b>Top 3 industries: Highest # of Jobs</b>	Public Administration	Health care and social assistance	Retail Trade
<b>Top 3 industries: Fastest Growing</b>	Health Care and Social Assistance	Accommodation and Food Services	Construction

Source: 2019 LLMP Report

## Transportation

Across Renfrew County, there is no public transportation. The County of Renfrew is collaborating on a pilot and demonstration project of a rideshare system to solve rural and small-town transportation challenges affecting many people in Renfrew County and across Ontario. The County of Renfrew is collaborating with RideShark Corporation from Ottawa, to develop the world's first Winterized On-Demand Community Transit Network focused on improved mobility solutions for rural areas. There are also seven accessible transportation services for people in the area who are living with disabilities or seniors that render the use of conventional modes of public transportation inappropriate to their needs.

The most common mode of transportation for Renfrew County is a personal vehicle. Private taxi companies offer twenty-four-hour service in most of the major centres, but plans must be made in advance to book irregular trips at irregular hours. Ontario Northland also services this area, providing transportation to Ottawa and elsewhere.

## Newcomer Populations

Demographics of the newcomer populations residing in Renfrew County are vastly different than the overall demographic averages for the Province of Ontario.

The same is also true for Renfrew County, with the smallest age group when considering only newcomers is seniors, while the largest group is represented by those in the highest income-producing working ages of 25 to 44 years. There is also a significantly higher percentage of children under five years of age in comparison to the provincial percentage. This suggests that younger families are represented in higher numbers in our region, indicating that there is a need for greater supports for families.

Age	Total	% of Total	Ontario	% of Total
Under 5 years	905	17%	369,955	10%
5 to 14 years	1,215	22%	685,085	18%
15 to 24 years	1,140	21%	855,475	22%
25 to 44 years	1,925	35%	1,579,500	41%
45 years and over	275	5%	362,130	9%
Total - Age at immigration for the immigrant population in private households - 25% sample data	5,460	100%	3,852,145	100%

Source: 2016 Census

We must also consider the overall population of newcomers living in Renfrew County in order to determine the base point for retention. The chart below shows the total immigrant population residing in each community, which includes everyone who self-declared not to be Canadian-born. The value for total immigration includes those who have been residing in these communities for an extended period of time, having arrived in Canada in any census period over the last 25 years.

Community	Number of Immigrants	Total Population of Community	Percentage of Immigrant Population
Town of Arnprior	422	8,795	4.8%
Town of Deep River	768	4,109	18.7%
Town of Laurentian Hills	184	2,961	6.2%
Town of Petawawa	898	16,320	5.5%
Town of Renfrew	336	7,825	4.3%
Township of Admaston/Bromley	70	2,935	2.4%
Township of Bonnechere Valley	151	3,674	4.1%
Township of Brudenell, Lyndoch and Raglan	75	1,503	5.0%
Township of Greater Madawaska	196	2,518	7.8%
Township of Head, Clara and Maria	24	248	9.5%
Township of Horton	69	2,887	2.4%
Township of Killaloe, Hagarty and Richards	172	2,420	7.1%
Township of Laurentian Valley	338	9,387	3.6%
Township of Madawaska Valley	252	4,123	6.1%
Township of McNab/Braeside	323	7,178	4.5%
North Algona Wilberforce Township	146	2,915	5.0%
Township of Whitewater Region	322	7,009	4.6%
Renfrew County	5,460	88,512	6.2%
Ontario	3,852,145	13,448,494	29.1%

Source: 2016 Census

Overall, newcomer populations are making a significant economic contribution to both regions. We must consider the overall population of newcomers living in both Lanark and Renfrew Counties in order to determine the base point for retention.

The total population by community and the percentage of newcomers contributing to that population, clearly shows which communities have had more success attracting newcomers. Deep River, for example, experiences a much higher level of newcomers. This could be attributed to the fact that the major employer, Canadian Nuclear Laboratories in Chalk River, is a leader in hiring global talent. The comparison also indicates the smaller number of newcomers in certain rural areas such as Head, Clara, and Maria, which faces a completely different set of challenges with regards to attracting newcomers.



