

North Bay Newcomer Network – LIP Action Plan

August

2010

The North Bay Newcomer Network (NNN) undertook the LIP project for North Bay and area. This paper includes a summary of key facts about NNN, North Bay and area, as well as our newcomer population. The action plan is based upon NNN's strategic priorities to attract, retain and integrate newcomers to our regional area.



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North Bay Newcomer Network LIP Plan - North Bay and Area

Strategic Plan

Section 1: Background of North Bay Newcomer Network

The North Bay Newcomer Network (NNN) was developed out of the City of North Bay's Mayor's Office of Economic Development. As part of the City of North Bay's immigration initiative, NNN was originally focused on creating economic vitality in North Bay via the attraction and retention of newcomers. However, the NNN initiative quickly grew to encompass a number of related areas and is now a multifaceted collaborative community project. (See Appendix One for List of Community Partners)

In April 2006, NNN hosted an Immigration Strategy Symposium to explore ideas for attracting and retaining new immigrants to the area. With more than 80 participants, most of them immigrants, the symposium generated many recommendations, including the overwhelming consensus that a central location for support services was necessary to help newcomers adjust to North Bay and feel welcome here.

In December 2006, funding was provided by FedNor to Young People's Press, a social justice organization represented on NNN, to hire a researcher to develop and implement a study of the needs and experiences of newcomers in the area. The year-long study gathered much needed information about the specific settlement issues and needs that face newcomers throughout the region and facilitated the development of programming to meet those needs.

In May 2007, NNN organized a series of meetings with representatives from Citizenship and Immigration Canada (CIC) to discuss funding opportunities for settlement services in North Bay. These talks were very successful and in the summer of 2007, CIC issued three separate calls for proposals for the delivery of settlement services in North Bay. Funding was awarded to Young People's Press and the North Bay & District Multicultural Centre officially opened its doors in February 2008. It was subsequently incorporated under that name.

In July of 2010 the North Bay Newcomer Network was the recipient of the Ministry of Citizenship and Immigration's Newcomer Champion Award. The Newcomer Champion Awards recognize Ontarians who promote a greater understanding of Ontario's cultures and who support newcomers in successfully settling and integrating, socially and economically. Specifically NNN was recognized for its dedication "to attracting and retaining newcomers in the area by building a solid network to help them integrate successfully through work, education, and entrepreneurship. The network has welcoming, settlement and employment committees that promote inclusion within the community, address gaps in newcomer services, and work with employers to address their labour market needs by hiring immigrants." (Source: MCI website). The previous year a staff member from the North Bay & District Multicultural Centre earned the same award.

Committee Structure

NNN works as a volunteer network. There is an executive comprised of the chair of each of the NNN committees, the head of the International Student Office at Nipissing University and is co-chaired by the City of North Bay, Economic Development Officer and Executive Director of the North Bay & District Multicultural Centre. (See Appendix 1 for chart)

The NNN committees are:

- Welcoming Community
- Settlement
- Employers' Council

The NNN functions as the Local Immigration Partnership (LIP) Council for North Bay and area. Today the NNN consists of 36 members representing the private and public sectors as well as all three levels of government and their agencies, not for profit organizations, service clubs and the education sector.

Section 2: NNN Initiatives & Objectives

The attraction of newcomers to North Bay is a priority for the City of North Bay, while NNN works on related initiatives designed to retain those who move here, via supportive programs and the celebration of culture. Currently the NNN is working on:

- An immigration portal, launched January 2010 www.northbayimmigration.ca
- The Connector Program (social and professional networking for newcomers)
- A business immigration attraction project
- Various community events
- A resource guide for newcomers and agencies that serve newcomers
- A resource guide for employers regarding the recruitment of global talent
- Ongoing community education about diversity.

NNN's long-term strategy is to facilitate the cooperative integration of newcomers and enhance their ability to participate in community and civic life while growing the population base, local labour pool and investment.

Section 3: NNN Vision, Mission, Values and Strategic Directions

NNN Vision

By 2015 North Bay and area will be a community that values and benefits from cultural diversity, thus strengthening our economic growth and development.

The NNN mission is to achieve this vision by:

- working collaboratively with community partners and employers to create and implement innovative strategies to attract, retain and integrate newcomers to North Bay,
- increasing community awareness that the transformation associated with diversity must be expected and embraced.

The NNN values:

- diversity and inclusion of newcomers to strengthen the City of North Bay and area,

- economic development that includes the contribution of newcomers,
- a strong sense of community in which all its people have a sense of belonging.

NNN strategic directions that guide the LIP action plan include:

- Exploring new solutions and innovations in partnership with NNN stakeholders and the community for attracting, retaining and integrating newcomers
- Developing and strengthening partnerships to develop leaders in the community and beyond to lead strategic initiatives
- Building public awareness and education about diversity to create support for positive changes in the community
- Working with local employers to build their capacity to hire skilled immigrants and newcomers
- Working with all levels of government to build political support for NNN initiatives and activities.

Section 4: North Bay Stats and Facts

Located approximately 330 kilometres northeast of Toronto, North Bay is a 3.5 hour drive from Toronto and has a population base of 53,966. North Bay experienced a modest growth of 2.3% from 2001 to 2006, which was slightly higher than comparable cities in Northern Ontario but significantly lower than the provincial population growth of 6.6%.

North Bay's population is aging, and baby boomers are preparing to retire from the workforce. The median age is 40.8, which is almost two years older than the provincial median and those over age 15 years represent 83.5% of the population, compared to the provincial 81.8%.

