



Timmins Settlement Strategy Plan to Promote Settlement & Integration of Immigrants in the Community

Submitted to Citizenship & Immigration Canada
Submitted by Timmins Economic Development Corporation
A Local Immigration Partnership Initiative



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Table of Content

1. Acknowledgement	3
2. Executive Summary	4
3. Background.....	7
4. Timmins Immigration Community Profile.....	9
5. TLIP Governance Structure.....	17
6. TLIP Settlement & Integration Strategy.....	22
7. Next Steps.....	25
8. Appendices.....	29
a. TLIP Terms of Reference.....	30
b. Strategy recommendations.....	40
c. New Immigrant Community Profile questionnaire.....	50

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The report is designed for use as one of many options in pursuing Timmins medium to long term socio-economic growth objectives. It provides a platform for stakeholder vision, ownership and roadmap for achieving the identified immigration strategy to address our socio-economic challenges. Views expressed in this document are those of the Timmins Local Immigration Advisory Council and are not necessarily those of the Government of Canada or the Government of Ontario. The report may be freely cited without permission provided the authors are acknowledged. Information presented in this report was current at time of printing.

2. Executive Summary

Immigration continues to be at the forefront for both Canada and the Provinces when addressing concerns with Canada's population and labour growth. Discussions between all levels of Governments and outcomes such as the Canada Ontario Immigration Agreement shows the willingness by Government and the partnerships required to ensure our communities grow and prosper. The Federal, Provincial and Municipal partnership on immigration is continually being strengthened to better serve the needs of small communities. Ontario's focus on settling immigrants outside the Greater Toronto Area proves to be beneficial to smaller, rural communities in the north, such as Timmins.

Youth out migration and a thriving mining sector has left Timmins in a position where the local labour force is becoming exhausted and employers are finding it difficult to find appropriate skilled workers. The Timmins Economic Development Corporation (TEDC) with support from the community and employers has led the effort to pursue immigration as an option for population growth and as a means for employers to address the existing labour shortages.

The TEDC has undertaken many different immigration initiatives over the past 5 years geared to attraction, retention and integration of newcomers to our community. In 2008, when Citizenship and Immigration Canada released their call for proposals for Local Immigration Partnerships, the TEDC with community stakeholders submitted a proposal to:

1. Establish the Timmins Local Immigration Partnership (TLIP) Advisory Council.
2. Develop an Immigration Strategy for settlement services in the community.

Approval of funding was received from Citizenship and Immigration in 2009 and a Local Immigration Partnerships coordinator was hired in March 2010 to assist the project move forward. Phase 1 of the initiative included seven different stages:

1. Establishment of the immigration council
2. Immigrants information session
3. Immigration portal review and upgrade
4. Timmins Newcomer Community profile
5. Timmins settlement vision and priorities
6. Environmental Scan and stakeholders' consultation
7. Strategy Development

Through these seven stages of the initiative, the project completed its objectives which included the development of an Immigration Advisory Council, research on new immigrants in the community which resulted in the "New Immigrants Community Profile", focus group sessions which assisted in identifying the proper immigration governance structure for our

community and provided recommendations on the appropriated strategy to be undertaken for settlement services.

The Timmins Local Immigration Partnership Advisory Council was formed very early on in the project. Starting with only the six initial partners, the Council has now grown to have more than 16 representatives. Education, health, employers, and service providers comprise the majority of the Council, however the Council continues to evolve.

The “New Immigrant Community Profile” was a survey and prelude to the community consultation sessions for input into the Settlement Strategy report. The Community Profile focused on new immigrants (less than 5 years in Canada), employers and service provider organizations. New immigrants in general highlighted the need for a settlement service agency to service the community and indicated a positive attitude of the community towards newcomers. Employers expressed labour shortages especially in the Trades area and in some senior technical areas. While some employers had commenced recruitment of Internationally Trained professionals (ITPs) directly others were still unclear on how to attract or hire internationally trained professionals. The Service Provider Organizations (SPOs) indicated through the survey that there is a need for coordination to effectively service new immigrants. This report is a good start in the terms of identifying challenges in regards to newcomers and service providers in Timmins however more research is required to achieve a complete and accurate service provider overview. A more detailed inventory study is currently being planned in partnership with the Welcoming Communities Initiatives (WCI) in Spring 2011.

The TEDC secured a consultant to undertake community consultations in October 2010. A total of four focus group sessions were held over a three day period with an end result of 18 recommendations. Top recommendations brought forward included:

1. Establishment of a settlement agency to serve Timmins and area.
2. Establish free English as a Second Language (ESL) and French as a Second Language classes.
3. Strong collaboration between the Anglophone and Francophone communities.
4. Establishment of an employers’ council.

One of the final objectives to be completed by the TLIP Council was the determination of the appropriate governance structure for the TLIP Council moving forward. The TLIP Council approved a 2 level governance model for the partnership, with the 1st level being the TLIP Council which would then oversee 4 sub-committees (Attraction, Settlement, Retention and Employers) each with its specific mandate and programs as proposed by the consultation sessions. The TLIP Council would implement this governance structure and the recommendations brought forward in Phase 2 of this initiative (pending funding).

The body of this report details the process by which the Timmins Local Immigration Partnership started in Timmins, its achievements to date and future steps necessary towards making Timmins a welcoming community for immigrants.

3. Background

The Need for an Immigration Strategy

People and economic growth represents a key challenge for the Canadian government. Skills shortage will remain a challenge in Canada, which faces an aging population, low fertility rate and a diminishing pool of skill workers¹. The retirement from the labour market of baby boomers in the near future further compounds the situation. All this has increased somewhat the importance of immigration in Canada's overall economic development.

The Conference Board of Canada projects that immigrants in Canada in the next decade will account for 100% of the net growth in the labour force². The economic growth challenge is real and the development of an immigration strategy is one option communities both large and small throughout Canada will have to adopt to address this challenge.

Immigrants bring in much needed skills and capital investment, which contribute substantially to the local economies in each of the provinces. With Ontario receiving the most number of immigrants in a given year, opportunities exist to utilize the skills and the economic benefits of newly landed individuals to build a strong skilled labour force and address the population concerns that exist in Northern communities³.

Recognizing that immigration is now playing a significant role in the development and sustainability of our current labour force, the city of Timmins is working to implement the necessary steps to ensure that our community is welcoming, the essential immigration services are offered and that families are successfully integrated and retained. By developing a strategy that addresses these key areas, Timmins will be in a better position to assist employers in their recruitment needs, better service newcomers and existing immigrants by offering coordinated services and provide a community which newcomers will find open and inviting.

Timmins Local Immigration Partnerships Project

In 2008, when Citizenship and Immigration Canada (CIC) released the Local Immigration Partnerships (LIP) Call for Proposals, community partners immediately realized the importance and the benefits of such as initiative to the city of Timmins. The Timmins Economic Development Corporation, in partnership with community stakeholders developed a proposal

¹ Immigration Friendly Communities, Making Immigration Work For Employers and Other Stakeholders in Small Town Canada, Conference Board of Canada, 2009, p. 2

² Ditto, p. 2

³ Ceris Policy Matters: No. 38; Immigration and the demographic challenge: A statistical survey of the Ontario region; Magdy ElDakiky & John Shields, May 2009; p. 1

which would allow for the establishment of an Immigration Council and for a formal immigration strategy to be developed for the community. In total, the TEDC secured six initial project partners who would work together to provide guidance to the project coordinator.

There were two main objectives to be achieved through Phase 1 of this initiative:

- 1) ***The development of an Immigration Council.*** The proposed Immigration Council for Timmins would be all-inclusive with representatives from key service agencies, industry, and community. Ideally, the Immigration Council would consist of 15 – 20 representatives (any less and all areas could not be represented, any more would be difficult to manage). The Immigration Council would then become the entity which would oversee the development of a formal immigration strategy for the community.
- 2) ***The development of a strategy that would best meet the needs of newcomers to Timmins.*** In order to develop a strategy that is Timmins specific, the Immigration Council would need to look at how the community is currently functioning in relation to immigration. Research would need to be completed on newcomers to our community, services that are offered and employer challenges. Databases, community consultations and a formal SWOT analysis would need to be undertaken. Once the Council has a good knowledge base as to where the community stands in regards to immigration, they can begin to develop a strategy to address challenges and coordinate services.

One year of funding was received through Citizenship and Immigration Canada to proceed with Phase 1 of the Timmins Local Immigration Partnerships initiative in 2009. A coordinator was hired, the Immigration Council formed, research conducted with the end result of an immigration settlement model the community can now use to move forward.

The purpose of this report is to highlight the work undertaken by the Timmins Local Immigration Partnership Advisory Council, provide a formal report on the settlement, integration and attraction model adopted by the Council and to highlight the next steps (Phase 2) of the Local Immigration Partnership initiative.

4. Timmins Immigration Community Profile

Timmins has traditionally been associated with mining as the history of the community has always been centered on mining. The city was formed with the influx of immigrants at the turn of the century seeking gold mining prospects in the area. This has grown over the years to a population of 42, 997⁴ however it is serving a regional population of 120,000⁵. With a partially diversified economic base it provides employment for approximately 22,330⁶ people. The main sectors are agriculture and mining related activities, services, retail, healthcare and education (accounting for over half of employment).

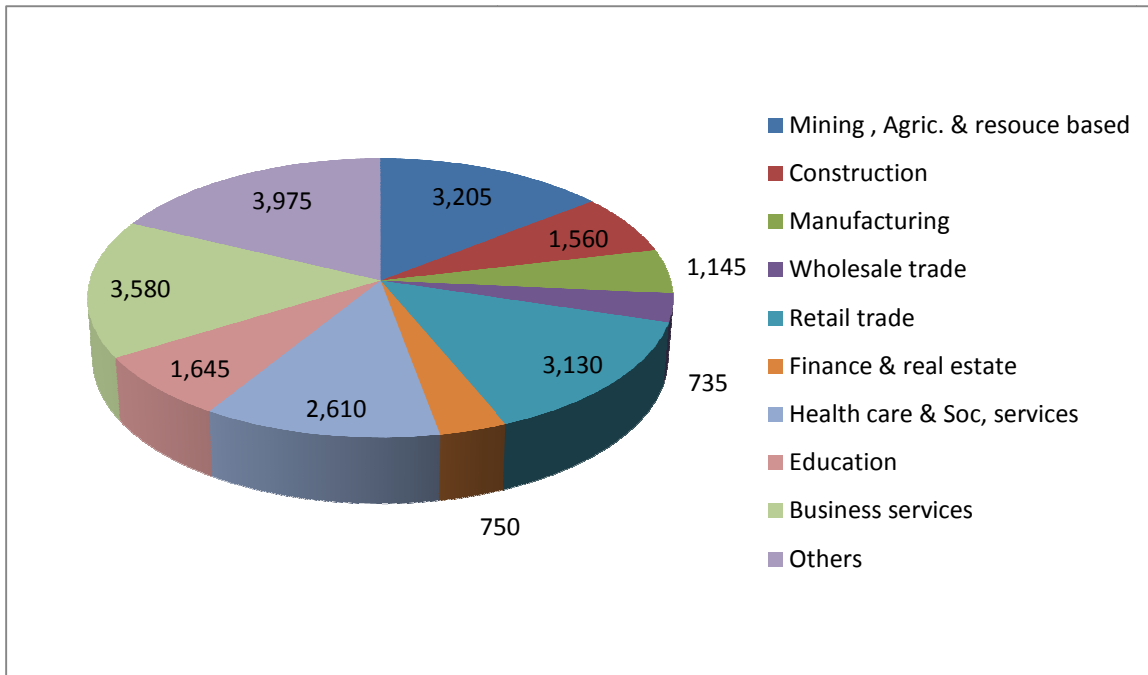


Fig. 1: Sector Employment in Timmins (Census 2006)