# Direct Newcomer Consultations

Six one-on-one interviews were conducted with newcomer contributors from both Lanark and Renfrew Counties. The contributors were a result of direct referrals from newcomer allies, community organizations and individuals. Each contributor was asked a standardized set of questions to better understand their first-hand experience integrating into our communities. Their reflections are presented in this section.

## Newcomer Profile

The newcomers interviewed throughout the consultation process encompassed a reasonable cross-section of demographics, employment status, and country of origin. This variety has proven to be extremely valuable as it allowed us to gain perspective from several cultures, backgrounds and types of individuals.

All of the newcomers interviewed were of working age, over eighteen and under sixty-five years old. The newcomers arrived in Canada in an assortment of ways from a variety of areas around the world. Half of the contributors were employed, and those unemployed made up two main categories – those involved in training or recertification to become employed or those not intending to work due to spousal or family contributions.

The Local Immigration Partnership (LIP) – Lanark & Renfrew team is committed to continued connection with the newcomer population in our communities to ensure that our research and initiatives are grounded from the perspective of our newcomers.

## Common Themes

Throughout the consultation process with newcomers, the six one-on-one interviews garnered several common themes. The themes identified here are drawn from similar ideas on the strengths, challenges/weaknesses, opportunities and perceived threats. After careful analysis of the raw data, the following subject areas were deemed common in the responses provided by the newcomers interviewed. These themes were also validated or countered during four community consultation focus group sessions.

## Strengths

Four common strengths were identified by the newcomer contributors: Education, employment, safety, and Library as a hub.

**Education:** Three of the contributors identified as either having taken programs at Algonquin College or anticipating fulfilling their career aspirations by taking programs at a local post-secondary institute. Two of the newcomers also shared that though they didn't have the opportunity to take post-secondary education in their homelands, they chose Canada because they knew it would mean more opportunities for their children. Community members also acknowledged the important role that Algonquin College plays in both counties in creating an opportunity to attract and settle international students with the goal of establishing permanent residency.

Two of the newcomers also indicated that their children's teachers played an important support role in helping to integrate their families into the school system. They also shared that the level of connection with the children's teachers was reassuring and made them feel confident in the children's outcome. "We have support for kids, and the teachers do call us about their reports directly. Once a teacher found my son crying and informed me. I learnt it was just that during a game he got hurt but nothing else. But the teacher reporting really made me and my family supported," shared one contributor.

**Employment:** Though language barriers were identified initially as a challenge in securing employment, overall the contributors shared that securing employment was not an issue and there were multiple opportunities available to them. Half of the contributors are employed while the other half are taking care of their young families and anticipate securing employment fairly easily given the positions available in their community. Those who were employed shared that they had successfully transitioned to jobs that they are happy with. Though the newcomer sample was mostly positive about their employment opportunities, our community members identified that there is opportunity for employer training related to cultural awareness and employment opportunity alignment.

**Safety:** All of the newcomers shared that they felt safe in their communities and have not experienced direct racism or discrimination. "I never felt any different in treatment due to religion or race" shared one contributor. Some of the contributors "dress like Canadians" while others wear their traditional clothing and use this as a teachable moment when community members ask questions. It was shared that bigger cities may offer more amenities and support services but the safety and small-town feel would be lost. Reflecting on their experience, one contributor shared, "Imagine you go to a new town and everyone there wants you to be happy. They really cared, they wanted us to be happy and smile." This theme of safety was also dominant during the community consultation focus groups with many community members reflecting on the positive nature of the communities while others identified that racism and discrimination are an issue that need to be addressed.

There was one shared instance of bullying at two places of work and shared a common perspective of, "I want to show and prove people wrong that refugees are not a burden. I don't want to be on welfare, I do everything by the book."

**Library as a Hub:** All of the contributors indicated that they visit their community library to support both their and their child's learning and engagement. "We do activities in the library, we go with our friends who don't speak English too well. Sometimes, my friends from Syria, Iraq, and my sister, we celebrated together in the library." Many community members see the need for the local community library to continue to be a hub for meeting, understanding and collecting all the relevant information for and of newcomers.

