

# Executive Summary



## The Rural Mosaic: Building on Strengths & Seizing Opportunities

The Local Immigration Partnership (LIP) is an Ontario-wide initiative originated in early 2008 and funded by Citizenship and Immigration Canada (CIC), in cooperation with the Ontario Ministry of Citizenship and Immigration (MCI) through the Canada-Ontario Immigration Agreement (COIA). Its purpose is to strengthen the role of local communities across the province in integrating and serving the newcomer population.

As our local economies are changing due to youth-out-migration, an aging workforce and a shortage of skilled labour, we can adapt to this new environment by promoting the successful integration of newcomers as a viable solution. The federal government predicts that by year 2025 our Canadian population growth will be attributed fully to newcomers arriving in Canada, as our Canadian born replacements rates fall over time. This phenomenon will also result in seven out of eight jobs going unfilled in the future if, locally, we do not address this upcoming expectation now.

The Local Immigration Partnership Renfrew & Lanark has been working with local organizations, service providers and individuals to develop a viable plan to retain the newcomers already living in Renfrew and Lanark Counties. This can be achieved by improving settlement services, as well as building on the existing strengths of the region in order to be competitive provincially and nationally in welcoming newcomers to our communities. Together, we have developed a plan to enable us to meet this goal, which addresses all of the pertinent issues surrounding the successful integration of newcomers, according to the newcomers themselves.

Through research, workshops, focus groups and analysis the team narrowed in on five main focus areas, each associated with a desired outcome for the future of our communities.

1. **Employment Opportunities:** Newcomers will have positive employment opportunities achieved through collaboration with employers and the community.
2. **Language Training:** More newcomers are engaged in personalized language training.
3. **Awareness:** The response to LIP is positive, widespread and effective.
4. **Newcomer Information Guide:** All newcomers have a comprehensive, clear and relevant resource guide.
5. **Service Provider Readiness:** All service providers in all sectors are prepared and willing to assist newcomers or direct them to the appropriate service(s).

Each of these expected outcomes are achievable through the specific goals and action items which were designed to build on existing strengths and foster a welcoming and healthy community. They will be achieved through strategic collaboration, research, and positive strength-based leadership and complemented by a focus on competitive economic sustainability.

# Acknowledgements

The Local Immigration Partnership Renfrew & Lanark staff would like to thank each of the contributors to the initiative. Firstly, we would like to thank Citizenship and Immigration Canada for providing the model, framework and funding for this innovative and strategic project. We would like to make a special note in thanking Diana Liu, Settlement Officer, Citizenship and Immigration Canada. She worked directly with the LIP Renfrew & Lanark and provided invaluable education, leadership, provision and enthusiasm for our work. We would also like to thank the service provider, the 1000 Islands Region Workforce Development Board, for their guidance, support and contribution to the development of the strategic plan. Along with the board and its staff, we would like to show significant gratitude to The Labour Market Group of Renfrew & Lanark for their

expertise and encouragement, specifically Matt Lemay, Executive Director, and May Tang, Project Coordinator. Without the support of each of these three primary organizations and their representatives, the development of this plan would not have been possible.

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

## Local Immigration Partnership Council

Matt LeMay - Executive Director, Labour Market Group  
May Tang - Project Coordinator, Labour Market Group  
Maggie Tyerman - Director, Rural Outreach Employment Services  
Janet Lough - Immigration/Relocation Coordinator, Atomic Energy of Canada Ltd  
Shelly Waplington - Student Success Specialist, Algonquin College  
Craig Kelley - Business Development Officer, County of Renfrew  
Ivan Saari - Operations Leader, Renfrew County District School Board  
Jennifer Layman - Vice-President, Upper Ottawa Valley Chamber of Commerce  
Jamie Bramburger - Manager of Community and Student Affairs, Algonquin College  
Janice Sawbridge - Constable, Ontario Provincial Police  
Bruce Sawbridge - Killaloe Ontario Provincial Police  
Alastair Baird - Manager, Economic Development, County of Renfrew  
Elizabeth Goldman - Chief Executive Officer, Perth & District Union Public Library Board  
Jane Torrance - Community Coordinator, Lanark County Planning Council for Children, Youth and Families  
Colleen Clark - Training Consultant, Algonquin Employment Services  
Daphne Lane - Manager of Literacy and Language Services, TR Leger School of Adult, Alternative & Continuing Education  
Robert Probert - Director, Canadian Career Academy  
Julie Case - Settlement Outreach Worker, TR Leger Immigrant Services  
Debbie Laut - Coordinator, Algonquin Employment Services  
Paul Knowles - CAO, The Town of Carleton Place