Given these statistics, North Bay faces a labour pool shortage by 2014. This is supported by the results of the 2005 North Bay Business and Expansion (BR&E) Program undertaken jointly by the Mayor's Office of Economic Development and the North Bay and District Chamber of Commerce. The BR&E results indicated that 47% of those surveyed have difficulty attracting qualified staff, 21% indicated that retention of newly hired staff was an issue and 27% indicated that the lack of skilled labour pool availability is a barrier to attracting new business to the community.

The Labour Market Initiative (LMI) study for North Bay and area published in 2009 indicated that full-time employment was expected to grow at an annual rate of 1.4% over the next five years. In order to achieve and sustain this growth it is recognized that North Bay and area will need to attract, retain and integrate newcomers as articulated in the Immigration Plan for the City of North Bay.

Based on Statistics Canada's 2006 report, North Bay experienced an 18% increase in immigrants residing in the city since 2001. The immigrant population increased from 2,720 to 3,210 and represents approximately 6% of the population. Visible minorities in North Bay according to the census report totalled 705. Those numbers have increased since 2006.

Since its inception in 2008, the North Bay and District Multicultural Centre, an immigrant settlement services agency, has served clients from 56 different countries. Between April 1, 2009 and March 31, 2010, a total of 123 clients were served (64 directly funded by CIC and 59 serviced through other funding). Statistics so far this year show 84% of

clients are new to Canada. This is a significant shift from the previous year when more than 50% of the clients had been in Canada for more than one year. This could be a very early indicator that the attraction strategies are beginning to work and the settlement agency's marketing efforts are bringing results. It also reflects a shift in the needs of clients for robust settlement services.

Section 5: LIP activity highlights over the last year

The LIP funding has advanced NNN's ability to consult with community members, employers and newcomers regarding progress to-date, gaps to address in the coming years and methods to address these gaps. It has provided the opportunity to re-engage the NNN partners and renew their commitment to the vision and mission of NNN. Through the public consultations and membership meetings NNN has increased the importance of the role newcomers play in North Bay and area's growth and development.

A few of the specific accomplishments include:

- Establishment of a Connector Program to assist newcomers to rapidly develop professional and social networks. This program is run through a partnership between the North Bay & District Multicultural Centre (NBDMC) and the Nipissing-North Bay Rotary Club
- Facilitated strategic planning sessions with NNN partners resulting in the creation and adoption of the NNN vision, mission, values and strategic directions
- Co-hosted an employers' breakfast with the North Bay and District Chamber of Commerce. This breakfast was held to educate employers regarding the need for and benefit of hiring newcomers. It was the first step in creating the NNN Employers' Council.
- The North Bay Newcomer Network in partnership with the OPP Northeast Region Diversity Committee held a diversity workshop titled "Creating An Inclusive Workplace". There were 56 attendees from across Northern Ontario representing the OPP as well as the public, private and NGO sectors.
- Establishment of the NNN Employers' Council with an initial six employers and strategic partners including representation from the Labour Market Group, City of North Bay Economic Development Office, and the North Bay and District Chamber of Commerce
- Completed development and adoption of a Terms of Reference (TOR) for each NNN committee and the NNN executive committee. The TOR functioned as a point of review and clarification of the expectations of the committees and their members to ensure that partners work together without duplicating efforts.
- Facilitated a gap analysis with the NNN executive committee, welcoming community and employers' council as well as immigration settlement staff and volunteers and newcomers as part of creation of the NNN strategic action plan.
- Established volunteer working group to create a local employers' resource guide targeted at assisting small and medium enterprises to increase their capacity to hire newcomers.
- Participated in the Welcoming Communities Initiative (WCI) Conference in London and the ALLIES Learning Exchange Conference in Halifax in May 2010. In follow-up to the ALLIES conference, have linked the employers' council with Adam Valente and his SME research work.
- Welcomed to the Governing Council of WCI and attended WCI meeting in Hamilton.

- Participated in the Chamber of Commerce mini-trade show to promote the NNN vision and mission with the Chamber members and seek support for further employer engagement activities with the NNN Employers' Council work.

Section 6: Strategic Action Plan

| Priority: Access to appropriate language development for newcomers | |
|--|---|
| Goals | Strategic Actions |
| Enhance and expand language services in North Bay and area | <ul style="list-style-type: none"> • Support for Near North District School Board's application for a LINC program for North Bay and area. • Strengthen engagement with all funding partners to enhance and build service delivery for clients in both English and French. • Explore with community partners possible innovative language development programs to suit the community needs. Programs such as an innovative summer residential immersion English program for newcomers that incorporates language, work culture and practical work experiences over a five-week time frame. The immersion program would target identified employment sector needs such as the health care sector. • Explore a partnership between employers and community college to develop a shorter "boot camp" language program for job ready newcomers that focuses on the technical terminology for local occupations already attracting foreign trained individuals such as engineers. • Work with local community colleges and NNN Employers' Council and other Northern Ontario communities to explore methods to bring the Occupational Specific Language Training (OLST) program to North Bay and area and overcome current issue of "lack of economy of scale" prohibiting offering the program. • Evaluation and documentation of innovative language programs to offer as best practices to share with other communities. • Work with local community partners to establish a Canada Language Benchmarking (CLB) assessment office for North Bay and area. • Research and document the need for English and French literacy programs for clients and explore a mechanism with community partners to access such training in a timely manner. |
| Build support for the development of social language opportunities in North Bay and area | <ul style="list-style-type: none"> • Work with community partners in outlying districts to explore offering programs such as English Conversation Circles for clients unable to travel to North Bay. • Work with francophone community partners in North Bay and outlying districts to explore development of informal programs similar to English Conversation Circles for newcomers with French as their second language. |