## Challenges/Weaknesses

Four common challenges and/or weaknesses were identified by the newcomer contributors: Settlement support, language, food and housing.

**Settlement Support:** Common in all of the interviews, there appears to be a lack of a visible general reference point for newcomers living in Renfrew or Lanark County. Instead, many newcomers rely on sponsors, family, friends, or neighbours to point them in the right direction. Four of the newcomers shared that due to the lack of settlement services, they were very dependent on their sponsors and/or immediate family in the area to help with initial arrival support such as housing, food, paperwork,

etc. The contributors were grateful for the extended support given by their sponsors and attributed their positive experience to the dedication of these community leaders. Lack of formal settlement support and services were also identified as challenges by community members voicing a need for easier, more streamlined navigation for all settlement supports such as social services, paperwork, taxes, immigration, mortgages, etc.

**Language:** Interestingly, English as a Second Language (ESL) training and availability was not identified as a barrier but rather a brief mention of the challenge in transitioning to online ESL studies due to the COVID-19 pandemic posed a challenge for one contributor. What did come up as a common theme was the multiple languages spoken within individual households. There can be upwards of four to five languages spoken by the various family members and sometimes there is a language gap between older and younger siblings and parents. Four contributors indicated that loss of traditional language with their kids is a challenge and they fear it will be lost indefinitely which may hinder their ability to communicate with those family members outside of Canada. “I think language is the biggest barrier and newcomers have to understand the language in order to know what their duties are, what is expected of them” shared one contributor.

**Food:** All of the newcomers indicated that they could get some of their traditional foods in their local communities but all shared that they regularly travel to Ottawa to get specialty foods that are just not available to them locally. Food is an integral part of their culture and way of life. Community members reflected that food creates a sense of belonging. Sitting around the table with each other to share meals from different cultures is a way to make connections. Some community members advocate for more diverse food options but it is felt that more can be done.

**Housing:** Four of the contributors saw rental and/or housing prices as better than “a bigger city like Ottawa” but still noted that rent was affordable once they were more established. Concern was shared from the perspective of when they initially arrived. Four newcomers rent, while one owns two properties. Several community members voiced their concern over the lack of housing and rental options and see this as a potential problem for the newcomer population.

## Opportunities

Four common opportunities were identified by the newcomer contributors: Volunteering, transportation, growing families, and entrepreneurship.

**Volunteering:** Six of the newcomers shared that they are either already giving back or wanted to give back and help newly arriving immigrants just like they were helped. There is significant interest from the contributors to be part of a new network of volunteers to be formed and to help with settlement and integration. One contributor shared, “There was a team of 10-12 people, paying bills, three ladies helping my wife with groceries, all the things we needed. Another two people taking care of health issues, going to doctors, health cards, another one helping us with kids, school communication, and other school matters. They are still around. We see them every day, living two blocks from here.” Community members echoed this theme indicating that having a “welcome wagon/committee that provides transitional supports for approximately three months and can help assess the specific needs of each individual/family ensuring that the newcomers are connect with individualized and appropriate supports” would be ideal.

**Transportation:** Lack of transportation in the communities forced all of the newcomers to get their licenses. Taxi services were seen by two of the contributors as expensive and only used when necessary. All acknowledged that having their license has brought them a new sense of

independence and freedom. "Initially, we had help from people driving us around. I learned to drive here. I got my full G license two years ago. My husband is busy, so I have to drive the kids. I learned even though I was scared." All own their own vehicles currently. Transportation was identified as more of a threat by community members, "transportation is a major hurdle. It continues to affect the community. If international students and newcomers are going to be welcomed, they cannot be expected to buy their own car, get the licences and drive in challenging winter conditions which they would have never experienced before.

**Growing Families:** Four of the newcomers shared that they have had one or more children since moving to Canada with most of the contributors having between four to six children. Three of the contributors indicated that their children had experienced serious health issues but because of Canada's health care system, none of the newcomers shared challenges in access to support and in one case, the child's health issue was a driving force in moving to Canada.