In addition, we would like to thank Jeff Kohl of the Ontario Healthy Communities Coalition, who assisted with the development of a facilitation plan for the strategic planning sessions held with the LIPC. Also, Laura-Jane Cote and Don Curry of the North Bay Newcomer Network for their mentorship and guidance during the preliminary stages of the project. Thanks are also due to the Local Immigration Partnership for Huron County who also gave of their time and advice to the LIP staff.

We are also indebted to the various ESL instructors we approached to conduct focus groups and interviews with their students. These individuals helped to facilitate worthwhile direct research and did so with enthusiasm for the initiative. We would like to thank Julie Case, Mary Josey and Colleen Wilson for their contribution.

We would also like to thank Algonquin College (Shelly Waplington), the Excellence in Manufacturing Consortium (Gay Henniger) and Atomic Energy of Canada Limited (Janet Lough) for coordinating and hosting the various community forums held throughout the initial funding period.

Thanks are also due to Shauna Kennedy, Keanan Hunt and Johanne Charbonneau for their assistance in polishing this document in formatting, editing and translation.

Lastly, we would like to thank the local businesses, community organizations and service providers who displayed our "My Story" campaign of posters, flyers and referral cards. Without the support of each of these participants, we could not have reached the multitude of newcomers we connected with. Additionally, we would like to thank the newcomers who participated in our research. These individuals shaped the content of the document and provided the foundation for the strategic planning process.

**Funded by / Financé par:**

 **Citizenship and Immigration Canada**  **Citoyenneté et Immigration Canada**

**Canada** 



Local  
Immigration  
Partnership

RENFREW AND LANARK

# The Set-Up:

Introductory and  
Background Information



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# INTRODUCTION

## Project Composition and Characteristics

### FUNDING

The Local Immigration Partnership (LIP) is an Ontario-wide initiative originated in early 2008 and funded by Citizenship and Immigration Canada (CIC), in cooperation with the Ontario Ministry of Citizenship and Immigration (MCI) through the Canada-Ontario Immigration Agreement (COIA). Its purpose is to strengthen the role of local communities across the province in integrating and serving the newcomer population.



## **THE CONTRIBUTION AGREEMENT WITH CITIZENSHIP AND IMMIGRATION CANADA (CIC)**

After submitting a proposal to CIC, the 1000 Islands Region Workforce Development Board, operating out of Gananoque, Ontario, was granted and subsequently accepted project funding under the terms of the contribution agreement. The contribution agreement, with the 1000 Islands Region Workforce Development Board identified as the service provider, was signed April 1, 2011. Personnel working with the Labour Market Group of Renfrew & Lanark, a satellite office of the 1000 Islands Region Workforce Development Board, located in Pembroke, Ontario, were to be responsible for managing both the contract and program delivery in the targeted regions. Work began in the targeted regions on May 1, 2011.

## **LOCAL IMMIGRATION PARTNERSHIP COUNCIL (LIPC)**

The Local Immigration Partnership Council's primary purpose is to act as a community advisory body lending direction to the development and execution of an Immigration Settlement and Integration Strategic Plan for Renfrew and Lanark Counties. Members of the LIPC provide leadership, wisdom, and industry-specific knowledge of challenges and opportunities that directly relate to settlement issues. The group identifies gaps in services for newcomers, helps determine best-practices for attracting new Canadians to our area, and

engages in worthwhile discussions and activities concerning the enhancement of diversity in Renfrew and Lanark Counties. The resultant Strategic Plan will serve to help improve recruitment, retention and way of life acclimatisation of newcomers in this area with an overarching goal to foster economic stability and growth.

## **SUB-COMMITTEES**

Due to the vast geographic region for which this project is responsible, two (2) sub-committees of the Local Immigration Partnership Council were formed for greater efficiency and impact. One sub-committee represents Renfrew County and the other represents Lanark County. These sub-committees were formed in an effort to properly represent both regions with valid and applicable research. In addition, the distance to travel for some representatives may have been too great to manage in conjunction with the level of commitment required to become a member of one single advisory council for the region. As such, the sub-committees were required in order to promote dedication and commitment to the Council.