Anglophone / Francophone collaboration

Timmins is a bilingual community (French and English) and immigrant settlement services are required for both official languages. Third languages are however important in alleviating the overall confusion of settling into a new community in the shortest possible time. The community recognizes the importance of both tracts for an effective settlement process and through the TLIP committee reflects the required collaboration between the Anglophone and Francophone communities in Timmins. During the TLIP phase 1, the basis for such collaboration has been established and is re-enforced in the strategy recommendations for the next steps of the TLIP plan. (Appendix b)

⁴ City of Timmins, Business and Community Data Profile, Updated January 2010

⁵ Ditto

⁶ StatsCan; Census 2006

New Immigrant Profile in Timmins

The community was largely built and grew around the mining industry in the 1900s and attracted newcomers mainly from Europe who sought a better life for themselves and their families. Most early immigrants arrived from England, Scotland, Italy and France and later from Germany, Eastern Europe mainly Poland, Croatia and Ukraine. These represented the main countries of origin for most immigrants to Timmins until the 1980s. By the 1990s that trend began to change and Timmins started to witness a new profile of immigrants from Asia, Africa, Middle East and South America.



Local family in Timmins

The new immigrant population in Timmins is 4.27% of the city's population and according to recorded data from 2001 to 2006, new immigrant flow to Timmins was 75 in the 5 year period⁷. Through discussions with different individuals in the community who are familiar with new immigrants, it is estimated that there are approximately 20-25 new immigrants arriving in our community annually. These discussions also revealed that new immigrants to Timmins tend to keep a low profile as a result of their small numbers and because there is no platform for social interaction and engagement for new immigrants on a sustainable basis. Several immigrant ethnic associations do exist in the community. e.g. Filipino, Chinese, Latin America; however these organizations appear to operate independently and only collaborate for the annual

⁷ StatsCan; (Census 2006)

Timmins Multicultural Festival. Nonetheless these ethnic associations provide the backbone for effective settlement of new immigrants from their ethnic origin or countries.

A survey of the new immigrants and the settlement service sector was conducted as part of the action items of the TLIP phase. The information was then compiled into a report, titled “Timmins New Immigrant Community Profile”. The report focused on the new immigrants in Timmins (less than 5 years in Canada); big employers in the community (staff size of 50+) and service provider agencies in the community (both public and private). The findings indicated by the survey were useful in moving to the next stage of organizing stakeholder consultation sessions in the community. Some highlights of the survey are:

1. The new immigrants and the employers demonstrated enthusiasm for the survey.
2. Most employers showed willingness to support new immigrants’ initiatives in the community and improve new immigrant skill gaps in the labour market required areas.
3. The service provider organisations (SPOs) in the community represent a huge resources pool for helping new immigrants but require some organization to harness the service delivery capability effectively across the sector.
4. No SPOs were specifically set up to focus on new immigrants; but most serviced new immigrants along with other Canadians provided relevant documentation was produced on request.

New Immigrant survey

In targeting the new immigrants we sought to identify and use any locations where most newcomers currently go to for information and services referrals in the community. The main location identified in Timmins was the MP/MPP office. This has traditionally been the point of contact for newcomers for settlement information, referrals and in some cases employment services. The Employment Ontario service also provides another location where newcomers visit for employment services. Employment Ontario Employment Services, is coordinated through Northern College and Collège Boréal through a co-located facility in the Timmins Integrated Services Building. This new program of harmonized services from both colleges commenced in August 2010.

Originally the survey response target was for 30 newcomers to complete the survey, however, only 10 responded through the “immigrationtimmins.ca” website. Due to the lack of access to a database of new immigrants to Timmins in the last 5 years, it was very difficult to solicit feedback directly from newcomers. The absence of accurate updated data on recent immigrants makes the case for an organized agency or location to focus on newcomers and

consequently have relevant data for planning support of immigrants in Timmins. Efforts will continue to expand the current database of immigrants in the community.

From the survey, the new immigrants' profile in Timmins shows a concentration from Asia, Africa and South America for the visible minority group. Most of the new immigrants in Timmins are secondary migrants having landed in other parts of Canada initially e.g. Toronto, Montreal and Vancouver. Typical household size for new immigrants is 3, but there are families in the survey having a family size of as many as 5.

Most survey respondents (70%) were employed and the mining sector accounts for about 30% of the employed respondents. Other sectors employing new immigrants in the community are construction, food services and healthcare.

The survey looked at the employment profile of new immigrants. Most participants of the survey were in the managerial and labour categories in their respective workplaces. The small sample survey identified only a few engaged at the supervisory level. The survey was unable to capture any newcomers in the Trades sector. This may be an indication of the strong regulatory, apprenticeship and quota practices of this profession. Session feedback relayed by newcomers and service providers focused on employment services is as follows for trades apprenticeship; slots and correspondent funding have been a challenge in increasing the supply, which affect not only new immigrants but also Canadians seeking job prospects in this sector.

Half of the new immigrants surveyed have post secondary qualification but most had not conducted a Canadian assessment of their certificates. Most employed immigrants in Timmins secured jobs before moving to the community so there is no urgency to expedite the assessments.

English is the preferred language of communication for most immigrants to the community. On a self rated proficiency scale of 0-5, half the respondents scored themselves between 3-5; while most scored themselves low on proficiency in French (0-2). The respondents also identified language skills, housing and job search as the most critical services required by new immigrants in the community.

Employers

The target of the survey was employers with over 50 employees in the community. The views and responses may not be the same for all employers in the community however it provides a guide to employers' view on immigration matters, their state of readiness and reception to this overall strategy. Such feedback was useful in planning for the focus group consultation sessions

and as well indicated what issues both parties (immigrants and employers) may face regarding workforce development. Another outcome of the survey showed that some employers have recognized that immigrants represent a potential pool of skilled resource and have independently started tapping from this pool by engaging HR consultants to source skilled personnel directly from abroad while other employers are not quite clear how to proceed with Internationally Trained Professionals (ITPs). Most of the employers surveyed were not aware of any settlement programs for new immigrants both internally or outside their organizations. This demonstrates the opportunity for collaboration with employers in proposing and delivering programs that support immigrant related workforce development.

With respect to skills, the survey revealed some skill attributes of new immigrants and identified what skills employers are looking for in the short to medium term (3-5 years). Skills are categorized into soft skills (communication, customer service etc.) and hard skills (engineering, mining, etc.) It showed employers considered communication skills critical for new immigrants while looking out for hard skills in engineering, equipment maintenance and project management. Employers surveyed indicated gaps in the Trades sector within their operations.

By 2015 demand for labour in Timmins and area (The Venture Centre CFDC Area) is projected at approximately 7193⁸ individuals. In order to meet labour demands in the upcoming years, employers will need to begin implementing immigration attraction strategies as part of their overall recruitment strategies.

Employment: A Key Part of Attraction Strategy

Employment remains an important determinant of immigrants' flow to any community. Newcomer expectation is to gain employment with matching skills and experience in their field. Often this is not the case resulting in a reality and expectation gap. While most newcomers do not do enough research before leaving for Canada, there still appears to be inadequate support mechanism to facilitate newcomers' labour market integration. Internationally trained professional responded that they are still facing challenges with labour market integration, though much is already being done to understand the expectation gaps, bridge the gaps and create the understanding of the differences and promote diversity. The Conference Board of Canada estimates the loss of misallocation of internationally trained professional resources to

⁸ FNETB, Sept. 2010, Local Labour Market Forecast 2010-2020 Part 1., p. 48

the Canadian economy at \$4bn to \$6bn annually, making the case for a review of the institutional barriers to newcomer labour market integration⁹.

Timmins currently has some labour shortages and is in a good position to attract immigrants with the required skills set, but employers in the community appear to be responding to this challenge individually. An employers' council can focus on this opportunity and develop initiatives that help both employers and newcomers connect and make the labour market integration less stressful and frustrating. This approach has been adopted in other communities and is an opportunity for Timmins to consider.

Service Provider Organizations (SPOs)

The SPOs are at the heart of the settlement strategy and the partnerships sought to implement the strategy will be largely drawn from this sector. An attempt was made to document the service inventory but limited resource constrained the TLIP from engaging in detailed research to determine this in phase 1. The TLIP has recently joined the Welcoming Communities Initiatives (WCI) and has secured a WCI governing council seat. The immediate action resulting from this membership is the conduction of a detailed base line service inventory research study in Timmins. Discussions are at an advanced stage to commence work in this area in the first quarter of 2011.

Public Awareness on Immigration

Improved awareness of the TLIP project also allowed new immigrants to the community to contact the TEDC, which houses the TLIP secretariat, for information on settlement services and employment opportunities. Awareness and feedback from new immigrants surveyed showed:

1. Most new immigrants contacted think there are employment opportunities for them in Timmins and approximately 50% think attitudes towards their presence is positive. However, most of the newcomers feel there are no dedicated agencies serving newcomer needs with agency staff who understand the needs and situation of immigrants.
2. On account of the mining boom; Timmins economy has been relatively prosperous. Employers contacted spoke of labour shortages being observed in key areas and expect this to become more challenging in the future. Some employers were receptive to

⁹ PCPI Presentation; IEP Conference; The Power of Different, The Race to Bridge Skills Gaps in Toronto Region; Jan 2010

engaging new immigrants provided they (immigrants) demonstrate the required skills and competence. In fact some employers are actively engaged in sourcing their skilled staff from abroad directly. Employers who participated indicated there were gaps mainly in the technical skills area but mentioned that soft skills such as communication and customer service skills were also very critical.

3. Preliminary findings on the Service Provider Organizations (SPOs) showed over 150 organisations exist, whether this is an indication of SPO operators’ capacity in Timmins will be determined by the baseline service inventory survey with WCI in Q1 of 2011. Service duplication has not yet been fully identified as no elaborate study has been conducted in the area. Most SPOs were non immigrant focused but serve the community at large. Organizations are open to all in the community but a few may be resourced and trained to deal specifically with new immigrants. There is also a clear need to organize the SPOs in a manner that will address the needs of new immigrants to Timmins and streamline activities and operations in this regard.

Labour shortages and out migration have challenged the community for some time and immigration promises a new impetus to remedy the situation. With the TLIP in existence for over 10 months the awareness of this approach is gaining momentum and the community is excited about the TLIP programs and activities and how the outcomes can make a difference.

TLIP programs, events and commentary which feature in the community media are certainly shaping the perception of immigration in the community. There will still be challenges to be overcome especially with a significant unemployment rate in the community (7.2%, 2010)¹⁰. This improved awareness is important if TLIP goals and objectives are to be achieved and if secondary migration is a strategy to also consider.