Priority: Appropriate employment opportunities to attract, retain and integrate newcomers

| Goals | Strategic Actions |
|---|--|
| Facilitate the Identification of labour needs in North Bay and area | <ul style="list-style-type: none"> • Work with NNN Employers` Council and Labour Market Group to complete targeted employer visits to identify sector specific labour needs over the next five years. • Training and development of committee members regarding effective employer engagement and use of data gathering tools to be used for the consultations. |
| Explore with community partners mechanisms to assist matching newcomers with appropriate employment | <ul style="list-style-type: none"> • Increase the capacity of NNN, through the North Bay and District Multicultural Centre (NBDMC), to engage employers in hiring and retaining foreign trained professionals. This may include obtaining funding for a new staff member to assume responsibility for developing and coordinating employer relationships and services to increase local employer capacities. • Work with NNN partners to assist employers and newcomers to address barriers to employment such as foreign credential assessment; recognition of international work experience; and soft skills training. • Complete comprehensive research on existing newcomer matching programs which will serve as a foundation for partners such as the North Bay and District Chamber of Commerce, NNN Employers' Council, NBDMC and potential funders to create or adopt a local program. • Research and develop innovative methods to bring together skilled newcomers with employers in North Bay and area. • Facilitate discussions between NNN Employers` Council and other community partners to identify the need for employment support programs such as mentorship and/or internship programs for newcomers. • Complete an evaluation of the existing Connector Program with recommendations for improvement and adaptation. • Work with City of North Bay to support the Business Immigration Program. |
| Increase the capacity of employers to hire newcomers | <ul style="list-style-type: none"> • Support the employers' council HR working group through meeting consultations and training as they develop a local Employers' Resource Guide for SMEs. This guide will be available on the City of North Bay's immigration portal. • Work with NNN Employers` Council to host educational programs for employers to dispel myths and misconceptions regarding hiring newcomers. • Promotion and marketing of bridging programs such as Professions North/Nord to attract and retain targeted skilled newcomers to the area. • Consulting with the welcoming community committee, educational partners and other service providers to establish a local diversity training strategy that provides easily accessible training for employers to reduce misconceptions and resulting apprehension by their current staff. |

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| | <ul style="list-style-type: none"> • Work with the Employers' Council, NBDMC and the provincial WCI initiative to explore mechanisms to promote hiring of skilled international trained professionals through the Provincial Nominee Program. • Work with the Employers' Council, the Chamber of Commerce and other community partners to bring together the employer community to recognize and publish employer and newcomer employee success stories. |
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Priority: Create a Welcoming Community

| Goals | Strategic Actions |
|---|--|
| Build a community that welcomes and understands cultural diversity. | <ul style="list-style-type: none"> • Support the welcoming community committee to educate employers, educational institutions and other groups on diversity and its benefits to community. • Strengthen the school boards' participation and openness to implementing programs that better address the specific needs of newcomer children and their parents, such as creation of an orientation program for parents and children new to Canada, ESL programs for children, and increasing teacher awareness of diversity issues and how to address them. • Establish a readily accessible database of diversity trainers in North Bay and area to be posted on the City of North Bay's immigration portal. • Work with community partners to promote and host cultural diversity events in the city and area such as the OPP/NNN Diversity Day, International Food Festival, Canada Day Multicultural Showcase and International Day for the Elimination of Racial Discrimination. • Participate and contribute to the Welcoming Communities Initiative (WCI) community assessment that will be led by Nipissing University. NNN will begin work on a 17-point plan to develop a welcoming community as identified by the provincial WCI initiative. |
| | <ul style="list-style-type: none"> • Work closely with all community partners to promote effective media relationships that highlight newcomer success stories and their lasting contributions to the growth and vibrancy of North Bay and area. • Work with the newcomer population and community partners to identify and host events that promote cultural diversity and the growing multicultural community such as the International Food Festival, Diversity Day Event, and Multicultural Bazaar. |

Priority: Strengthening Collaborative Partnerships with Newcomer Community

| Goals | Strategic Actions |
|---|---|
| Expansion of existing NNN committees to engage appropriate community partners | <ul style="list-style-type: none"> • Support the creation of an NNN Immigrant Council to provide advice and guidance to NNN executive to identify and resolve issues that impact on the attraction, retention and integration of newcomers to North Bay and area as well as create programs that will enhance NNN's efforts to change the face of North Bay. |

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| | <ul style="list-style-type: none"> • Work with existing NNN committees to assist in their membership expansion to enhance their effectiveness in achieving the mandates outlined in the Terms of Reference (TOR). |
| <p>NNN executive engaged in political and policy review and input that impacts on newcomers</p> | <ul style="list-style-type: none"> • Identification and publication of best practices by any community partners – employers, service and volunteer agencies, educational sectors, etc. – that support achievement of the NNN vision and mission. • Increase the capacity of newcomers to North Bay to fully participate in the political, economic, social and cultural life of the city • Reinforce through various public means NNN's commitment to its vision of building a community that values and benefits from cultural diversity, thus strengthening the community's economic growth and development. |

Section 7: Budget for Strategic Action Plan (Budget attached under appendices)

Assumption Note:

1. This budget is based upon the understanding that the 2009/10 funding is unchanged and additional costs reflect the expansion of support to achieve successful implementation of the action plan.
2. It is expected that these funds will be leveraged with other potential sources of funding and that programs created will have a self-sustaining component built into them

Explanatory Notes for Additional Funding Requests

Research and Development to determine baselines / program development -

To conduct, analyze and make recommendations for programs identified by the welcoming community committee, the settlement committee and the employers' council. This includes items such as labour force needs identification, supporting consultations and research to identify employment matching programs, and completion of the WCI 17-point community assessment.