**Entrepreneurism:** Three of the contributors displayed significant entrepreneurial spirit, wishing for an opportunity to open a business to sell goods or provide services in order to be masters of their own income potential. One newcomer has already started his own home business and is now making more money than his previous job at a local factory.



## Threats

Surprisingly, during the one-on-one meeting process, a large majority of the newcomers interviewed expressed no interest in complaining. Despite the issues touched on, in most interviews, it was quite difficult to encourage the respondent to divulge details about their perceived challenges. All of the respondents were generally happy to be living in Canada and were appreciative of the opportunity to live and thrive here. Even the contributors who felt underemployed were just happy to have a job. Two common threats were identified by the newcomer contributors: Lack of volunteers and re-location.

**Lack of Volunteers:** Three of the newcomers shared that the volunteers who helped them settle are now old and some have passed away. Four of the contributors mentioned that since settling in their community, there is a lack of volunteers to support the newest arriving newcomers.

**Re-location:** Four newcomers shared that they would leave the area in order to be with their children when the time comes that they start their post-secondary studies. They all enjoy living in their communities but are committed to supporting their children in fulfilling their dreams.

All of the newcomers are now experiencing a much more positive way of life and are generally optimistic about their future here. All but two of the contributors indicated they intended to stay in Renfrew or Lanark County long-term for various reasons, and otherwise expressed satisfaction and contentment with remaining here until their children are grown.

# Existing Services

## Lanark County

In Lanark County, the TR Leger Immigrant Services (TRLIS) has been assisting newcomers to the Eastern Ontario region since August 2008. TRLIS is a part of the Upper Canada District School Board and operates under the TR Leger School. TRLIS is funded by Immigration, Refugees and Citizenship Canada, and is dedicated to serving Permanent Residents, Live-in-Caregivers and Convention Refugees with settlement and immigration needs. The settlement services department offers support with education, employment, health services, transportation, community services, housing, and Canadian services. TRLIS has two part-time staff and a team lead. Each part-time staff is responsible for providing satellite services, when the need arises, to a large geographical area.

The TR Leger School offers English as a Second Language (ESL) or what is now being referred to as English as an Additional Language as well as the LINC3 program (Language Instruction for Newcomers to Canada) online. The school is accredited as a regional CLARS assessment centre, which assesses the language proficiency of immigrants to determine their starting point in the ESL or LINC program. ESL staff host conversation circles and workshops for newcomers on topics such as financial literacy as well as citizens' rights and responsibilities.

Big Brothers and Big Sisters of Lanark County host a Newcomer Youth Mentorship Program on an as-needed basis. The program pairs newcomer children with a mentor to engage in a variety of activities depending on individual interests.

Additional community services available are:

- 11 organizations that focus on services for children and youth, including early intervention programs, family counselling and after school programs
- 7 education service providers focus on offering literacy and essential skills training
- 6 community food banks
- 5 agencies focus on decreasing seniors' isolation and promoting their health through social clubs, workshops, recreation and inter-generational programs
- 5 libraries
- 4 housing support services, including 2 shelters
- 4 advocacy groups
- 3 legal service providers

## Renfrew County

In Renfrew County, The Renfrew County District School Board (RCDSB) provides ESL support for both day school students and adults. For day school students, parents and/or guardians may request ESL support for students who come from countries whose language is neither English nor French as well as students born in Canada but who live in homes where the spoken language is neither English nor French. For adults, non-credit ESL classes are provided in communities where it is deemed feasible to do so. School Boards receive funding from the Ministry of Children, Community and Social Services (MCCSS) based on the number of students attending daily. Presently, RCDSB offers



Adult Non-Credit ESL classes in Pembroke and Deep River. There is also a private ESL service offered in Renfrew County offering personal, educational, or employment language support for newcomers.