The Quality of Life study; which is a 2008 study by the Federation of Canadian Municipalities indicated the importance of secondary migration factors within Canada at both the individual level and the community level. These factors are highlighted below:

Individual	Community
Persons most likely in their prime working age range (25-44 years)	Presence of an established ethnic community
Persons with highest level of education.	Economic, educational and employment opportunities.
Skilled workers and refugees	Access to public services e.g. Health,

¹⁰ City of Timmins, Business and Community Data Profile, Updated Dec. 2010

	transportation and settlement services.
Persons with less social support who express a sense of isolation.	Community receptivity
	General quality of life factors such as climate, housing market, recreational and cultural opportunities.

Approach

The New Immigrant Community Profile was conducted on line in August 2010. The questionnaire was formalized and sent out to over 260 individuals and organizations representing all the major categories of stakeholders identified; new immigrants, employers, and SPOs. The TEDC received completed questionnaires which were collated, analyzed and interpreted.

5. TLIP Governance Structure

The key objective of the TLIP is to facilitate the successful attraction, settlement, integration and retention of new immigrants and refugees to Timmins and area.

In the meeting of March 26, 2010 the TLIP Advisory Council defined the role of the council and discussed the main objectives. It was noted that the existing partnerships would continue to evolve as necessary. There are currently 18 members of the TLIP Advisory Council comprising representatives of key organizations in the community. It is important to note the following;

The TLIP structure will reflect the strong bilingual nature of the Timmins community. Thus the TLIP Advisory Council will comprise both Anglophone and Francophone representation. This does not only reflect the language difference but recognition of the fact that settlement and integration of both tracts have different challenges and peculiarities which the settlement agency and the TLIP strategy also plan to address at the committee levels.

The TLIP in partnership with North Bay and District Multicultural Centre (NBDMC) is proposing a settlement agency in Timmins. The proposal is still under consideration with CIC. The NBDMC will oversee the agency (i.e. funding and documentation agency with CIC) in the short term until the TLIP is in a position to maintain those roles. However the administrative role of the agency will be co-ordinated by the TLIP. The operations head of the settlement agency will report indirectly to the TLIP Governing Council as the TLIP will be represented on the NBDMC board.

The Timmins Local Immigration Partnership Structure

A key part of the phase 1 activities was the establishment of a TLIP Council, its governance structure and the initial Terms of Reference. The TLIP Council has been established and will continue to exist and evolve. The governance structure will continue to be determined by the TLIP strategy in the short to medium term.

As part of the activities of the TLIP phase 1, members discussed various options for the TLIP structure and eventually settled for a 2 level governance structure. (Fig. 2) Four committees were deemed appropriate to execute the objectives and goals of the TLIP Council. These are the attraction, welcoming, retention and employers' committees.

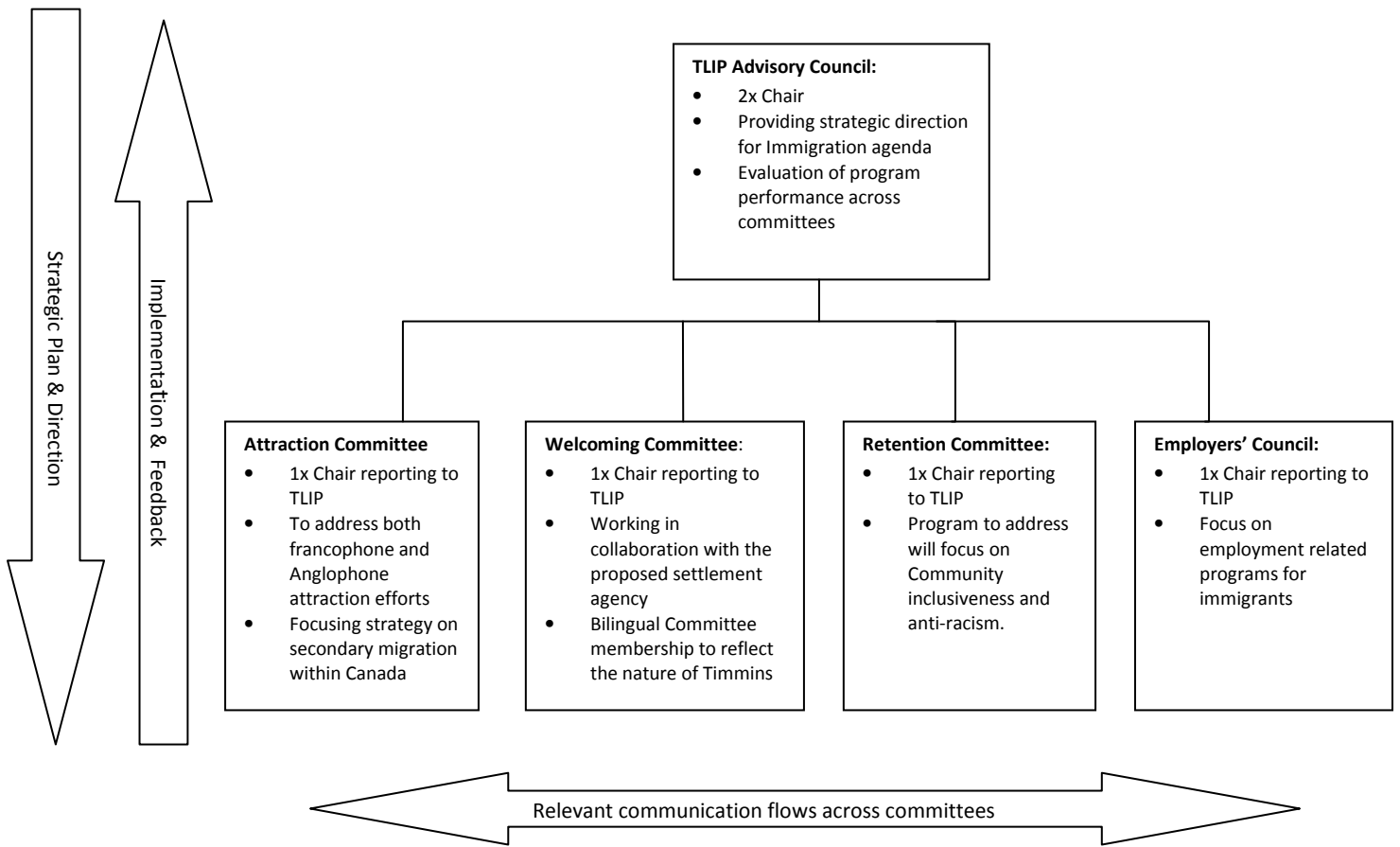


Fig. 2: Timmins LIP Governance Model

The first level consists of the TLIP Council providing strategic direction and leadership for the partnership and also performance evaluation of strategic objectives of the council. The role of the TLIP Council will be to:

1. Provide strategic leadership and accountability of the partnership.
2. Focus on monitoring and evaluation of the key goals and objectives set by the partnerships and also through the various committees set up to focus on specific item of the new immigrant service program.
3. Ensure the TLIP Council members participate in meetings which are likely to be held quarterly while the committees will meet more frequently (e.g. monthly).
4. Ensure the council demonstrates resource efficiency in the execution of its mandate.

The second level of the structure has 4 committees focusing of 4 broad areas of the partnerships major mandate

1. New immigrant attraction

2. Employment related issues through the Employer Council.
3. Welcoming committee; to look at the settlement experience of new immigrants.
4. Retention committee is to focus on ensuring the newcomers are happy to remain in the community while settling in.

Each of these committees' role and functions will be elaborated and detailed in the LIP phase 2 project, where Terms of Reference will be developed and the immediate plan for the committees established using the Planning Alternative Tomorrows of Hope (PATH) tool¹¹. The sessions to determine each committee's agenda and action plan will be facilitated by the LIP co-ordinator.

TLIP Committees

TLIP Advisory Council:

As earlier indicated the TLIP council provides strategic direction for the immigration programs in the community. In addition, the following recommendations from the focus group consultation sessions have been included under the TLIP Council role and responsibilities. These are:

1. Development of the committee structures
2. Development of the communications strategy
3. Establishment of the Employer Council
4. Influencing local policy and discourse in the community on immigration issues.
5. TLIP to examine Community Immigration Retention & Rural Ontario (CIRRO) report for winning strategies to adopt in Timmins and area.

The Attraction Committee:

The committee's primary role is to pursue the new immigrant attraction strategy on several fronts as it sees appropriate to encourage new immigrants from within or outside Canada to make Timmins their destination of choice. This entails focusing on initiatives for successful identification and attraction of newcomers to Timmins. Recommendations from the consultation session falling under this committee also include the following;

¹¹ PATH, (Planning Alternative Tomorrows Hope) Workbook for planning possible positive futures by Jack Pearpoint, John O'Brien and Marsha Forest

1. Establish bilingual participation in new immigrant attraction programs. (both Anglophone and Francophone focused)
2. Focus on secondary migration strategy within Canada
3. Maximize the use of the immigration portal, as a tool to facilitate attraction programs.

The Welcoming Committee:

This committee is responsible for effective settlement of new immigrants to Timmins and area, by providing information, referrals and programs through its office or through partner organizations. Efforts will be concentrated towards creating a community that is very receptive to immigrants when they arrive, ensuring they are provided with the necessary assistance and support programs to settle down comfortably in Timmins. Consultation recommendations under the committee mandate are:

1. Establishment of a Settlement agency
2. Provision of free ESL and FSL classes for new immigrants.
3. Make the case for additional and appropriate rental housing a priority in Timmins to the relevant authorities.
4. Establish an evaluation mechanism for Timmins as a welcoming community.
5. Assist all school boards and colleges to pursue welcoming communities' initiatives and programs in their institutions.
6. Continue to strengthen the relationship with other Northern Ontario immigration agencies and the sector in general.

The Retention Committee

This committee's role will be to advocate and implement retention strategies that will allow more new immigrants to remain in Timmins having chosen to settle in the community in the first instance. Also to pursue initiatives and programs that assist newcomers become fully integrated into the community and ensure that they continue to remain part of an inclusive community contributing positively to community social and economic development efforts. Specific recommendations from the consultation sessions are to:

1. Establish and pursue an anti-racism strategy within the community.
2. Address appropriate places of worship for desiring immigrants.
3. Strengthen and make closer ties with existing ethnic communities.
4. Encourage municipal staff to promote workplace diversity program.

The Employers Council

This committee's efforts will be focused on identifying what the employment opportunities in Timmins are; what programs to assist newcomers identify existing opportunities and implement programs that assist employers match immigrants to employment opportunities in a mutually beneficial manner. As a first step the Employers Council will work towards implementing strategies such as:

1. Website: A key step will be the promotion and utilization of tools on the immigrationtimmins.ca to facilitate successful hiring and integration of immigrants in the workplace.
2. Tools including training and programs for diversity in the workplace.

Committee Structure

The TLIP council will have a chair person and a co-ordinator for the activities of the council. Each committee will be chaired by a representative of the TLIP Council. The TLIP coordinator will act as a resource to the TLIP Council and sub-committees and will be present for all meetings. A detailed review of the existing TLIP Terms of Reference will be completed in 2011(see action plan) for the Council and for the newly formed committees.