## REGIONAL TERRITORY

As defined by the regions supported by The Labour Market Group of Renfrew & Lanark, LIP Renfrew & Lanark shall represent the same. Specifically, the region encompasses the entirety of Renfrew County, reaching west to Bissett Creek, through communities found along TransCanada Highway 17 East such as Deep River, Petawawa, Pembroke, Cobden, The Town of Renfrew, and Arnprior. Also, coverage is southwest to Barry's Bay including Killaloe, Eganville, and Golden Lake and southeast to Calabogie and White Lake. Renfrew County covers 7,645 square kilometers of land along a 220-kilometer stretch of TransCanada Highway 17.

The project also reaches east to Lanark County, specifically in the northern most communities of Pakenham and Almonte, as well as the centrally located communities of Carleton Place and Perth. Lanark County covers 2,980 square kilometers of land, resulting in total coverage area for this LIP of more than 10,500 square kilometers.

While the town of Smiths Falls is physically located within the boundaries of the County, it is a separated municipality and is not under the administration of the County. Smiths Falls manages its own citywide LIP Project defined within the 18km radius of its borders. Smiths Falls is not considered a part of the LIP Renfrew & Lanark, but is indeed supported by The Labour Market Group of Renfrew & Lanark.

## LIP SMITHS FALLS

The clear territorial division of LIP Smiths Falls and LIP Renfrew & Lanark is reflected in the strategic planning process, but the two projects are acutely interconnected. The settlement services available in Smiths Falls are shared and accessible by others living outside city limits but within Lanark County. The research component of LIP Renfrew & Lanark includes a sample of newcomers living in and around Smiths Falls. The Strategic Plan for Smiths Falls contains its own unique perspectives and citywide implementations, but complements the overall picture of settlement services in Lanark County. As a strategic partner, Lanark County is in support of newcomer activities and initiatives in Smiths Falls.



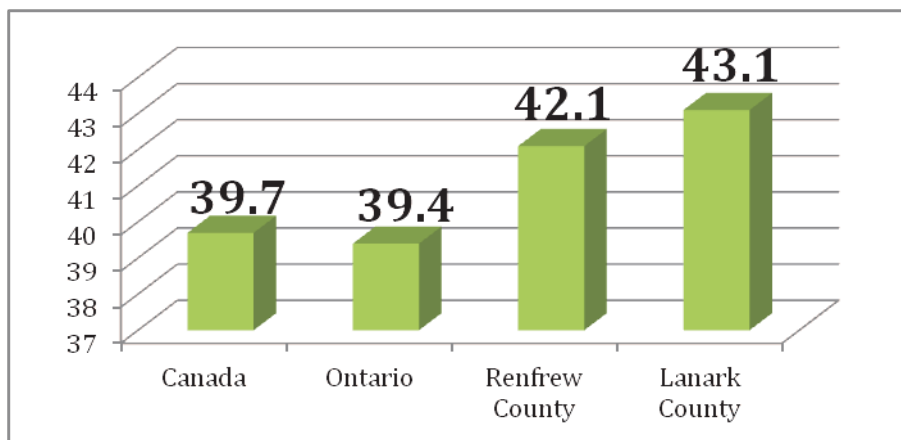
# BACKGROUND INFORMATION

## Research

### LOCAL DEMOGRAPHICS

The median age for both Renfrew and Lanark Counties is much higher than the median age for Ontario and Canada. Both of these Counties are considered to be retirement age communities and do experience a significant amount of youth-out-migration, most often losing youth to the amenities of major centres around Ontario and Canada.