Additional community services available are:

- 17 organizations that focus on services for children and youth, including early intervention programs, family counselling and after school programs
- 16 libraries
- 9 agencies focus on decreasing seniors' isolation and promoting their health through social clubs, workshops, recreation and inter-generational programs
- 7 education service providers focus on offering literacy and essential skills training
- 6 housing support services, including 3 shelters
- 6 community food banks
- 6 advocacy groups
- 3 legal service providers

It is important to note that the Community Settlement Initiative (CSI) Pilot Program funded by IRCC through Algonquin College's Pembroke Campus successfully supported a decentralized settlement services model for newcomers in Lanark and Renfrew Counties between 2019 and 2021. CSI provided free, place-based support to anyone who worked with newcomers, including businesses, service providers, municipalities, community groups, and individuals. The CSI team consisted of three Settlement Coaches and an ESL Language Coordinator. The CSI offered services including free presentations, needs assessments, group training, and one-on-one coaching to help newcomers and allies achieve their goals. The CSI team provided exceptional support to both communities but unfortunately, their funding was not renewed after the end of the pilot.

## The Strategic Planning Process and Overall Strategy

The Local Immigration Partnership (LIP) - Lanark and Renfrew completed an intensive strategic planning process which included three inter-related stages as explained below.

### 1. Building a Shared Understanding

As a starting point, the LIP – Lanark & Renfrew conducted four virtual community consultation sessions with over 50 community members from across Lanark and Renfrew Counties representing social service agencies, not-for-profit organizations, political leaders, economic development, business, education, municipalities, employers and newcomers. The aim was to foster among stakeholders a common understanding of the communities' landscape of services and supports and to identify the challenges facing newcomers, employers, local institutions, agencies and the community at large. Discussion questions were tailored for the audience within each session. Several one-on-one interviews were also conducted with newcomers from both counties to better understand their lived experiences.

Taken together, the consultations illuminated the importance of improved collaboration and coordination among sectors, stakeholders and governments and the need to target interventions at currently under-served immigrant populations.

## 2. Developing Strategic Priorities

Based on the results of the community consultations and one-on-one newcomer interviews, the LIP – Lanark & Renfrew team identified key trends from the findings and presented their findings to the Council during a strategy consultation workshop. The key trends were organized into emerging themes and initiatives and the Council members had the opportunity to contribute additional ideas. The group came to a consensus on four main strategic priorities. To ensure transparency and inclusion, a survey was created to solicit feedback from Council members who were not in attendance during the strategy consultation workshop.

The four strategic priorities identified here are based on what we heard directly from our communities and are not in priority sequence:

1. Creating Connections: Enhance links Between Stakeholders Working Toward Welcoming Communities
2. Building Trust: Positive Attitudes Toward Immigrants, Cultural Diversity, and the Presence of Newcomers in the Community
3. Employer Outreach & Support: Pro-Active and Reactive Approaches to Lessons Learned
4. Community Integrated Learning: Foster a Two-Way Path for Newcomers and Community Members to Learn From One Another

After a review of the existing LIP – Lanark & Renfrew Advisory Council purpose statement, it was determined that the focus continues to align with our strategic goals.

“The Local Immigration Partnership Advisory Council will write a strategic plan by employing collaboration, research, and positive strength-based leadership, complemented by a focus on competitive economic sustainability, in order to foster a welcoming and healthy community.”

## 3. Planning for Implementation

The strategic priorities set the tone and direction for the strategy, but the crucial details were generated in the initiative prioritization. The Council was challenged to consider the most critical initiatives to complete in the first 12 months of this four-year plan. For the purpose of the one-year action plan and feasibility of achieving the goals, the members were assigned a limited number of votes for each category. There was consensus from the Council that the initiatives identified met the needs of both Lanark and Renfrew Counties. We acknowledge that some of the initiatives identified have been the previous focus of the LIP – Lanark & Renfrew and reinforces that our communities feel there is still a need for continued efforts with some initiatives.

## Creating Connections

### Enhance links Between Stakeholders Working Toward Welcoming Communities

The LIP – Lanark & Renfrew works to ensure that newcomers are easily able to find the resources and support they need to settle into our communities. Bringing together key stakeholders to share knowledge and identify common goals, the LIP helps to ensure strong and well-coordinated community efforts.