Stakeholder engagement and/or consultation costs

To engage newcomers and establish immigrant council, to engage multi-faith community partners, and other community members identified through research for WCI 17-point plan. Supporting the employers' council, host at least two activities to increase employer engagement and representation of sectors on the employers' council.

Training, Professional Development and Travel

Training and professional development is aimed at NNN committee and executive members as required for specific topics identified in the plan. There is also a requirement for increased travel budget to permit more consultation and involvement of the outlying areas and francophone community.

Section 8: Appendices

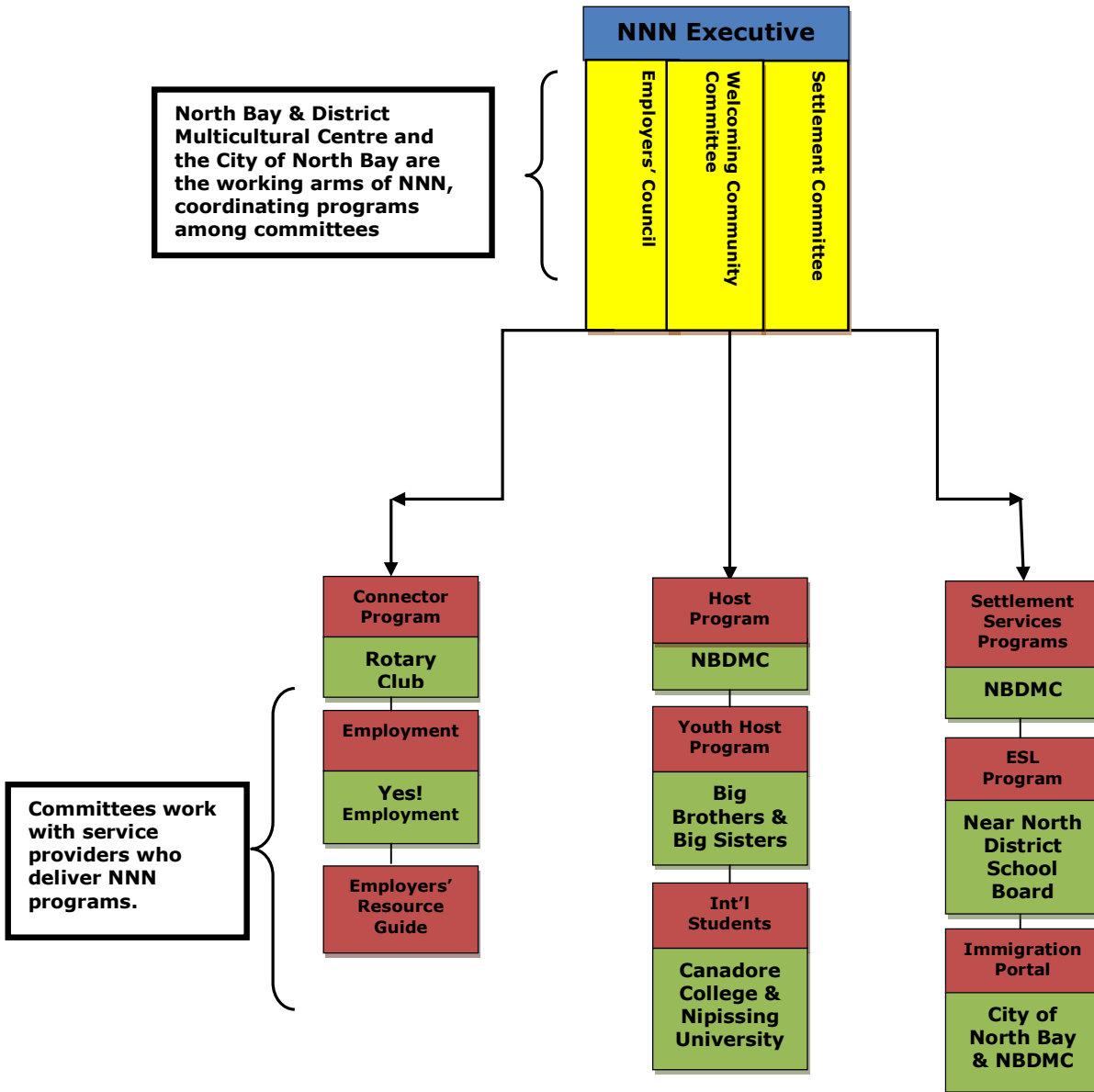
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Appendix One: List of NNN Community Partners

North Bay Newcomer Network – Community Partners

The City of North Bay
North Bay & District Multicultural Centre
North Bay Literacy Council
North Bay & District Chamber of Commerce
The Labour Market Group
Ministry of Citizenship & Immigration
Near North District School Board
Ministry of Northern Development, Mines and Forestry
Nipissing University
Canadore College
District of Nipissing Social Services Administration Board
Rotary Club of Nipissing
YES! Employment Services
Volunteer Centre of Blue Sky Region
North Bay YMCA
Big Brothers Big Sisters of North Bay & District
Citizenship and Immigration Canada
Salvation Army
The Business Centre – Nipissing Parry Sound
Gateway Treasures Practice Firm
True Self Employment and Training
Building Up Individuals Through Learning and Teamwork (BUILT) Network
DEOC Employment Information Resource Centre
CTS Employment Resource Centre
Cementation Canada
Human Resources Professionals Association of Ontario (North Bay)
Call Edge Practice Firm
The Early Years Centre
Ministry of Training, Colleges and Universities
Employers' Council Members
 TeleTech
 PGI Fabrene
 North Bay and District Hospital
 Atlas Copco
 North Bay Parry Sound District Health Unit
 Ontario Northland
 Stantec