Local Immigration Partnership (LIP) Coordinator

The main role of the TLIP coordinator is to work directly with the TLIP Council and committees and provide assistance in achieving the objectives of the Council. The LIP coordinator will be responsible for documenting the action plans for the 4 committees of the Council in conjunction with the committee members. The TLIP coordinator will play an active role on the TLIP Council and committees and will be responsible for the coordinating and documenting of all meetings.

6. TLIP Settlement and Integration Strategy

Feedback from the community in general and key stakeholders in particular demonstrates a need for a body such as the TLIP; a coordinated effort to attract and retain new immigrants to the community to sustain population growth and ultimately economic growth. The current stance of Canada's immigration policy and strategy is slightly advantageous to small communities like Timmins and it is important that the community takes advantage of the opportunity. The initial information from the "New Immigrant Community Profile" provided the basis to conduct a more robust consultation session to actually determine the elements to consider in arriving at a successful TLIP immigration strategy.

A Request for Proposal was released to hire a consultant to conduct focus group sessions with key stakeholders in the community. In all, there were 6 categories of stakeholders considered during the sessions:

1. New immigrants
2. Employers
3. Faith organizations
4. Educational institutions
5. Healthcare providers
6. Other service provider organizations

About 34 individuals participated in the focus group sessions in their individual capacities and representing their organization in the sessions. Also in attendance were some existing members of the TLIP advisory council.

There were 4 focus group sessions conducted at Cedar Meadows Resort & Spa; between October 19 and 21, 2010. Each session comprised 3 segments

1. SWOT analysis of Timmins from the perspective of new immigrants
2. The focus group session to determine facts, views, perspectives and impressions on immigration matters in Timmins
3. Questionnaire (a quantitative response to Timmins as a Welcoming Community)

Session Methodology

After a brief introduction of the session objectives and participants' self introductions the consultant and participants evaluated the relative strengths, weaknesses, opportunities and threats (SWOT) of Timmins. This tool evaluated the overall strategic position of the community in relation to newcomer attraction and settlement in Timmins.

The SWOT review was followed by the focus group session to draw insights, opinion, soft issues and concerns in an open and candid manner from the participants. This process would re-enforce or correct any key assumptions and notions that came through from the new immigrant community profile earlier conducted.

Finally a questionnaire to determine the welcoming readiness of Timmins was conducted. The questionnaire covered 4 broad areas relating to newcomer opportunities and support for work, social life and religion; community tolerance; media portrayal of newcomers and community service agencies support for immigrants. The participants agreed positively on all the areas except the last item on service agencies in the community and their preparedness to service newcomer.

The TLIP Settlement Strategy recommendations

Following from the consultation sessions, a number of recommendations were put forward by the consultant for short to medium term consideration by the TLIP Advisory Council. These recommendations are explained in more detail in Appendix b; below is a summary of the recommendations made and consequently adopted by the TLIP Advisory Council.

1. The establishment of a settlement agency for Timmins. Though with the support of the TLIP the NBDMC has sent in a funding proposal to the CIC for a settlement agency for Timmins and area. While the agency will be run by North Bay & District Multicultural centre (NBDMC); the TLIP Council will have a seat on the NBDMC board.
2. The commencement of English as a second language (ESL) and French as a second language (FSL) classes for new immigrants.
3. To implement the two-level governance structure as discussed and agreed at the TLIP meetings and to ensure that the TLIP Council structure reflects the bi-lingual (French and English) nature of the community.
4. To produce and implement a TLIP communication strategy for social service agencies in Timmins based on the TLIP strategic objectives
5. To set up an Employers' Council as part of the governance framework with the responsibility for addressing local challenges immigrants face in engaging the local labour market.
6. Develop and implement an anti-racism strategy to enhance multicultural heritage of the community.
7. Encourage efforts by the relevant agencies to improve housing availability in the community.

8. Determine and implement an evaluation framework to effectively track performance of the immigration program and projects.
9. Encourage and support efforts to provide places of worship for desiring newcomers.
10. Develop closer ties with ethnic communities in Timmins and area.
11. Ensure full collaboration in the immigration settlement strategy between the Anglophone and Francophone communities.
12. Focus new immigrant attraction energy on secondary migration within Canada.
13. Assist all school boards and post secondary institutions create welcoming institutions for new immigrant youth.
14. Provide assistance and support with diversity training for municipal staff members.
15. Strengthen relationship with the immigrant serving sector in Northern Ontario.
16. Champion, advocate and influence local policy and public discourse on immigration matters in the community.
17. To examine the Community's Immigration Retention and Rural Ontario (CIRRO) report for additional strategies that may be relevant to Timmins.
18. Maximize the use of the Timmins immigration portal as a tool in the new immigrant settlement strategy.

Having arrived at these short to medium term recommendations and subject to funding from CIC; the TLIP Council will in Phase 2 (commencing March 2011) start to put structures in place that will address these recommendations.

Addressing these recommendations will ensure that new immigrants and indeed the community at large will begin to see the impact of a socially inclusive Timmins.

The action plan for the successful execution is detailed in Appendix d, but essentially focuses on the following:

1. Rollout of the recommended and adopted governance model for the TLIP.
2. Determine and document detailed action plan for the various committees.
3. Determine membership of the TLIP committees, their various mandates and Terms of Reference.

7. NEXT STEPS

Phase 2: SETTLEMENT STRATEGY IMPLEMENTATION AND WORKPLAN

Implementation of strategy/model

Phase 2 of the Local Immigration Partnership (LIP) initiative will allow the LIP Advisory committee to continue their work and build on the outcomes of Phase 1. The LIP coordinator will work with the LIP Advisory committee and sub-committees to ensure the successful implementation of the adopted model from Phase 1. Successful implementation will entail an appropriate governance model, a communications plan and further training and professional development of the LIP coordinator and key stakeholders.

Staffing

A full-time LIP Coordinator will be hired to ensure the coordination and implementation of Phase 2. The LIP Coordinator will be responsible for the organization and coordination of the activities undertaken by the LIP Advisory Council and sub committees. The LIP Coordinator will be housed by and report to the Timmins Economic Development Corporation on all activities.

Implement appropriate governance models – committee structure and processes

The LIP Coordinator will be responsible for implementing the strategy developed in Phase 1 of this initiative. Although preliminary, as the strategy has yet to be finalized, the LIP coordinator will work to maintain and evolve the current Timmins LIP Advisory Council and solicit members for the newly formed sub committees. The LIP Coordinator will be responsible for developing the terms of reference and facilitating the PATH process with each of the sub committees. Final reports will be developed from the outcomes of the PATH process and will be presented and reviewed by the LIP Advisory Council.

Advisory Council Meetings

The Timmins LIP Advisory Council will continue to meet on a regular basis. As sub-committees are formed and take on the bulk of the planning process in Phase 2, the LIP Advisory Council will only need to meet on a quarterly basis (compared to monthly in Phase 1). Quarterly meetings held will focus on the developments of the sub-committees, the communications plan, and the sustainability plan.

Sub Committee Meetings

Sub-committee will be formed in accordance to governance model determined in Phase 1. Each sub-committee will have a minimum of four representatives from their respective sectors, and will be chaired by the LIP coordinator. Each sub-committee will meet once a month and will work to develop an immigration strategy within their sector. The PATH (Planning Alternative Tomorrows with Hope) process will be utilized to develop the sub-committees strategies. A final report detailing the strategy will be completed and presented to the LIP Advisory Council for approval.

Marketing / Communication Strategy

A formal Marketing / Communication Strategy will be introduced in LIP Phase 2. Branding will be developed for the LIP Advisory Council and will be utilized for all marketing initiatives or recognition. Communication tools, such as a monthly newsletter to update Council and sub-committees will be developed.

Learning Forums

Employers in Timmins are now being faced with workforce shortages due to a declining population and youth out migration. As a result of the shortfalls in the local labour force, employers are looking to immigration as a way of filling their employment demands. As a spin off to employers looking at immigration, service providers are now looking at ways to provide additional services or targeted services for those who are new to Canada and our community.

Work needs to be completed on informing and building a knowledge base in the community of those interested in pursuing immigration. In Phase 2 of the LIP initiative, it is proposed that we implement a series of learning forums to assist in educating and providing awareness in regards to the challenges/obstacles faced in immigration. The awareness sessions will commence with a celebration on Diversity Day in Timmins (May 19, as proclaimed by the Mayor in 2010) followed by an information session on programs and assistance available through funding agencies and calls for proposals. The remaining two awareness sessions are yet to be determined.

Professional Development

As with any project, there is a level of training or professional development that must be undertaken by the coordinator and key partners. Training may include travel and participation in conferences, workshops and other immigration related committees that are working to better the immigration environment in our area. The knowledge gained from participating in these types of events, meetings, trainings, etc. will be brought back to the LIP Advisory Council and will be used in determining further directions of the committees.

Sustainability

Sustainability of the Local Immigration Partnership Council and the Sub-committees will be crucial to ensuring that projects or outcomes from the planning processes of the Local Immigration Partnerships Initiative are successfully implemented. The Council will need to identify different revenue streams or strategies for sustainability. Information on sustainability can be drawn from different communities who are further ahead in the LIP process.



The Great Canadian Kayak Challenge 2010- Timmins

Phase2	Activity	Deliverable	Assignment	2011				2012
				Q1	Q2	Q3	Q4	Q1
Implementation of Strategy / Model	Implementation of strategy/model		TEDC / LIP Coordinator	✓	✓	✓	✓	✓
	Staffing	- hire 1 LIP Coordinator to implement Phase 2 of strategy (Phase 1)	TEDC	✓				
	Implement appropriate governance models – committee structure and processes	- 1 LIP Advisory Council - Formation of Sub- committees as identified in the Strategy (Phase 1)	LIP Coordinator/ LIP Advisory Council	✓	✓			
	Advisory Council Meetings	- 1 per quarter	LIP Coordinator / LIP Advisory Council	✓	✓	✓	✓	✓
	Sub Committee Meetings	- 1 meeting per month for each sub-committee	LIP Coordinator/ Sub-committee			✓	✓	✓
	Sub-committee planning process (PATH process)	- undertake one stage of the PATH process at subcommittee meeting (spread over 2 quarters due to summer vacations)	LIP Coordinator/ Sub-committee			✓	✓	
	Sub Committee Strategy Report	- 1 strategy report prepared for each sub-committee (outcomes from PATH)	LIP Coordinator / LIP Advisory Council / Sub Committees					✓
	Marketing /Communication Strategy	- 1Marketing/communication strategy Developed	LIP Coordinator/ LIP Advisory Council		✓			
	Learning Forums (4 in total)	- 1 Diversity Day Event in Q2, 2011 - 1 learning forum delivered in Q3, Q4 of 2011 and Q1 of 2012	LIP Coordinator/ LIP Advisory Council		✓	✓	✓	✓
	Professional Development	- Participate in a minimum of 1 training /information session per quarter commencing Q2, 2011	TEDC / LIP Coordinator		✓	✓	✓	✓
Sustainability Plan for further Implementation of model	- 1 Sustainability Plan	LIP Consultant/LIP Advisory Council					✓	

APPENDICES

APPENDIX a

**TIMMINS LOCAL IMMGRATION PARTNERSHIP
COUNCIL –**

TERMS

OF

REFERENCE

TERMS OF REFERENCE

EXECUTIVE SUMMARY

The City of Timmins, through the Timmins Economic Development Corporation (TEDC) has secured funding from Citizenship and Immigration Canada (CIC) to develop local immigration partnership (LIP) that will provide a collaborative framework for the development and implementation of effective programs for successful integration of newcomers to Timmins. The objective of the LIP initiative is to identify groups and organisations that will coordinate and enhance local and regional service delivery to newcomers in the community. Collaborative partnerships between service providers will be created and a local immigration partnership council will be established to facilitate the development of a local settlement strategy.