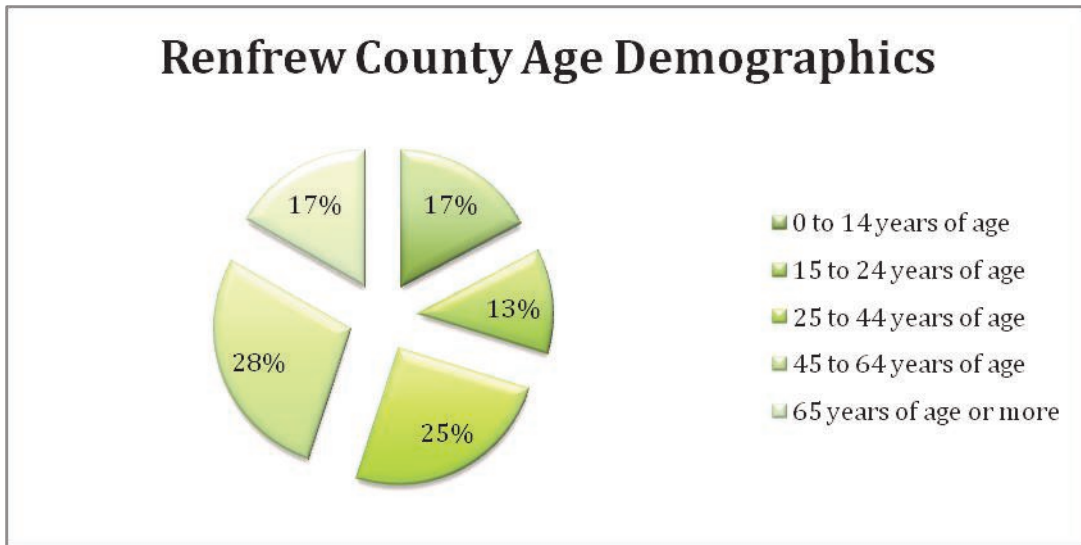
**Diagram 1– Median Age for Canada, Ontario, Renfrew, and Lanark Counties, 2010**



In Renfrew County, the average age can be broken down into age ranges where the majority of the residents (28%) are 45 to 64 years of age. The smallest age group represented is young, working or student age youth, 15 to 24 years of age, at 13% of the total population.

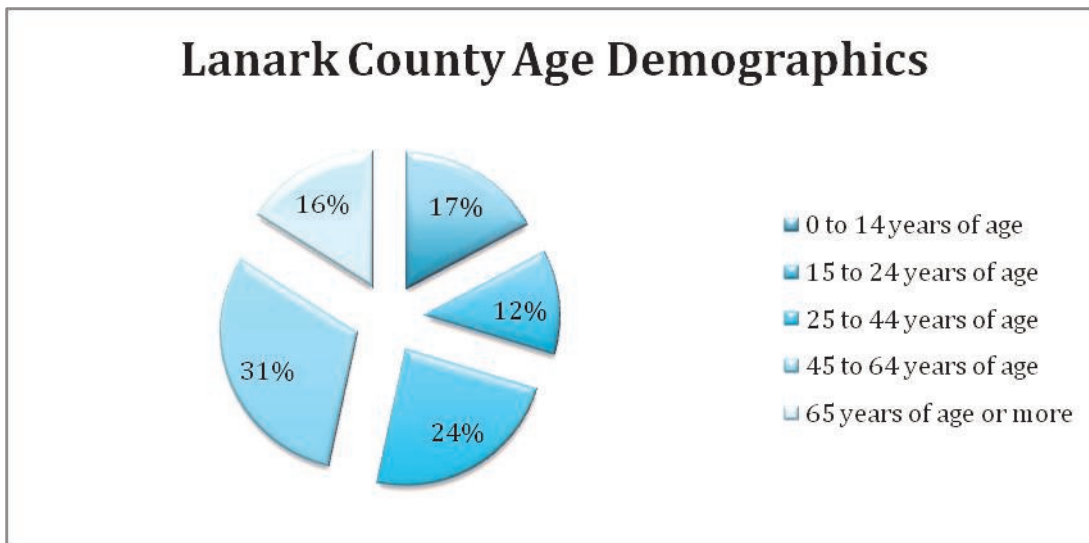


**Diagram 2 – Renfrew County Age Demographics**



In Lanark County, a similar situation exists, where the largest population age group is represented by those 45 to 64 years of age. The smallest group is also working or student aged youth, representing only 12% of the total population.