NNN Operational Model





NNN Executive Committee Terms of Reference

1. Context that led to the formation of the NNN Executive Committee

To support the development and implementation of the City of North Bay and area's immigration strategy, the North Bay Newcomer Network (NNN) was created through the work of The Mayor's Office of Economic Development. The NNN has grown from six or seven organizations in 2006 to the current collaboration of 36 community partners, including employment and labour market sectors, service delivery agents, education sectors; government sectors at all levels and newcomers. The NNN focus is on the attraction, retention and integration of newcomers to North Bay and area.

As the number of partners increased three committees were established to address three key areas of need for newcomers – settlement services, welcoming community and employment. This organizational model permitted partners to work on the most relevant committee based on their sector or area of interest. The NNN Executive Committee was created to provide leadership and overall direction for the NNN membership. The executive committee is composed of the chairs from the NNN committees as well as the lead for International Studies at Nipissing University. NNN and the executive committee are co-chaired by the City of North Bay, Mayor's Office of Economic Development and the North Bay and District Multicultural Centre.

2. Mandate of the NNN Executive Committee

To provide leadership to the NNN membership regarding immigration strategies that foster attraction, retention and integration of newcomers to North Bay and area. The executive committee functions as a decision making body for the network. In addition to securing funding for projects, the executive committee is responsible for promoting and marketing the NNN's initiatives both locally and broadly to all relevant stakeholders serving newcomers.

3. Composition of the NNN Executive Committee

- i. The NNN Executive Committee is the leadership committee of the NNN. The executive committee is jointly chaired by the City of North Bay, Mayor's Office of Economic Development and the North Bay & District Multicultural Centre. The remaining members are the chairs of the employers' council, welcoming community committee and settlement committee as well as the lead representative of the Nipissing University International Students Office.
- ii. The executive committee is supported by an NNN staff member who will be responsible for meeting coordination, minutes and specific items as assigned.
- iii. From time to time, the executive committee may invite specific committee representatives or community members to join the executive committee as it relates to seeking advice or assistance with the development of programs that the executive committee is working on.

4. NNN Executive Committee responsibilities

- i. Executive committee members are expected to make every effort to attend the meetings as scheduled. In the event that they are unable to attend, they may send a substitute. It is the member's responsibility to ensure that the substitute attendee is fully briefed on the agenda items and activities so she can participate in the discussions.
- ii. Sitting members of the executive committee will be responsible for making the final decision on all projects and programs that will be supported for development and implementation on behalf of the NNN.
- iii. Executive committee members will offer guidance, information and /or technical support for committees or project teams working on identified projects and programs. Such support may be in the form of securing additional funding for the project or program.
- iv. Executive committee members will take a lead in promoting general community awareness of the role and function and key initiatives of NNN.
- v. Executive committee members are responsible for ensuring that the committees are kept current and informed on the work of the executive and/or any decisions that may impact on their committees.
- vi. Executive committee members are responsible for keeping their fellow executive committee members informed of the work undertaken in their committees and to bring forward any items requiring executive support and/or approval.

5. Operating principles and processes

- i. A meeting quorum requires a minimum of 50% of the members in attendance.
- ii. Decisions will be made through consensus. In the event that consensus cannot be reached a vote will take place with the final decision made by majority rule.
- iii. Members are expected to declare any conflict of interest for any agenda item in which they would have a direct financial or vested interest in a specific outcome. For example, discussing a marketing proposal which an employer member's firm would be bidding on. In the event of a declaration of a conflict of interest, the member will not actively take part in the discussion or the final decision for that agenda item.
- iv. While it is understood that the final approved minutes of the meetings are open and will be shared with committees and interested parties, during the meeting any confidential information shared to facilitate a discussion and/or the executive committee's decision making will not be reflected in the minutes and members are expected to maintain that confidentiality.

6. Meeting management

- i. The co-chairs will serve for a term of a minimum of two years. Members do not have any term applied, however, they must be a current serving chair of a committee or other appointed individual from the community.
- ii. The executive committee will meet up to 10 times per year and meetings will be scheduled in advance for the third Wednesday of the month. All minutes will be recorded and circulated to executive committee members.
- iii. Two weeks prior to regularly scheduled meetings a call will go to member for agenda items. The call will include the topic, a brief description of the action (e.g.: discussion item, update or briefing item or decision required).
- iv. Ad hoc meetings may be convened at the request of either co-chair or members to deal with specific issues or to work with project teams.

7. Review of TOR

The Terms of Reference will be reviewed in one year by the membership.



Changing the face of North Bay

Employers' Council Terms of Reference

1. Context that led to the formation of the Employers' Council

According to Statistics Canada North Bay grew by 1.8% from 2001 to 2006 as compared to Ontario's growth rate of 6.6% and Canada's 5.4%. North Bay is far behind the national and provincial averages. According to C.N Watson & Associates Ltd. North Bay's population is projected to grow at an annual rate of 0.25 to 0.37% between 2006 and 2031. By 2031 seniors are expected to represent 21% of the population.