The development of a local immigration strategy will align with other projects and initiatives within the community and it supports the City of Timmins's strategic goals:

- To build a healthy and safe community where life can be lived to the fullest, in particular a well connected and accessible community that values diversity, multiculturalism, volunteerism and philanthropy.
- To create a diverse and prosperous local economy

The development of the strategy will entail the gathering of a significant amount of information on immigrants living in Timmins and their access and use of services and the extent to which these services enhance their settlement and integration into the City of Timmins and the outlying communities. It will also identify and examine best practices from other comparative municipalities. Community consultation will be a critical and important feature in the development of the strategy and will involve dialogue and other engagements with service providers, service users, employers, community members and other key stakeholders in the deployment of an effective settlement strategy in the community.

These community engagement activities will be facilitated by the Timmins Partnership Council, project staffers, the contracting of facilitator / consultant hired to support the various project activities (focus group sessions and, environmental scan and strategy development). These efforts will be supported by a communication plan or an awareness campaign during the project cycle to raise the level of consciousness of the community on the new drive towards an effective settlement strategy and the other elements that tie into this that helps make for a rejuvenated city of Timmins focused on the 21st century. Initiative under the awareness campaign will involve: development of materials to engage and sensitize the community as well as website enhancement which will be used as an alternative communication channel to all stakeholders. The tool will support the recruitment of various stakeholders to the community engagement activities and provide a means for project partners to share information about the project i.e. have an email facility on the web portal which not only allows all legitimate stakeholders to communicate with each other but also allows for project status and update on the web portal platform.

A diagnosis to gather information on service delivery to immigrants and the local labour market and service agencies readiness assessment will be conducted as well as review the experiences of other LIP programs. These inputs, as well as, the information gathered from various community engagement activities will be used to develop the settlement strategy. The development of the local immigration partnership strategy will be led by the TEDC and Timmins Partnership Council and will be carried out in partnership with several community partners. (See Appendix B for the Membership of the Council).

OBJECTIVE

Immigration is vital to the city and region's prosperity as it will be the critical source of population growth and the primary mechanism to address the impending skills shortage. The communities, like many small town communities will be competing to have immigrants choose Timmins as their destination of choice for settlement in Canada. Also Timmins will be looking to attract recently settled immigrants as their preferred place to settle. Immigrants comprise of 4.2% of the total Timmins population compared to 28% in Ontario. (2006 census). Efforts to complement the Federal and Provincial programs and policies must be strengthened to integrate immigrants in community life and workplaces.

The local immigration strategy will form the initial framework for a concerted and comprehensive structure to support settlement and integration in the community. For the purpose of the various initiatives that are envisioned, Immigrant settlement will include the full range of services that assist newcomers successfully establish themselves and their families in Timmins. Services may include: application processing, housing, enrolling in school, part time language instruction provision, joining community programs at the local neighbourhood association or recreation centre, addressing health matters, faith related issues and securing employment commensurate with their education and experience. Integration means participating fully in the life of the community, bringing talents and skills and deriving social support, a sense of one community and not several sub-communities within a one community.

BACKGROUND

Proposal Initiation

As part of the Federal and Provincial government efforts to address the impending skills gap and a restructuring of the immigration programs to redirect and balance the spread of immigrants across the country. LIPs program was established. Programs in Ontario province also seek to increase the inflow of immigrants to small towns, which have been significantly disadvantaged from the socio-economics of the newcomer flows. Consequently programs in the province have to be locally routed and driven from within the local communities (bottom up approach). In 2005 the Canada Ontario Immigration Agreement (COIA) was signed, indicating the commencement of a new provincial and federal collaboration on the integration of immigrants to Ontario. This agreement is one of the first to engage municipalities in planning and consultations on immigration settlement.

In 2008 Citizenship and Immigration Canada called for proposals in partnership with the Ministry of Citizenship and Immigration to develop Local Immigration Partnerships (LIP). The Timmins Economic Development Corporation (TEDC) responded and put in a proposal in May, 2008

In November 2009, the TEDC signed a contribution agreement with the CIC for funding to establish a Partnership council with the primary responsibility to develop and implement a settlement strategic blueprint for Timmins and outlying communities. The TEDC has also proceeded to hire an LIP coordinator in March 2010 to get the project underway.

PROJECT DESCRIPTION

LIP is structured into two in phases. Phase one has two main goals to be completed by February, 2011:

1. Establish a Timmins Immigration Partnership Council;
2. Develop an immigration settlement strategy for the City of Timmins

On successful completion of Phase 1 CIC will review the completed Phase 1 activities (the Strategy blueprint) and negotiate Phase 2 funding to implement the strategies and action plans identified in the Settlement Strategy by the Local Immigration Partnerships.

The LIP initiatives will accomplish the following:

- Improve access to, and co-ordination of, effective services that facilitate immigrant settlement and integration
- Improve access to the local labour market for immigrants
- Strengthen local and regional awareness and capacity to integrate immigrants
- Establish or enhance partnerships and participation of multiple stakeholders in planning and co-ordinating the delivery of integration services (i.e. identification, processing, settlement, language training, labour market integration etc), especially current services supported by the federal government through Citizenship and Immigration Canada (CIC)

PROJECT MANAGEMENT

Governance Structure

The TEDC is responsible for the project funding included in the project budget are funds to contract consultants and project staff for this undertaking. The Partnership council will provide project oversight throughout Phase one and will ensure that the objectives of the LIP initiative are met. The committee’s support to the work of the consultants will include: providing timely input and required background information to the consulting team as required, offering feedback and advice to the consulting team, and reviewing draft and final reports.

The LIP coordinator will also provide this support to any consultants in addition to providing administrative services including: preparation and distribution of agendas and reports; prepare minutes of meetings and contract for rental of facilities, if required, for any stakeholder meetings.

There are a number of partner organizations which also make up the council through representatives as council members. The interest of these partner organizations is a shared interest of making Timmins a welcoming community and together backed the TEDC proposal. They will provide input to the consultants and the partnership council on the community consultation and engagement and the gathering of information for the diagnosis phase.

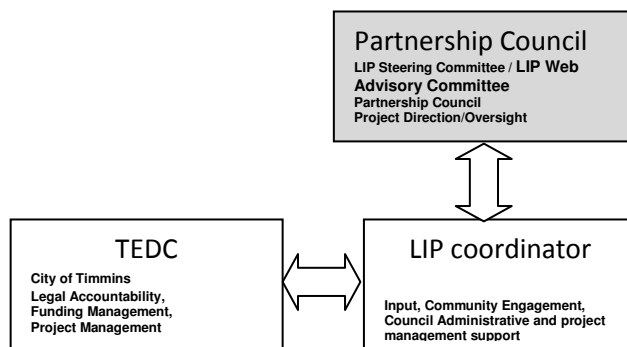


Fig 1

Governance Structure:

The following will pilot and be responsible for the implementation of the project outcomes and deliverables; the Partnership council, TEDC and the LIP coordinator (LIP- cood). However other parties are also critical to successful implementation of the project.

- The Partnership Council: The council will be responsible for leadership and oversight of the project. It will initiate the outcomes and outputs of the project with the assistance and project management experience of the LIP co-od.

- The TEDC: The agency will provide oversight support as well as funding disbursement responsibility for the project. This is geared towards the successful completion of all identified tasks and activities as detailed in the project plan. (Appendix D)
- The LIP coordinator will provide project management, research, administrative, communication and other such required support responsible for the effective implementation of the outcomes.
- Council Chair: There shall be a council chair who shall pilot the affairs of the council meetings. All council meetings agenda items will be channeled through the LIP-coordinator to the Chair. The chair shall call meetings to order and close same as guided by the agenda,
- Council Co – Chair: S/he shall pilot the council meetings in the absence of the chair.
- The chair will be determined by 2 nominations from each of the council members. The 2 names with the highest occurrence from the nominations will be the Chair and the Co-Chair. And they both get to serve for a period of 2 years.
- Scribe: S/he will be responsible for meetings and resolution documentation and other document management responsibilities to support the council.

Meetings

- **Frequency:** Council will meet every 6-8 weeks or as may be deemed appropriate with a minimum 4 meetings a year. Meeting materials will be circulated to member at least 5 working days to the meeting date.
- The Consultant(s) must provide the Project coordinator with sufficient background materials at least two (2) weeks in advance of any scheduled Council meeting dates.
- **Documentation:** Presentation material must be made available to the Project coordinator two (2) weeks in advance of the scheduled presentations. The LIP coordinator will be responsible for all of the arrangements for meetings, and meeting logistics including: the cost of meeting space, participant supports and the placement of newspaper advertisements and any mailing notification (if required) for all required public meetings that may be identified.
- **Conflict of interest:** Before deliberations on matters requiring decisions by council, the Chair will call for members with interest on the subject to declare same and those who declare interest will be asked to be excused before deliberations begin.
- **Conflict resolution:** Decisions at meetings will be by consensus; however in the event that this is not likely to happen, then decisions will be determined by a simple majority vote. Should there be a vote-tie the Chair's vote will be counted twice for closure on the matter.
- **Terms of reference review:** Should there be parts of this document that Council determines is not working in their interest; a call for the review will be entertained at the meeting. This document may be subject to review once every 6 months

TERM AND SCOPE

The project (settlement strategy) must be completed by February, 2011. Critical to the success of creating the Settlement Strategy is to build on existing work, partnerships and linkages with other

policy initiatives at the municipal, regional, provincial and federal levels.. The LIP Council will use a network of community stakeholders who deal with issues ranging from employment and economic growth, language education, anti-racism training, poverty, housing, health, immigration services, community safety, child protection and social inclusion to build a local settlement strategy. The following deliverables have been negotiated with CIC:

- A local settlement strategy that indicates how the following outcomes will be achieved:
 - Improvements in accessing and coordinating services that facilitate immigrant settlement and integration.
 - Improvement in immigrants gaining access to the local labour market.
 - Strengthened local and regional awareness and capacity to integrate immigrants.
 - Establishment and enhancement of partnerships that includes the participation of multiple stakeholders in planning, the coordination of newcomer service delivery in the areas of settlement, integration, language training and labour-market integration funded by Citizenship and Immigration Canada (CIC) and the provincial Ministry of Citizen and Immigration
 - Ongoing communication and consultation with local and regional labour market networks.

PROJECT PHASES

Development of the Settlement Strategy will proceed in four distinct phases. The final strategy incorporates the work of each of the following stages of the 4 phases.

- Establishment of the immigration council:
- Immigrants info session:
- Immigration portal review:
- Timmins community profile:
- Timmins settlement vision and priorities:
- Environmental Scan and stakeholders' consultation:
- Strategy Development:
- Awareness campaign.