**Diagram 3 – Lanark County Age Demographics, 2010**

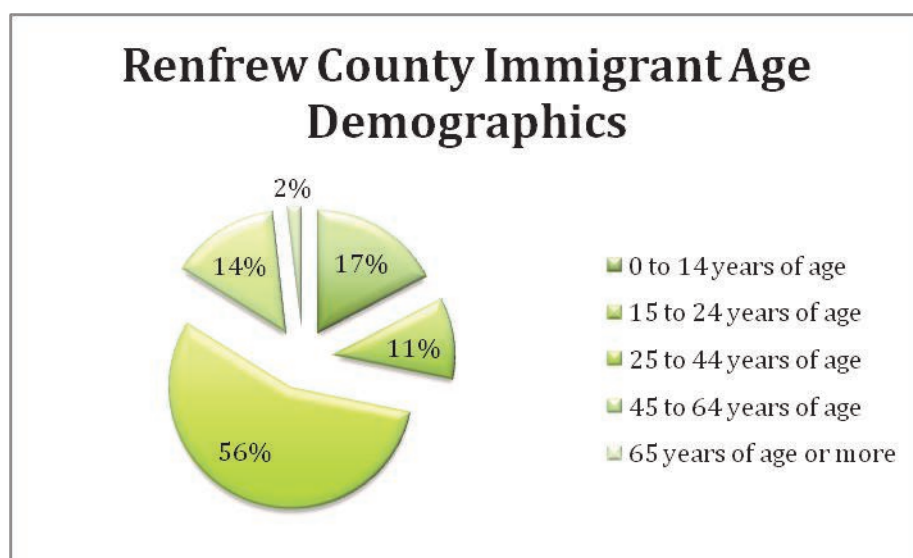


## NEWCOMER POPULATIONS

Demographics of the newcomer populations residing in Renfrew and Lanark Counties are vastly different than the overall demographic averages for the region.

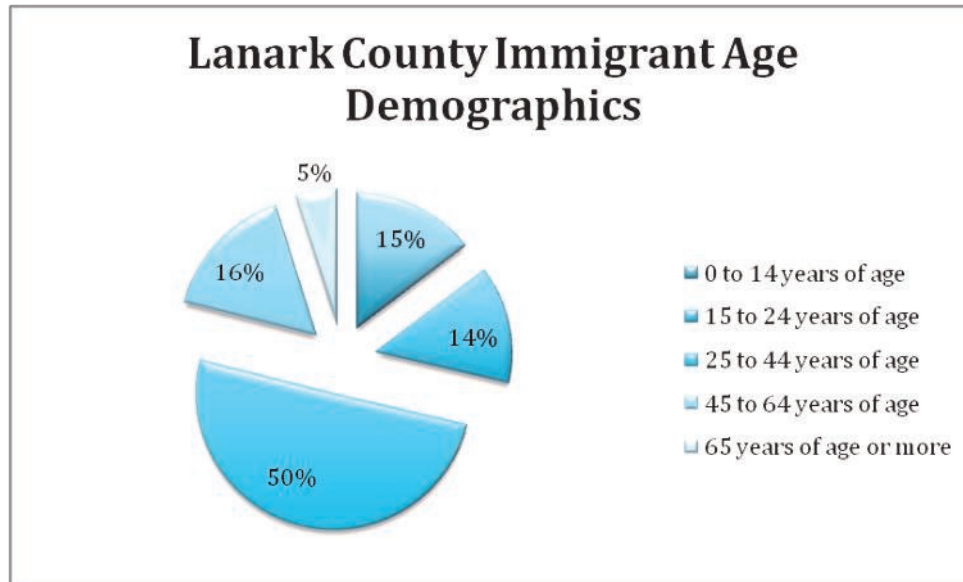
In Renfrew County, the smallest age group when considering only newcomers is seniors, while the largest group is represented by those in the highest income producing working ages of 25 to 44 years. This indicates that newcomers as a whole in Renfrew County are increasingly contributing to the economy.

**Diagram 4 – Renfrew County Immigrant Age Demographics, 2010**



The same is also true for Lanark County, in that the smallest and largest newcomer contribution groups by age range are the opposite of what is seen in the overall population breakdown. Newcomers living in Lanark County are contributing to a greater degree than the County as a whole in the working age categories and are drawing less in public disbursements in the retirement age grouping.

**Diagram 5– Lanark County Immigrant Age Demographics**



Overall, newcomer populations are making a significant economic contribution to the region already.