North Bay and area employers are in increasing competition with other businesses throughout the province, across the nation and around the globe for the pool of international talent. At the same time, the skill sets of internationally-trained individuals or skilled trades persons are often not recognized, or de-valued by regional employers

To address this issue, the North Bay Newcomers Network (NNN) has established an Employers' Council that brings together North Bay and area employers to collectively develop employer-driven strategies designed to reduce the barriers newcomers face when connecting to the local labour market.

2. Mandate of the Employers' Council

To provide leadership to the NNN regarding employer related issues impacting on employers' abilities to recruit and retain skilled newcomers; to propose programs and services to resolve the issues identified; and function as ambassadors with other employers regarding the local supports available to employers in their recruitment and retention of skilled newcomers.

3. Composition of the Employers' Council

- i. The Employers' Council is a committee of the NNN. The council members will select the chair from one of the employer members of the council. The chair will be a sitting member of the NNN Executive Committee.
- ii. Members of the council will include employers representing their labour market sector; a representative from the Mayor's Office of Economic Development; a representative from the Labour Marketing Group; and the Executive Director of the North Bay and District Chamber of Commerce. The council will be supported by an NNN staff member who will be responsible for meeting coordination, minutes and specific items as assigned.
- iii. From time to time, the council may invite specific employer members to join the council as it relates to the development of advice or programs that the council is working on.
- iv. The council may invite other members to join as representatives for labour market sectors that are not represented at the council table.

4. Council members' responsibilities

- i. Council members are expected to make every effort to attend the meetings as scheduled. In the event that they are unable to attend, they may send a substitute. It

- is the members' responsibility to ensure that the substitute attendee is fully briefed on the agenda items and activities so he can participate in the discussions.
- ii. Sitting members of the council will be responsible for making the final decision on all projects and programs that will be supported for development and implementation on behalf of the council.
 - iii. Council members will offer guidance, information and technical support for project teams working on identified projects and programs.
 - iv. Council members will assist in promoting general community awareness of the NNN and the Employers' Council.

5. Operating principles and processes

- i. A meeting quorum requires a minimum of 50% employer members in attendance.
- ii. Decisions will be made through consensus. In the event that consensus cannot be reached a vote will take place with the final decision made by majority rule.
- iii. Members are expected to declare any conflict of interest for any agenda item in which they would have a direct financial or vested interest in a specific outcome. For example, discussing a marketing proposal which an employer member's firm would be bidding on. In the event of a declaration of a conflict of interest, the member will not actively take part in the discussion or the final decision for that agenda item.
- iv. While it is understood that the final approved minutes of the meetings are open and can be shared with other committees and interested parties, during the meeting any confidential information shared to facilitate a discussion and/or the council's decision making will not be reflected in the minutes and members are expected to maintain that confidentiality.

6. Meeting management

- i. The chair will serve for a term of at least two years. Members do not have any term applied.
- ii. The council will meet up to 10 times per year and meetings will be scheduled in advance for the second Tuesday of the month. All minutes will be recorded and circulated to council members.
- iii. Two weeks prior to regularly scheduled meetings a call will go to members for agenda items. The call will include the topic, a brief description of the action (e.g.: discussion item, update or briefing item or decision required).
- iv. Ad hoc meetings may be convened at the request of the chair or members to deal with specific issues or to work with project teams.

7. Review of TOR

The Terms of Reference will be reviewed in one year by the membership.



Changing the face of North Bay

Welcoming Community Committee

Terms of Reference

1. Context that led to the formation of the Welcoming Community Committee

In addition to the importance of the attraction, retention and integration of newcomers, it is equally important to develop a community that recognizes the importance of immigration and that welcomes newcomers as residents and participants in the development of a thriving community.

Integration requires active participation of the host community as well as the newcomer. Community attitudes toward immigration and diversity impact on long-term retention and integration of newcomers. The Welcoming Community Committee plays an important role in educating community members and fostering respect for immigration and diversity. A welcoming community offers newcomers full opportunities to contribute their skills and resources and is one that is ready and willing to adapt to the changes that occur with this inclusion of newcomers.

2. Mandate of the Welcoming Community Committee

To build an inclusive and welcoming community in collaboration with community-based partners and stakeholders to cultivate respect for cultural diversity and value the contribution of newcomers to North Bay and area by:

- Fostering respect and celebration of diversity as well as encouraging and supporting the establishment of cultural communities in the area
- Creating awareness of the benefits of diversity and supporting the education of various community members and sectors on diversity and anti-racism.

3. Composition of the Welcoming Community Committee

- i. The Welcoming Community Committee is a committee of the North Bay Newcomer Network (NNN). The committee members will select the chair from one of the members of the committee. The chair will be a sitting member of the NNN Executive Committee.
- ii. Members of the committee will include service and volunteer agencies that work with newcomers; educational communities; the City of North Bay; multicultural agencies and those supporting the development of ethnic communities in North Bay and area; representatives for the newcomer, aboriginal, francophone and multi-faith communities; and government representatives. The committee will be supported by an NNN staff member who will be responsible for assisting with meeting coordination, minutes and specific items as assigned. (See Appendix One for current membership)
- iii. From time to time, the committee may invite specific community members to join the committee as it relates to the development of advice, programs or events that the committee is working on.
- iv. The committee may invite other members to join as representatives for various community sectors that are not represented at the committee table. For example OPP, employment agencies or employers.