2021-2022, the LIP – Lanark & Renfrew will:

- Build a standardized Newcomer welcome wagon experience and package for Lanark and Renfrew to serve as a “road map” supporting integration and greater understanding of our communities and local Indigenous history.
- Build a standardized Community support package targeted at community members who support newcomers and build capacity for those interested in supporting newcomers.

## Building Trust

### Positive Attitudes Toward Immigrants, Cultural Diversity, and the Presence of Newcomers in the Community

The LIP – Lanark & Renfrew raises awareness of the needs of newcomers and the value of immigration in our communities. By finding creative ways to share knowledge and ideas with the community at large, the LIP – Lanark & Renfrew helps to ensure that we are well-prepared to attract and retain newcomers in our communities.

2021-2022, the LIP – Lanark & Renfrew will:

- Lead a public education campaign to ensure that the breadth of the on-the-ground reality of newcomers is understood by the broader community outside of stereotypes/myths.
- Support newcomers in telling their stories and what their experience has been like first-hand in our communities.

## Employer Outreach & Support

### Pro-Active and Reactive Approaches to Lessons Learned

The LIP – Lanark & Renfrew coordinates and facilitates training initiatives surrounding the settlement of newcomers in our communities. By working with diverse local employers, the LIP – Lanark & Renfrew helps to ensure that local organizations can engage in strategic planning based on current immigration trends, the realities of the newcomer experience in our rural communities, and lesson learned from first-hand experience.

2021-2022, the LIP – Lanark & Renfrew will:

- Identify skilled labour shortages from local employers and then collaborate with industry groups to see what resources they can contribute to help attract and retain these newcomers.

- Lead training, cultural sensitivity, and inclusive recruiting workshops with targeted local employers experiencing skilled labour shortages.

## **Community Integrated Learning**

### **Foster a Two-Way Path for Newcomers and Community Members to Learn From One Another**

The LIP – Lanark & Renfrew works to foster welcoming and inclusive communities across Lanark and Renfrew Counties. By ensuring that individuals feel valued in their new communities, the LIP – Lanark & Renfrew helps to ensure that their personal and professional needs are being met, that barriers to inclusion are identified and removed, and that newcomers have an overall sense of belonging.

2021-2022, the LIP – Lanark & Renfrew will:

- Build a mentorship network of people from different countries and cultures, including Indigenous People, to help newcomers settle and feel more comfortable - they can also help with access to local knowledge of jobs and education.
- Create a mechanism to support newcomers in making a connection with their neighbours enhancing comfort levels in communities.



# Appendix A - Advisory Council Terms of Reference

## 1. Mission

The Local Immigration Partnership Council will enact the Strategic Plan by employing collaboration, research, and positive strength-based leadership, complemented by a focus on competitive economic sustainability, to foster a welcoming and healthy community.

## 2. Mandate

The key priorities of the Local Immigration Partnership (LIP) are:

- To expand on the foundational work that LIP has done over the past decade to develop innovative projects and services that support a decentralized approach to immigrant attraction in the rural communities that make up Lanark and Renfrew County.
- To augment and amplify the participation of community partners by growing representation on our LIP Advisory Council.
- To encourage inclusion and diversity in rural communities that have historically experienced limited newcomer settlement through sharing of knowledge, conducting research and facilitating community planning.
- To engage in dynamic research that improves current newcomer attract strategies and informs future LIP activities.
- To bring newcomers and Indigenous peoples together as LIP works towards Truth and Reconciliation by creating more inclusive communities.
- To respond to partnership opportunities with municipal governments, economic development organizations and community leaders who share a vision to revitalize rural regions through direct and secondary migration of newcomers.

## 3. Membership

Membership on the Local Immigration Partnership Advisory Council includes representatives of municipalities, District School Boards, post-secondary education, Employment Services, Local Labour Market planning groups, economic development offices, community allies, employers and government services. Membership changes over time as new community partners join the Advisory Councils in both Renfrew and Lanark Counties.