We must also consider the overall population of newcomers living in both Renfrew and Lanark Counties in order to determine the base point for retention. Diagrams 6 and 7 show the total immigrant population residing in each municipality, which includes everyone who self-declared not to be Canadian-born. The value for total immigration includes those who have been residing in these communities for an extended period of time, having arrived in Canada in any census period over the last 25 years.

Diagram 6, presenting the total population by municipality and the percentage of newcomers contributing to that population, clearly shows which communities have had more success attracting newcomers. Deep River, for example, experiences a much higher level of newcomers. This could be attributed to the fact that the major employer, AECL Chalk River, is a leader in hiring global talent. The comparison also indicates the complete lack of newcomers in certain rural areas such as Head, Clara, and Maria, which faces a completely different set of challenges with regards to attracting newcomers.

**Diagram 6 – Total Immigrant Population as a Percentage of Total Population, Renfrew County**

Municipality	Total Immigrants	Population (2006)	Percentage
Admaston Bromley	175	2,716	6.44%
Arnprior	390	7,158	5.45%
Bonnechere Valley	215	3,665	5.87%
Brudenell, Lyndoch and Raglan	95	1,497	6.35%
Deep River	850	4,216	20.16%
Greater Madawaska	235	2,751	8.54%
Head, Clara and Maria	-	228	0.00%
Horton	70	2,803	2.50%
Killaloe, Hagarty and Richards	120	2,550	4.71%
Laurentian Hills	150	2,789	5.38%
Laurentian Valley	455	9,265	4.91%
Madawaska Valley	365	4,381	8.33%
McNab/Braeside	425	7,222	5.88%
North Algona Wilberforce	140	2,840	4.93%
Pembroke	665	13,930	4.77%
Petawawa	820	14,651	5.60%
Renfrew	255	7,846	3.25%
Whitewater Region	385	6,631	5.81%
<b>Renfrew County</b>	<b>5,780</b>	<b>97,545</b>	<b>5.93%</b>

Lanark County shows a slightly higher proportion of immigrants to the total population than Renfrew County, but has fewer individual immigrants overall. The municipality of Mississippi Mills contains the largest number of immigrants, while rural areas like Montague have the least.

**Diagram 7 – Total Immigrant Population as a Percentage of Total Population, Lanark County**

Municipality	Total Immigrants	Population (2006)	Percentage
Beckwith	475	6,387	7.44%
Carleton Place	760	9,453	8.04%
Drummond/North Elmsley	325	7,118	4.57%
Lanark Highlands	350	5,180	6.76%
Mississippi Mills	1,045	11,734	8.91%
Montague	135	3,595	3.76%
Perth	525	5,907	8.89%
Smiths Falls	430	8,777	4.90%
Tay Valley	390	5,634	6.92%
<b>Lanark County</b>	<b>4,435</b>	<b>63,785</b>	<b>6.95%</b>

## Direct Consultations

In order to facilitate the direct consultations, the LIPC launched an advertising campaign titled “My Story”, inviting newcomers to share their immigration experiences with project staff. Posters, flyers and referral cards were widely distributed throughout Renfrew and Lanark Counties calling upon newcomers to participate in the direct research component of the LIP project. This was the primary method of participant recruitment; however, direct referrals from other service providers, community organizations and individuals were also included in the consultation process.

**Local Immigration Partnership**  
RENFREW AND LANARK

# OUR STORY HUMARI KAHANI

**New to Canada?**  
**We want to hear your story!**

<b>NEWCOMER:</b>	Share your experience of re-locating to Canada so we can better understand and serve your needs.
<b>EMPLOYER:</b>	We are looking for employers who have experience hiring and integrating newcomers.
<b>SERVICE PROVIDER:</b>	Have you provided services to new Canadians with regards to job searching, housing, health care, language skills, or training?
<b>FRIEND:</b>	Friends, neighbours and relatives can help us connect with newcomers so we can better integrate these important people in the area.

Please email or phone today to share your experiences with us.  
[localimmigrationproject@bellnet.ca](mailto:localimmigrationproject@bellnet.ca) 613.735.4224

The goal of the Local Immigration Partnership Project is successful integration for newcomers in Renfrew and Lanark Counties.