4. Committee members' responsibilities

- i. Committee members are expected to make every effort to attend the meetings as scheduled. In the event that they are unable to attend, they may send a delegate. It is the member's responsibility to ensure that the delegate is fully briefed on the agenda items and activities so she can participate in the discussions.
- ii. Sitting members of the committee will be responsible for making the final decision on all projects and programs that will be supported for development and implementation on behalf of the committee.
- iii. Committee members will offer guidance, information and technical support for project teams working on identified projects and programs.
- iv. Committee members will assist in promoting general community awareness of the NNN and the Welcoming Community Committee.

5. Operating principles and processes

- i. A meeting quorum requires a minimum of 50% of the members in attendance. In the event that quorum is not achieved, the meeting may be re-scheduled at the discretion of members in attendance, based on the voting requirements of agenda items.
- ii. Decisions will be made through consensus. In the event that consensus cannot be reached a vote will take place with the final decision made by majority rule.
- iii. Members are expected to declare any conflict of Interest for any agenda item in which they would have a direct financial or vested interest in a specific outcome. For example, discussing a marketing proposal which a member's firm would be bidding on. In the event of a declaration of a conflict of interest, the member will not actively take part in the discussion or the final decision for that agenda item.
- iv. While it is understood that the final approved minutes of the meetings are open and can be shared with other committees and interested parties, during the meeting any confidential information shared to facilitate a discussion and/or the committee's decision making will not be reflected in the minutes and members are expected to maintain that confidentiality.

6. Meeting management

- i. The chair will serve for a term of at least two years. Members do not have any term applied.
- ii. The committee will meet up to 10 times per year and meetings will be scheduled in advance for the third Thursday of the month. All minutes will be recorded and circulated to committee members.
- iii. Prior to the regularly scheduled meeting a call will go to members for agenda items. The member adding items will include the topic, a brief description of the action requested of the committee. (e.g. discussion item, update / briefing item or decision required).
- iv. Ad hoc meetings may be convened at the request of the chair or members to deal with specific issues or to work with project or event planning teams.

7. Review of TOR

The Terms of Reference will be reviewed in one year by the membership.



Settlement Committee Terms of Reference

1. Context that led to the formation of the Settlement Committee

The NNN Settlement Committee was formed in April 2008 as a committee of the North Bay Newcomer Network. Its purpose is to facilitate the long-term and successful settlement of immigrants by bringing together community stakeholders to build a strong, accessible, and community based settlement sector in North Bay and area.

It takes a community to support a family, therefore “settlement sector,” for the purposes of this committee, is defined as those organizations, agencies, government departments and groups that play an active role in the settlement process for newcomers. This can range from the settlement agency, to faith and cultural groups, to schools, language programs, volunteer and recreational programs, housing agencies, health centres, employment agencies, and so on.

2. Mandate of the Settlement Committee

To build a collaborative and community-based settlement support system by:

- Identifying gaps and barriers in the settlement process for area newcomers and developing strategies to alleviate these barriers
- Enhancing the capacity of the community agencies and organizations to serve and support immigrants

The committee will work to build a settlement sector that is:

- Immigrant centred
- Community based
- Collaborative and connected
- Seamless
- Accessible
- Culturally competent

3. Composition of the Settlement Committee

- iv. The Settlement Committee is a committee of the NNN which will be chaired by the program coordinator at the North Bay and District Multicultural Centre (See comment under TOR Review). The chair of the committee will be a sitting member of the NNN Executive Committee.
- v. Members of the committee will include a wide representation of the settlement sector defined in the context section above and will be supported by an NNN staff member who will assist with meeting coordination, minutes and specific items as assigned. (See Appendix One for current membership list)
- vi. From time to time, the committee may invite specific stakeholders to join the committee as it relates to the development of advice or programs that the committee is working on.

- vii. The committee may invite other members to join as representatives from other sectors that are not represented at the committee table but are critical to the development or implementation of a strategy, project or program of the committee.

4. Committee members' responsibilities

- vii. Committee members are expected to make every effort to attend the meetings as scheduled. In the event that they are unable to attend, they may send a substitute. It is the member's responsibility to ensure that the substitute attendee is fully briefed on the agenda items and activities so she can participate in the discussions.
- viii. Sitting members of the committee will be responsible for making the final decision on all projects and programs that will be supported for development and implementation on behalf of the committee.
- ix. Committee members will offer guidance, information and technical support for any project teams working on identified projects and programs.
- x. Committee members will assist in promoting general community awareness of the NNN and the Settlement Committee.
- xi. Ad hoc members will be considered committee members who have a vested interest in and add value to the committee, however, have acknowledged an inability to attend the meetings on a regular basis. These members will be expected to keep themselves current on the work of the committee and are permitted to submit specific agenda topics for the meeting and/or provide advice and input on the committee work. This membership will be reviewed periodically by the membership regarding continuation of these members on the committee.

5. Operating principles and processes

- v. A meeting quorum requires a minimum of 50% of current members in attendance.
- vi. Decisions will be made through consensus. In the event that consensus cannot be reached a vote will take place with the final decision made by majority rule.
- vii. Members are expected to declare any conflict of interest for any agenda item in which they would have a direct financial or vested interest in a specific outcome. For example, discussing a service proposal which a member's firm would be bidding on. In the event of a declaration of a conflict of interest, the member will not actively participate in the discussion or the final decision for that agenda item.
- viii. While it is understood that the final approved minutes of the meetings are open and can be shared with other committees and interested parties, during the meeting any confidential information shared to facilitate a discussion and/or the committee's decision making will not be reflected in the minutes and members are expected to maintain that confidentiality.