APPENDIX A

Some Service organizations in Timmins:

1. Ministry of Citizenship and Immigration,
2. Family & Children's Services of Timmins
3. Timmins Community Health Centre
4. United Way of Timmins
5. CDSSAB
6. Far North East Training Board
7. Timmins Chamber of Commerce
8. Timmins Police Service
9. Porcupine Health Unit
10. Timmins Hospital
11. YMCA
12. Job Connect
13. College Boreal: Employment services
14. Northern College
15. College Boreal:
16. Canadian Mental Association
17. Children Treatment Centre
18. Cochrane Temiskaming Resource Centre
19. Community Care Access centre
20. Community Living Timmins
21. Crime Stoppers District of Cochrane
22. Centre De Counselling Familial De Timmins
23. Centre D'Acces Aux Soins Communautaires
24. Child & Family Services of Timmins & District

APPENDIX B

Local Immigration Partnership Council Membership

S/N	Sector /	Organization / Role	Member
1.	Government –District	Human Services: Employment, Ontario Works, Child care, Housing, Settlement	David Landers
2.	Government-Provincial	Ontario Ministry of Citizenship and Immigration	Coral Ethier
3.	Business	Chamber of Commerce	Keitha Robson
4.	Business	Goldcorp Mines	Domenic Rizzuto
5.	Multicultural Agency	Multicultural Integrated Project	Raj Mohanty
6.	Multicultural Agency	Timmins Multicultural Association	Marjorie Boyd
7.	English as a Second Language	Timmins Learning Centre	Alison Kozlow
8.	Employment services	Northern College Community Employment Services	Johanne Recoskie
9.	Education –	Catholic School Board	Glenn Sheculski
10.	Immigrant/ Youth	Community Leader /	
11.	Health	Bayshore Home Health	Cathy Poupore
12.	Human Services Agency	Family and Children’s Services	
13.	Law Enforcement	Timmins Police Service	Chief Richard Laperriere
14.	Workforce Development	Far North East Training Board	Julie Joncas
15.	Franco-phone Community	Collège Boréal	Denis Belanger
16.	Education	District School Board Ontario NE	Steve Pladzyk
17.	Philanthropy	United Way	Jean Warren
18.	Government - Training	Ministry of Training, Colleges & Universities	Patricia Bosnick
19.	Municipal Government	TEDC	Brenda Camirand
20.	Education	C. S. C. D. Grandes Rivieres	Kimberly Salonen
21.	Resource	TEDC	Cathy Ellis
22.			
23.			
24.			

APPENDIX C:

Project Plan and Deliverables: LIP council and TOR; Best Practices models, Timmins Newcomer Community profile and Strategy Development (Priorities, Tasks and activities and Work plan). See project plan milestones below:

Phase	Item	Timeline
1	Establishment of the immigration council	March 26, 2010
2	Immigrants info session	April 13, 2010
3	Immigration portal review	May 23, 2010
4	Timmins newcomer community profile	August 18, 2010
5	Timmins settlement vision priorities	September 28, 2010
6	Environmental Scan and stakeholders' consultation	November 22, 2010
7	Strategy Development	December 9, 2010
8	Final report Feedback to Council	January 10, 2011
9	Final report Feedback to Community	February 15, 2011
10	Awareness campaign	Continuous

- 1. Establishment of the immigration council:** This stage will involve a listing of all possible service agencies and their heads as well as any other stakeholders in the community. Brief letters of introduction on the LIP council will be circulated to nominees providing some background information on the council, advancing the cause of the council as well as proposing a date for the inaugural meeting. Agenda item will subsequently be communicated to confirmed contacts for the meeting.
- 2. Immigrants' info session:** This stage involves the first steps in putting together an immigrants database for the city of Timmins. A well publicized session will be put together in which the immigration settlement strategy project will be communicated to attendees and a brief feedback session or a survey session on immigrant services conducted and the forum will serve as a basis to update our database of the Timmins newcomer population.
- 3. Immigration portal review:** The portal review exercise will ensure congruence of the portal and the broader communication strategy of the thrusts and priorities of the settlement vision.
- 4. Timmins newcomer community profile:** Consultative sessions with the identified key stakeholder groups and chats with key informants will complement the earlier information session feedback. This is with a view to constructing a newcomer profile for the community.
- 5. Timmins settlement vision priorities:** A session reviewing earlier diagnosis feedback will be conducted to determine Timmins settlement strategy vision and priorities.
- 6. Environmental Scan and stakeholders' consultation:** Various stakeholders sessions will be conducted to again further deepen our understanding of the key issues, status and requirements of the new comers, service agencies and other relevant organization to the reception initiatives for an effective settlement strategy.

7. **Strategy Development:** This phase involves a strategy development session, in which the activities, resources and budgets to drive the priorities earlier identified will be concluded and full work plan developed to support same. This session will also review the appropriate model to drive the actualization of the priorities in the agreed time frame (18-24 months).
8. **Awareness campaign:** Throughout the project phases a sustained awareness campaign will be in place to continuously sensitize the community with ongoing developments on the project.eg the info session, the visioning of immigrant settlement priorities, the stakeholder consultation.

APPENDIX b

Strategy Recommendations

The following recommendations are largely based on the focus group discussions and questionnaire results, but may also be shaped by personal experience with LIPs, the Welcoming Community Initiative, immigrant settlement agencies and the prior knowledge and experience of the author with national and regional anti-racism initiatives.

Recommendation 1—Pursue the establishment of a settlement agency in Timmins

As mentioned earlier, the North Bay & District Multicultural Centre, working in partnership with the Timmins Economic Development Corporation, submitted an application to Citizenship and Immigration Canada to open an office in Timmins. Feedback on whether or not it will proceed should be received before the end of December, 2010. If the decision is favourable funding is expected to be available April 1, 2011 for a two-year period. Funding would be ongoing after that, dependent on performance.

In order to reduce costs and be successful in receiving the required funding, the Timmins settlement office would operate as a satellite office of North Bay until such time that TLIP and Timmins representatives are better positioned to sustain and oversee day to day operations of such an agency. The North Bay Multicultural Association has for many years operated successfully and has the necessary knowledge to provide Timmins the proper guidance when setting up such an agency. It is important to note that Timmins will maintain a seat on the North Bay Multicultural Association Board of Directors which will ensure that the settlement agency is community led.

Based on Citizenship and Immigration Canada's statements that it wants to fill gaps and eliminate duplication, there is reason to be optimistic. As recently as October 29, 2010, Mary Barr, Director, Intergovernmental Affairs, Ontario Region for CIC, said at the Local Immigration Partnerships and Welcoming Communities Initiative conference in Ottawa that "Immigrants deserve settlement services no matter where they choose to reside." As the person responsible for both the LIPs and WCI initiatives in Ontario, she said CIC "is committed to support the LIPs," and a settlement service agency for Timmins would be a LIP outcome worthy of continued CIC support.

November 2, 2010, at the Ontario Council of Agencies Serving Immigrants Executive Directors Forum in Alliston Ms. Barr said all current LIPs in Ontario will be funded through March 31, 2012. She had previously stated publicly that she expects them to be around for a long time and she has received proposals for nine new ones.

Also at the OCASI Executive Directors Forum November 2, 2010, Wally Boxhill, Director, Integration and Resettlement Program Delivery, National Headquarters of CIC, said there is an emphasis on serving under-serviced areas "and one should not be surprised if some agreements come to an end and will not be renewed." This was seen by Executive Directors as an indication some existing settlement agencies will lose their funding effective March 31, 2011. If that is the case it could free up funding for new centres.

CIC covers 100 per cent of the costs associated with a settlement agency, including staff, rent, promotion, travel, professional development, etc. Other funding sources could be obtained to provide services not covered by CIC. The North Bay & District Multicultural Centre, for example, currently has funding from CIC, FedNor, the Northern Ontario Heritage Fund Corporation, City of North Bay, the federal New Horizons for Seniors program, the provincial Violence Against Women program, Laurentian University, RBC, and a fundraising program involving bingos and an annual golf tournament.

A highly visible central location close to transit service will be required. Training and supervision of two staff members will be provided by the staff in North Bay. North Bay staff will be responsible for payroll and bookkeeping and other administrative functions. This model is cost effective and should be appealing to CIC.

However, there will be fewer funds available for Ontario settlement agencies than there was in 2010, so it is not certain that a new location will be funded. It is important for LIP volunteers and TEDC staff to continue to make the funding case at every opportunity they have to interact with CIC staff based in Sudbury.

A negative response from CIC, or even a compromise position to hire one person only, will be appealed. Housing a staff member at the TEDC offices is not an option. First, there is no room, and second, an arm's length relationship from municipal government is required. Newcomers to Timmins need and deserve a first-rate service.

A settlement agency would quickly become a magnet for newcomers. Previously invisible newcomers would use the services and begin to network with others in the community as they learn that it is a friendly, welcoming place that provides free services paid for by the Government of Canada and access to personal, and in time, professional, networks.

The creation of a Host program, along with traditional settlement services, is a must. The Host program matches volunteers with a newcomer for social networking and also organizes group activities to provide a sense of community and attachment.

Time line—November 2010 through May 2011

Recommendation 2—Pursue the creation of free ESL / FSL classes

The first challenge is to demonstrate the need by compiling names of people who would take advantage of such a service, and the second challenge is to find funding. The Ontario Ministry of Citizenship and Immigration has a presence in Timmins and is an opportune place to begin the process.

As brought forward during the newcomers focus group session, ESL / FSL classes need to be offered free of charge and have a continuous intake. A school board or local college willing to launch ESL / FSL classes should be identified. Failing that, the settlement agency could take it on itself. A teacher, rented space and some furniture are all that is required to get started.

Settlement agency staff could do the required legwork and the North Bay office could write and submit a proposal on behalf of the Timmins office.

Time line—April through September 2011

Recommendation 3—Develop a council and committee structure for the Timmins Local Immigration Partnership

Most LIPs in Ontario have a council and committee structure based on themes and projected outcomes. Examples of committees are: settlement services, employment, education, health, creating a welcoming community, and anti-racism. Each committee should have a chair and that person could serve on an executive committee. Committees set their own strategic goals, which are endorsed by the executive committee and the membership at large.

As of this writing 10 of the 34 LIPs across Ontario have completed and submitted their strategic plans to CIC. Submitted plans can be examined at www.welcomingcommunities.ca for ideas for a governing council and committee structure that will work for Timmins.

The LIP and WCI conference in Ottawa in October discussed the future of LIPs, under the framework “from planning to implementation,” and it was evident that some LIPs are implementing as they go along and some are completing the planning year first, and then moving to implementation. Timmins can decide for itself if it wishes to implement simultaneously with planning.

The LIPs were seen at the conference as becoming a permanent fixture, and that perception was encouraged by the senior CIC funders present. Senior government panel members commented that everyone is claiming parenthood of the LIPs and that’s a good thing, because both the federal and Ontario governments see them as successful.

One senior CIC representative from Ottawa said the LIPs “are a neat model and everyone is fascinated by them.” Deborah Tunis, Director General, Integration Branch, National Headquarters, said “there are special moments in history when you get to implement things and that’s what the LIPs are doing.”

Time line—November 2010-January 2011

Recommendation 4—Ensure that existing francophone networks are involved and equal partners in immigrant attraction, retention and integration efforts

Many francophones participated in the focus group sessions and expressed interest in the attraction of francophone immigrants. It is important that settlement services be available in both official languages and it is equally important to ensure that existing francophone networks are accessed to provide leadership in attracting, retaining and integrating francophone newcomers.