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## NEWCOMER PROFILE

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

Most of the newcomers interviewed were of working age, over eighteen and under sixty-five years old. Of those respondents providing information regarding their age, the median age was calculated to be forty years old. The newcomers arrived to Canada in an assortment of ways from a multitude of areas around the world. In total, over twenty countries and fifteen first languages were represented during the consultations. Asia was the largest continent of origin represented, based on immigrant population, but Spanish was the most common first language, considering all native languages of the immigrants interviewed. Of note, the total number of Spanish-speaking immigrants was actually larger than the total number of Asian immigrants.

Approximately half of the respondents were employed, and those unemployed made up two main categories – those involved in training or recertification to become employed or those not intending to work due to spousal or family contributions.

In some areas of this region, we discovered that international

marriages were very common. As a case in point, the area around Deep River, Petawawa, and Pembroke demonstrated a clear trend in newcomer women who were invited to live in Canada by their Canadian-born husbands. Further, small social groups of these women who immigrated here from all over the world meet on a regular basis.

Although the “My Story” campaign reached out to several newcomers who may not have responded to the survey otherwise, many isolated newcomer communities still had no representation in the research conducted. In some cases, it was difficult to foster a willingness to participate, as the work of the LIP was new and uncertain for them. The LIP staff made every attempt to connect with as many newcomers as possible and will continue the research component of the project in subsequent years.



# MY STORY MERI KAHANI



New to Canada?

We want to hear your story!

**NEWCOMER:** Share your experience of re-locating to Canada so we can better understand and serve your needs.

**EMPLOYER:** We are looking for employers who have experience hiring and integrating newcomers.

**SERVICE PROVIDER:** Have you provided services to new Canadians with regards to job searching, housing, health care, language skills, or training?

**FRIEND:** Friends, neighbours and relatives can help us connect with newcomers so we can better integrate these important people in the area.

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## COMMON THEMES

Throughout the consultation process with newcomers, varying sample groups identified several common themes. The themes identified here are drawn from similar ideas, complaints, requests, experiences, and needs. After careful analysis of the raw data, the following subject areas were deemed common in the responses provided by the newcomers interviewed.

### **Employment Opportunities:**

In most cases, respondents identified that they were unemployed or underemployed. Many of the respondents felt that it was often difficult to find appropriate employment for their credentials and sometimes even employment of any kind. Suggestions brought forward to the researcher were to coordinate an increased number volunteer opportunities to help build their Canadian work experience, or perhaps support internships in the workplace that could provide a resume-building opportunity.

Many of the respondents who identified this as a challenge also noted language barriers as a deterrent to successfully achieving employment. The high number of customer service-related jobs available in this region do not provide a good match for those learning academic and conversational English skills. Further, there were instances where the respondent was qualified for the job they applied for, but was not considered for an interview or was overlooked by the system entirely due to a misunderstanding between the language presented on the resume and the language deemed acceptable by the employer's automated system.

### **Awareness of Services:**

Another significant trend identified throughout the consultation process was the lack of a clear, identifiable pathway as to how participants in newcomer services, such as ESL instruction, actually discovered the service existed. In many cases, the knowledge of how to access classes was passed on by word-of-mouth, as newcomers living in the area told others of where to find language training. Following our consultation and research process, it was determined that very little exposure is currently provided for the settlement services available in Lanark County, and virtually none is provided for the ESL courses available in Renfrew County.

### **Canadian Winter:**

A rather unexpected theme that emerged from the consultation process concerned the unknowns newcomers face with regards to surviving a



Canadian winter, particularly should the newcomer have arrived from a climate unlike Canada's. Many of the respondents indicated they felt unprepared for the winter they experienced during their first year in the north. In learning to manage the onslaught of winter weather, they relied heavily on friends and neighbors to assist with snow removal, winter car care, and purchasing adequate cold weather gear and warm clothing, as well as coping with unfamiliar outdoor hazards and complications with transportation. The newcomers we interviewed also found it difficult to manage the effect the winter weather can have on daily life – such as not being able to make it to work or having to find suitable childcare when the school buses are cancelled.

### **Accessibility of Services:**

One particular trend was discovered among the responses of students currently taking ESL classes. They felt that transportation to and from the classroom and availability of childcare during class time were major barriers for participation in on-site language training. In many cases, the ESL instructor was personally providing transportation for those students to access the classroom. Additionally, during the service provider consultations, the ESL instructors indicated they knew of many women who were actively attending class while pregnant but were no longer attending after the birth of the child.