## 4. Leadership

- The Advisory Council shall be sponsored by the senior leader for the Pembroke Campus of Algonquin College.
- Each meeting will be convened/facilitated by the designated Chair or Local Immigration Partnership designate.
- The Advisory Council will determine if working groups are required for special projects. These working groups will report to the Advisory Council on actions, findings, and recommendations.

- The duties of the Chair or designate include:
  - Scheduling Advisory Council meetings.
  - Ensuring topics are identified and minutes are prepared for each meeting and distributing supporting materials as required before each meeting.
  - Starting the Advisory Council meeting, as well as focusing the group on agenda items.
  - Relying on a consensus model for decision-making.
  - Encouraging the group to abide by the operating values.

## 5. Operating Principles

Members are committed to upholding the following values in their interactions and discussions at regular meetings, in planning and decision-making, providing and executing recommendations, and measuring of outcomes.

The roles and responsibilities of the Advisory Council will be principally guided by the Seven Grandfather Teachings, which shall inform and guide all other principles contained herein:

- **Seven Grandfather Teachings**
  - Shall inform all communications and dealings of the Advisory Council, including communications and dealings by others on the Council's behalf:
    - **Honesty** – Honesty in facing a situation is to be brave.
    - **Humility** – Humility is to know yourself as a sacred part of Creation.
    - **Respect** – To honour all Creation is to have Respect.
    - **Bravery** – Bravery is to face the foe with integrity.
    - **Wisdom** – To cherish knowledge is to know Wisdom.
    - **Love** – To know Love is to know peace, and,
    - **Truth** – Truth is to know all these things.
- **Inclusivity**
  - All contributions made by members are worthwhile and valuable.
  - Positive language is used when speaking to contributions made by other members.
  - Opportunity is provided for all manner of communication, including but not limited to verbal, written, indirect, and narrative, to be received by the members based on the unique needs of each contributor.
- **Collective Success**
  - Recommendations, discussions, and measurements reflect a unified and collective contribution to results, where each member's input adds to the greater outcome.
  - Each member's contribution is leveraged based on their unique strengths and gifts, as a necessary component of a well-functioning team.
  - Humility grounds the progress of the Council's work, as members lead by example.
- **Knowledge Sharing**
  - All members are given the opportunity to share and contribute to meetings they attend.
  - The expertise and wisdom held by each member belongs to the collective, and sharing is necessary to learn together and evolve towards something greater than what we can know or do as individuals alone.
  - The opportunity to invite external expertise when identified is welcomed.

- **Courage**
  - Exploring, identifying, and overcoming barriers in our environment requires taking risks as members share their own identities and experiences.
  - The ability to be honest and truthful while reflecting the value of member contributions is paramount.
  - Being self-aware and accountable for our role in current systems reflects strength in vulnerability and is a core element to progress.
  - Have confidence in oneself to contribute fully and express value from within.
- **Momentum for Longevity**
  - Recognizing that the group is accountable for the responsible allocation and use of resources, and sustainability depends on achieving outcomes for the long term.
  - Members are recognized as the most valuable resource and so are extended gratitude and positive feedback by other members, in order to sustain contributions for the long term.

## 6. Operating Process

- The Advisory Council is to meet quarterly, four times per year.
  - Membership commitment will be for two years with an opportunity for renewal.
  - Meeting frequency can be adjusted when determined by the Advisory Council.
  - Special meetings to be called on an as-required basis by the Chair.
  - Meeting attendance is not mandatory, though it is highly encouraged. Members who cannot attend a meeting are asked to provide notice to the Chair and offer a substitution when necessary.
- Members of the Advisory Council wishing to have topics identified for discussion will aim to notify the Chair or designate one week prior to the meeting, if possible.
- The first minutes of the meeting will be used for land acknowledgment at each meeting.
- Upon appropriate notice, the Council may receive delegates and guests.
- Meeting notes will summarize discussions and recommendations. These will be distributed as appropriate and may be shared outside the Council with prior notice given to the Advisory Council by the Chair or designate.





Local Immigration Partnership  
Partenariat local pour l'immigration  
LANARK & RENFREW

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