Time line—December 2010 and ongoing

Recommendation 5—Develop and implement a communication strategy to inform both Anglo and Franco phone social service agencies in Timmins about current immigrant attraction, retention and integration efforts

The strategy could be developed and implemented by the new settlement agency. It will be important to keep other service providers aware of initiatives driven by the settlement agency and the TLIP. Service providers will have to know where to go for assistance when they have clients requiring interpreter service, assistance with translating documents, etc. Those services can be provided by the settlement agency and must be marketed widely soon after it begins operation.

Once Timmins has a research partnership with the Welcoming Communities Initiative in place it can have a settlement services baseline mapping study completed. This will provide current information about all services (Anglo and Franco phone) that an immigrant would access, and show any gaps that may exist. This will be beneficial not only for newcomers, but social service agencies as well.

If TLIP decides to establish a Settlement Committee, that committee could also provide leadership.

Time line—April through September 2011

Recommendation 6—Develop a community network, coordinated by the Timmins Local Immigration Partnership, to work with employers, the future settlement agency and other interested parties to support employers in the creation and communication of employment opportunities for newcomers.

The focus group session with employers clearly showed there are employment opportunities right now, and many more will be coming in the years ahead. A comment was made that a lot of these opportunities are hidden. Communicating with newcomers can be difficult if they are not reading the local newspaper, so strategies have to be developed to use the Internet. Young people traditionally are not avid newspaper readers either, and the Internet is their main source of information.

Employers, TLIP and the future settlement agency should work together to develop and implement a strategy to reach job seekers. The existing immigration portal could be one avenue, along with linking employers' sites to the portal. Developing a Facebook presence for TLIP is another avenue to reach newcomers and direct them to the websites where jobs are advertised.

Existing "social capital" should be used strategically. This term is being used in the Welcoming Communities Initiative and refers to social and personal networks already in place. Over the years employers, government representatives and service agencies develop networks, so it is likely that strong ones already exist in Timmins.

If an employment committee of TLIP is created this task could be part of that committee's responsibilities. Rather than an employment committee, TLIP may want to examine existing models for immigrant employers' councils in Toronto, Waterloo, London and North Bay.

Time line—April 2011 and ongoing

Recommendation 7—Develop an anti-racism strategy and action plan for Timmins

The first step is to acknowledge that racism exists, and there was majority acceptance of that fact in the focus group discussions. There are many possible elements to an anti-racism strategy. Steps could be taken to ensure that every school board, public institution and major employer has a race relations, diversity, or anti-discrimination policy in place. The policies should include anti-racism and diversity training for staff.

RBC can be used as an example for employers and perhaps RBC and the other banks could take on community leadership roles. The national banks are leaders in diversity initiatives.

Another element of the strategy could be to promote community engagement through a diversity awards program, anti-racism poster contest, articles in the newspaper, community champions, public service announcements, etc.

Time line—January 2011 and ongoing

Recommendation 8—Encourage city council to make construction of rental housing a priority

The lack of rental accommodation in the city was highlighted by every focus group. It is a serious issue not only for the attraction of immigrants, but everyone else. Having people interested in taking a job but declining the opportunity because they can't find a place to live is not a situation the city wants to find itself in.

The mayor and council are aware of this and should consider this as a priority for their new four-year term. Mechanisms can be put in place to make it attractive for developers to build apartment buildings and townhouses to accommodate new residents not yet ready for home ownership. This recommendation is beyond the scope of TLIP but members can provide verbal support to those tasked by the city to work on this initiative.

Time line--January 2011

Recommendation 9—Use the questionnaire completed by the focus group participants, or a similar version of it, to periodically obtain feedback from Anglo and Franco phone newcomers on how welcoming the city of Timmins is.

Once a settlement office is operational it will be much easier to initiate and maintain contact with newcomers. A survey of 50 newcomers conducted in 2011 would provide baseline information on how welcoming the city is perceived by newcomers. Follow-up surveys will provide TLIP with strong indicators on how its interventions are making a difference.

Once the Welcoming Communities Initiative survey tool is developed it should be used in the community as well. It should provide measurable, rather than attitudinal responses.

All survey tools should be made available in English and French in order to be able to obtain feedback from both the Anglo and Franco phone newcomers.

Time line--October 2011 and ongoing

Recommendation 10—Work with the different ethnic communities to establish acceptable places of worship

For example, the existing Muslim population in Timmins appears to be larger than many thought. One member of that community recently (October 2010) made it known that the community is seeking space for communal prayer and gatherings. The city can work with them to address zoning issues that could arise if they want to use an existing building for a mosque. Muslims are a growing population in Canada and a city with a mosque will attract more than a city without one. North Bay was losing Muslim professionals to Sudbury before the Muslim community created its own mosque.

Once a settlement agency is created staff must ensure that all ethnic communities become actively engaged in the community and have the appropriate places of worship.

Time line—November 2010 and ongoing

Recommendation 11—Develop closer ties with ethnic communities

For example, a focus group participant from the Philippines estimated there are 120 people from his country in Timmins. Others suggested that estimate may be conservative. Regardless, it is a significant and partially hidden population. Many women from the Philippines come to Canada as live-in caregivers and are largely out of sight. Once they obtain their Permanent Resident status they are free to work anywhere in Canada. It should become a priority to keep them in Timmins.

Many live-in caregivers have professional qualifications and, once they have good English or French language skills, can move into positions in finance, social service, business or other occupations.

Time line—May 2011

Recommendation 12—Develop a low cost newcomer attraction strategy based in Canada

It is cost-prohibitive for one city to develop an effective overseas marketing campaign to attract newcomers. Money would be wasted in advertising to the wrong people in the wrong places due to lack of knowledge of local markets.

A more practical strategy is to market to newcomers who are already in Canada but are not employed in their area of expertise or are not employed at all. Most newcomers gravitate to the cities of Toronto, Montreal and Vancouver in the often mistaken belief that that is where the jobs are. Thousands are disappointed to learn they cannot get a job in their fields and they end up being under-employed.

There are marketing firms that specialize in reaching diverse populations and one should be engaged, when the city is ready, to develop a marketing campaign. The caveat is 'when the city is ready.' It is not advisable to begin an attraction campaign until a settlement agency is in place. It will become the first point of contact for newcomers and will play the strongest role in the community in ensuring

newcomers get settled and networked and feel they are part of the community. Without this service a revolving door could be created, of newcomers coming, but not staying.

Ontario remains the province of choice for immigrants, even though numbers dropped slightly over the past five years, likely due to the strong economy in western Canada and job losses in Ontario. Five of the top 10 immigrant-receiving cities in Canada are in Ontario—Toronto, Ottawa, Hamilton, Kitchener and London.

Results from the focus groups and questionnaires should be shared with a marketing firm to develop strong messaging. Any marketing firm engaged by TEDC, TLIP or the City of Timmins should be made aware of the following:

- 100 per cent of focus group participants believe Timmins is a safe place to raise a family
- 100 per cent say immigrants should be valued for the diversity they bring to society
- 97 per cent say attraction of skilled newcomers is important to the city's economic viability
- 94 per cent believe Timmins has good employment opportunities right now
- 94 per cent say public transit is accessible
- 88 per cent say media coverage of newcomers is favourable
- The city has an airport and state-of-the-art hospital
- The cost of buying a home is very low compared to southern Ontario
- There are many lakes, rivers and forests close to the city
- The commuting time to work is very short

Time line—July 2011

Recommendation 13—Encourage and assist all four school boards, Northern College, Collège Boréal and Université de Hearst to make their schools welcoming places for newcomer youth (ages 15 -35)

Ongoing participation by all four school boards, Northern College, Collège Boréal and Université de Hearst is necessary to ensure newcomer youth are made to feel welcome when they enrol in a new school. Students enrolling in older grades or post secondary institutions who can't speak English or French are going to present difficult challenges for teachers.

Best practices should be shared among the school boards, the colleges and the university, whether they are buddy systems, diversity mentors, language classes after school, sharing of a language lab, etc. An education committee or settlement committee of TLIP could provide leadership and ongoing communication among the school boards, the colleges and the university.

Time line—January 2011 and ongoing

Recommendation 14—Ensure municipal staff members receive diversity training

Whether it is perception or reality, only 39 per cent of questionnaire respondents felt municipal services in Timmins are sensitive to the presence and needs of newcomers. Only 25 per cent of immigrants believed municipal services are sensitive to their presence and needs.

City staff members encounter newcomers in numerous ways and should be on the list for receiving diversity training when that occurs. This is similar to Recommendation 6.

Time line--January 2011 and ongoing

Recommendation 15--Strengthen relationships with the immigrant-serving sector in Northern Ontario

Good relationships already exist, as TEDC and TLIP staff members have attended various meetings of settlement agencies, economic development officers and other municipal representatives involved in immigrant attraction and retention initiatives. Timmins has been represented at two LIP and WCI provincial meetings.

It has been the experience of other settlement agencies in Northern Ontario that they have much more in common with each other than they do with settlement agencies in Toronto. All are members of the Ontario Council of Agencies Serving Immigrants (OCASI), which is a good organization and very helpful, but Toronto-centric.

Discussions were held at the October LIP and WCI meeting in Ottawa to work with WCI to organize a conference in Northern Ontario that would involve all five major cities and possibly guests from northern Quebec, Manitoba, Saskatchewan and Alberta. Issues facing the northern parts of each province are more relevant than those facing Toronto, Vancouver and Montreal. Subsequent discussions point to a conference in North Bay in February or March, 2011. One outcome would be the identification and procurement of immigration research resources for Timmins.

Northern Ontario settlement agencies have a loosely-knit organization called Settlement North and the executive directors meet annually in early November at the OCASI Executive Directors Forum and once or twice at other times in the year. Timmins has had representation at these meetings and once a settlement agency is launched someone from that agency should attend these meetings.

Time line—April 2011 and ongoing

Recommendation 16—The LIP should contribute to and influence local policy and public discourse on immigration issues

There is an anti-immigration mood gathering steam in Canada, likely inflamed by Tamil refugees arriving in B.C. by boat, anti-Muslim sentiments spurred on by every news story of a new terrorism plot, and by U.S. television that condones racist language and discourse. Everyone involved with immigration issues has to be aware of this threat. All three major federal political parties support immigration and the current Minister, Jason Kenney, said at the October LIP-WCI conference that “we need to maintain public support for our generous immigration policy.”

He pointed out that there are 45 million people who want to come to Canada, making Canada the number two world destination for immigrants, behind the U.S. He said one of the attractions of Canada is the fact that skilled immigrants who find employment in their fields now earn \$80,000 or more within three years of arrival.

He also spoke about the progress being made with professional licensing bodies, of which there are more than 400 in Canada, with the development of a pan-Canadian framework for foreign credential recognition. There has been initial agreement on nine professional categories, which will be ready by the end of 2011, when applicants can get an answer within a year, instead of the several years it may take now.

The message needs to get out, not only in Timmins but across Canada, that immigration is good for the economy. We have to increase our population if we want social services and infrastructure improvements that our taxes pay for to continue. As mentioned earlier, retiring baby boomers, an insufficient birth rate and youth out-migration make immigration not only desirable, but necessary.