6. Meeting management

- v. The chair is appointed as the Program Coordinator of the NBDMC pending review of the TOR in one year. Members do not have any term applied. Ad hoc membership will be reviewed annually by the sitting committee members to determine continuation of this membership
- vi. The committee will meet up to 10 times per year and meetings will be scheduled in advance for the third Tuesday of the month. All minutes will be recorded and circulated to committee members.
- vii. Two weeks prior to regularly scheduled meetings a call will go to member for agenda items. The call will include the topic, a brief description of the action (e.g.: discussion item, update or briefing item or decision required).

- viii. Ad hoc meetings may be convened at the request of the chair or members to deal with specific issues or to work with project teams.

7. Review of TOR

The Terms of Reference will be reviewed in one year by the membership. Specifically the committee will review the appointment of the chair vs. election of the chair from the membership and the position of ad hoc members.

Proposal for Creation of NNN Immigrant Council

Purpose of an Immigrant Council:

- Include the voice of immigrants at NNN committees
- Engagement of the council to identify gaps, barriers and issues related to the attraction and retention of immigrants to the city and area
- Engage the council in identification and resolution of issues that will support North Bay as a leader in attracting and retaining immigrants in rural Ontario
- Advise and assist with development and/or review of policies and programs aimed at the attraction and retention of immigrants
- Support immigrants' voices in education and outreach activities of NNN

Structure:

- The Immigrant Council will be representative of our immigrant community including members who are business owners, international students, temporary workers, live-in caregivers, women, members of ethnic communities and various religious affiliations.
- Chair (selected by the council)
- Suggested membership of 12 members and support members (e.g.: LIP to support initially, City and NBDMC)

Time line & key activities:

- Identify two immigrant champions who will assist with the creation of an Immigrant Council by the fall of 2010
- Introduce the concept to the immigrant community and NNN membership by sponsoring an event (similar to the employers' breakfast) and seek interest
- Convene an initial meeting of the Immigrant Council to draft a TOR by October

Prepared by:
Ann Welsh
L-J Coté

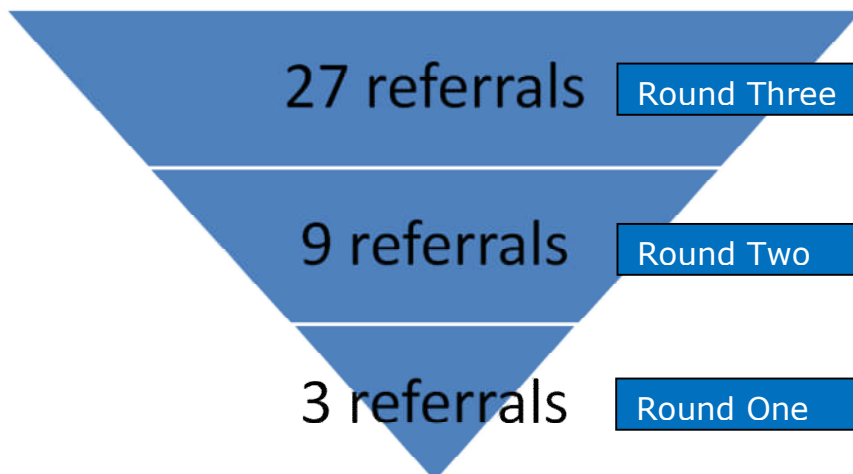
Presentation to NNN Executive:
June 9, 2010

Adopted by NNN Executive
June 9, 2010

North Bay & District Newcomer Network – Connector Program

Building Professional Networks for Newcomers

- ▶ The Connector Program is a simple but effective referral process that puts newcomers in touch with local people so they can join our workforce and settle successfully in our community.
- ▶ Newcomers are put in contact with business owners and operators, civil servants or community leaders.
- ▶ Connectors are volunteers who have been matched to a newcomer that has a similar professional background in order to build his or her professional network in the community.
- ▶ The NNN has formed a partnership with the North Bay Rotary Club, which recruits the volunteer connectors.
- ▶ Connectors introduce or “connect” the newcomer with three members in the community in their network
- ▶ Each of these contacts is responsible for introducing the newcomer to three members of the community in their network, and so on (see diagram below)
- ▶ The end result is that the newcomer has been assisted in building his or her network and increased opportunities to find employment in his or her field of expertise.



- ▶ Current partners with the North Bay Newcomers Network include the North Bay & District Multicultural Centre, Nipissing-North Bay Rotary Club and the City of North Bay.

Appendix Five: LIP budget for 2010/11

Administrative:

| | | |
|------------------------|-----------------------------------|-------|
| Promotional Activities | Newspaper ads, brochures, posters | 5,000 |
| Photocopying | \$40 per month for 7 months | 280 |
| Materials & Supplies | \$60 per month for 7 months | 420 |
| Postage | \$25 per month for 7 months | 175 |
| Telephone | \$40 per month for 7 months | 280 |

Total Administrative: 6,155

Program Delivery:

| | | |
|--------------------------------|------------------------------------|--------|
| Project Officer | \$20.30 per hour x35hrs. x31weeks | 22,026 |
| Benefits/MERC | | 3,016 |
| Staff and LIP Travel | \$714 per month for 7 months | 4,998 |
| Research | Hire researcher, plan new programs | 10,000 |
| Meeting room for consultations | For 6 meetings | 1,200 |
| Meeting hospitality | For 6 meetings | 750 |
| Training for LIP committees | | 3,000 |

Total Program Delivery: \$44,990

GST/HST 600

Total Budget: \$51,745