LIP members can use their existing networks to spread the positive news about immigration. Members can take on the roles of public educators. Positive portrayals of newcomers can be promoted in the local media. City council members can be encouraged to promote the need for immigration. The LIP could make an annual presentation to city council to provide an update on progress and garner positive publicity from the media covering the meeting.

Time line—April 2011 and ongoing

Recommendation 17—LIP members should examine the CIRRO report (Community Immigration Retention and Rural Ontario) for strategies that would work in Timmins

The CIRRO project, led by the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) examined best practices in immigration initiatives in three small Ontario communities—North Bay, Brockville and Chatham-Kent. Each community had a public service intern for a six-month period to document what the community was doing. The North Bay intern was located at the settlement agency, the North Bay & District Multicultural Centre.

The report is now in draft form and should be made public before the end of 2010. No doubt there will be strategies used in the three communities that will work in Timmins as well. The LIP should assign someone to analyze the report and make recommendations to the LIP to discuss and implement any practice or project deemed strategic for Timmins.

Time line—January, February 2011

Recommendation 18—Make maximum use of the Timmins Immigration Portal

The city has an asset in its immigration portal and the LIP, TEDC and the new settlement agency should continue to maximize the use of this tool. They must be vigilant in assuring it is updated regularly with new information and features that will assist newcomers to come to Timmins and get settled in the community when they arrive. Since 2006 the Province of Ontario, through funds made available through the Canada Ontario Immigration Agreement (COIA) has made \$2 million a year available to municipalities to create and market immigration portals. There are now 21 portals serving 128 communities.

TEDC and the LIP can use FedNor or NOHFC interns to keep the portal current and add new features. A review of the other 20 portals in the province would be helpful to find applications that would complement the Timmins portal.

The Internet is the number one source of information for newcomers, who will use it to make decisions on where in Canada they will settle. Once here, they should also be using the portal to access community information.

Time line—December 2010 and ongoing

APPENDIX c

***Timmins Local Immigration Partnership
Settlement Services Survey: Employer***

Timmins Economic Development Corporation
 12 Elm Street North, Timmins P4N 6A1
 Tel: 705.360.2656 Ext. 7022; Fax: 705.360.2679
www.immigrationtimmins.ca

The TEDC is striving to better attract and serve newcomers (less than 5 years in Canada) in Timmins. To help us, please complete this survey. It should only take 10 minutes of your time and you will be providing valuable information for our efforts in establishing effective settlement delivery services in our community. Thank you!

1. Sector (Please check one):	Mining _____ Construction _____ Manufacturing _____				
	Wholesale Trade _____ Retail _____ Finance & Real Estate _____				
	Health & Soc. Services _____ Educational services _____ Business services _____				
	Forestry _____ Others (please specify) _____				
2. Total Staff No. in Company:	Less than 10	11 - 50	51 - 100	101 - 500	Over 500
3. What no. of staff are new immigrants?	0	1 - 10	11 - 20	21 - 30	31 - 50
4. Where is your company located?	Timmins	Cochrane	Kapuskasing	Iroquois Falls	Others:
5. Are you aware of newcomer programs in Timmins?	Yes			No	
6. Is your company engaged in any new comer settlement program?	Yes			No	
7. If yes please state program.					
8. Please identify skills gaps in your company.					
a. Transferable skills	Others _____		Customer Service		<input type="checkbox"/>
	Communication	<input type="checkbox"/>	Administration		<input type="checkbox"/>
	Problem solving	<input type="checkbox"/>	Math / Quantitative		<input type="checkbox"/>
	Analytical	<input type="checkbox"/>	Time management		<input type="checkbox"/>
	Organisational	<input type="checkbox"/>	Negotiation		<input type="checkbox"/>
b. Technical skills	None	<input type="checkbox"/>	Operations Analysis & Control		<input type="checkbox"/>
	Financial Mgmt.	<input type="checkbox"/>	Quality control		<input type="checkbox"/>
	Engineering	<input type="checkbox"/>	Technical Design		<input type="checkbox"/>
	Equip. Maintenance	<input type="checkbox"/>	Project Management		<input type="checkbox"/>

	Medical <input type="checkbox"/>	Other _____				
9. At what levels are you experiencing gaps?	Labourer _____	Trades _____	Supervisory _____	Managerial _____		
10. What is your minimum staff qualification?	Elementary	Secondary	College	University	Trade School	
11. Do you expect a staff increase in 3 – 5 years?	Yes			No		
12. If yes what is your expected staffing increase in 3-5 years?	Less than 10	11 - 50	51 - 80	81 - 100	over 100	
13. In your view identify 3 settlement services most critical for new immigrants in Timmins.	Job search	Language	Health	Financial	Housing	Education & Training
14. Please state other important Settlement services not represented.						
15. Contact name:						
16. Email address:						
17. May we contact you in future in efforts to better improve settlement services in Timmins?	Yes			No		
Additional comments:						

The TEDC is committed to respecting your privacy and protecting your personal information. The information collected from this survey is confidential. We do not divulge personal information to third parties without written consent.

Timmins Local Immigration Partnership
Settlement Services Survey: New Immigrant (Less than 5 years in Canada)

Timmins Economic Development Corporation
 12 Elm Street North, Timmins P4N 6A1
 Tel: 705.360.2656
 Ext. 7022; Fax: 705.360.2679
www.immigrationtimmins.ca

The TEDC is striving to better attract and serve newcomers (less than 5 years in Canada) in Timmins. To help us, please complete this survey. It should only take 10 minutes of your time and you will be providing valuable information for our efforts in establishing effective settlement delivery services in our community. Thank you!

1. Name:						
2. Email:						
3. Postal code:						
4. Telephone:						
5. How long have you lived in Timmins?	Less than 1 yr	1-3 yrs	3-5 yrs	Over 5 yrs		
6. How long have you lived in Canada?	Less than 1 yr	1-3 yrs	3-5 yrs	Over 5 yrs		
7. Where did you live before moving to Timmins?						
8. Please state country of origin.						
9. How many people are in your immediate family?	1	2	3	4	5	Other
10. Are you employed?	Yes ___		No ___			
11. If yes, in what sector are you employed?	Mining _____ Construction _____ Manufacturing _____ Wholesale Trade _____ Retail _____ Finance & Real Estate _____ Health & Soc. Services _____ Educational services _____ Business services _____ Forestry _____ Others specify _____					
12. At what level are you currently employed?	Labourer _____ Trades _____ Supervisory _____ Managerial _____ Not Applicable _____					

13. Please check International education Level	Elementary	Secondary	College	University	Post Graduate	
14. Have you had a Canadian Educational Assessment done?	Yes			No		
15. If yes for item 14, what is your Canadian Educational Level?	High School	College	University	Post Graduate		
16. Please indicate your English proficiency?	0 (None)	1	2	3	4	5 (Excellent)
17. Please indicate your French proficiency?	0 (None)	1	2	3	4	5 (Excellent)
18. Check 3 settlement services most critical for newcomers in Timmins.	Job search	Language	Health	Financial	Housing	Education & Training
19. Please state other important services not represented.						
20. May we contact you in future in efforts to better improve settlement services in Timmins?					Yes	No
Additional comments (additional space on reverse side of sheet):						

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Timmins Local Immigration Partnership Settlement Services Survey: Service Provider

Timmins Economic Development Corporation
12 Elm Street North, Timmins P4N 6A1
Tel: 705.360.2656 Ext. 7022
Fax: 705.360.2679
www.immigrationtimmins.ca

The TEDC is striving to better attract and serve newcomers (less than 5 years in Canada) in Timmins. To help us, please complete this survey. It should only take 10 minutes of your time and you will be providing valuable information for our efforts in establishing effective settlement delivery services in our community. Thank you!

1. Name of Organisation:																																				
2. Service Category:	Employment	Settlement	Education	Other specify:																																
3. Website:																																				
4. Contact name:																																				
5. Tel No:																																				
6. Email address:																																				
7. Please check relevant Service types e.g.:	<table style="width: 100%; border: none;"> <tr> <td style="width: 40%;">a. Justice: Police; Legal; Victims services</td> <td style="width: 10%;">Justice</td> <td style="width: 10%; text-align: center;"><input type="checkbox"/></td> <td style="width: 30%;">Housing / Shelter</td> <td style="width: 10%; text-align: center;"><input type="checkbox"/></td> <td style="width: 10%;"></td> </tr> <tr> <td>b. Health: Special needs; mental health</td> <td>Counselling: Violence</td> <td style="text-align: center;"><input type="checkbox"/></td> <td>Food Services</td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td>c. Counselling Violence: sexual assault</td> <td>Counselling: Non-Violence</td> <td style="text-align: center;"><input type="checkbox"/></td> <td>Education & Lang.</td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td>d. Counselling Non-violence: Grief & Bereavement</td> <td>Health Services</td> <td style="text-align: center;"><input type="checkbox"/></td> <td>Employment</td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td>e. Financial: Banking; CRA services</td> <td>Financial</td> <td style="text-align: center;"><input type="checkbox"/></td> <td>Children services</td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> </table>						a. Justice: Police; Legal; Victims services	Justice	<input type="checkbox"/>	Housing / Shelter	<input type="checkbox"/>		b. Health: Special needs; mental health	Counselling: Violence	<input type="checkbox"/>	Food Services	<input type="checkbox"/>		c. Counselling Violence: sexual assault	Counselling: Non-Violence	<input type="checkbox"/>	Education & Lang.	<input type="checkbox"/>		d. Counselling Non-violence: Grief & Bereavement	Health Services	<input type="checkbox"/>	Employment	<input type="checkbox"/>		e. Financial: Banking; CRA services	Financial	<input type="checkbox"/>	Children services	<input type="checkbox"/>	
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e. Financial: Banking; CRA services	Financial	<input type="checkbox"/>	Children services	<input type="checkbox"/>																																
i. Others (Specify)																																				
8. Do you service new immigrants?	Yes			No																																
9. Check any eligibility requirements for immigrants for your service.	PR card_____ Landed form_____ OHIP card_____																																			
10. Any charges or service fees:	Yes			No																																
11. If yes for item 10, what is the average cost?	Under \$20	\$21 - \$30	\$31 - \$50	Over \$50																																
12. Please check accessibility considerations in place?	None	Sight	Hearing	Speaking	Mental	Mobility																														
13. Do you have staff to service new immigrants?	Yes			No																																

14. Service capacity indication:							
a. Staff No. (not including volunteers)	Less than 5	6 - 10	11 - 20	21 - 30	Over 30		
b. No. of clients seen monthly?	Less than 5	6 - 10	11 - 20	21 - 30	Over 30		
c. No. of immigrants seen monthly?	0	1 - 5	6 - 10	11 - 20	21 - 30	Over 30	
d. Do you have a waiting list for services?	Yes			No			
e. If yes to d, on average how many clients?	Less than 20	21 - 40	41 - 60	61 - 80	Over 80		
15. Please state non-core services you provide to clients.							
16. Check 3 settlement services most critical for newcomers in Timmins?	Job search	Language	Health	Financial	Housing	Education & Training	
17. Please state other important services not represented.							
18. May we contact you in future in efforts to better improve settlement services in Timmins?	Yes			No			
Additional comments:							

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