### **Language Training:**

The students currently enrolled in ESL classes throughout the region identified some deficiencies in the formal instructional content made available to students. As the service for ESL is limited in both Counties, the funding does not support additional time or teachers to address the varying levels of English instruction required by the students. The respondents suggested that a multi-level learning approach would suit their needs to a greater degree.

However, the respondents also noted that the instructors would go above and beyond the parameters of the formal program to accommodate the individual needs of students. Instructors frequently offered a tailored approach to learning in the classroom, worked with students in self-identified high needs groups within the larger participant group, and adapted the lessons accordingly for the larger assembly. The instructors would also provide after class work and additional study material for those students with a more advanced level of English.

Further, the respondents identified a need for conversational language training. Many of the newcomers interviewed, even those not participating in ESL, mentioned a desire to engage in casual conversations with native English speakers. The respondents typically use their mother tongue at home and expressed an interest in creating a casual environment where informal English could be practiced on a regular basis in order to augment their formal language training.

### **Recognition of Credentials:**

The respondents who had acquired at least some formal post-secondary education, work training or significant work experience before immigrating to Canada struggled with recognition of these skills upon arrival in this country. The respondents felt, in general, that there were not enough government sponsored programs or procedures in place to address this issue, and those available were neither easily found nor utilized. The newcomers interviewed reflected in their responses that they were either confused as to how to begin the process of accreditation or were discouraged enough to simply retrain from the beginning in Canada.

### **Entrepreneurial Ventures:**

When asked the question "What is your dream for life in Canada?" newcomers' responses uncovered another interesting trend. While for many newcomers the answer was simple – to be happy and healthy – for others, the response was much more detailed. Of these individuals, the majority displayed significant entrepreneurial spirit, wishing for an opportunity to open a business or restaurant, to sell goods or provide services in order to be masters of their own income potential. While some respondents leaned towards entrepreneurial activities due to the frustration with credential recognition, most desired this type of employment regardless of previous training or experience.

However, this desire also precipitated many questions and challenges. Of utmost concern to the newcomers was to know who to connect with in order to access the information and knowledge they would need to become successful in business. They also wanted to know where and how to access money or grants to initiate their ventures.

### **Immigration Services:**

Every newcomer interviewed throughout the consultation process was able to disclose their personal story of arrival to Canada, which always included a snapshot of their immigration experience. Even though each case varies in specifics, the generalization in this area does not. Nearly all of the respondents indicated they struggled with the Canadian immigration process from start to finish. They found the websites difficult to navigate and the forms tight and complicated. They also indicated that the correspondence was unclear and complex, while the help to manage the process was largely inaccessible.

In the current framework, should a newcomer decide to locate in or relocate to a remote area, they are left having to travel to Toronto or Ottawa for direct assistance with the multi-level immigration process. This geography proposes a significant investment of time and money for a newcomer attempting to access help in person with immigration-specific services. In Lanark County, a settlement worker can be called upon to provide guidance with these issues, but is not

formally qualified to act as an immigration agent. Since no such service is available in Renfrew County, the prospect of finding qualified help was reported as discouraging.

**Information:**

Common in all of the interviews and made evident in the themes above is that respondents were unsure of who to call or where to turn for help with any of their primary concerns. There appears to be a lack of a visible general reference point for newcomers living in Renfrew or Lanark County. Instead, many newcomers rely on family, friends, or neighbors to point them in the right direction. Often, a direct service provider - the ESL teacher or settlement worker - will put the newcomer in touch with the right person. However, for those not using direct services, accurate and relevant information may never be relayed to them. Still, in most cases, an unsure sense of where information about their local area could be accessed was experienced.

**New Patriots:**

Another surprising observation made during the consultation process was that a large majority of the newcomers interviewed expressed no interest in complaining. Despite the issues mentioned concerning the range and availability of settlement services, barriers to employment, lack of accessible information points, and general unknowns, in some interviews, it was quite difficult to encourage the respondent to divulge details about their perceived challenges. All of the respondents were generally happy to be living in Canada and were appreciative of the opportunity to live and thrive here. Even the respondents who felt underemployed were just happy to have a job.

Many of the newcomers are now experiencing a much more positive way of life and are generally optimistic about their future here. The majority of respondents indicated they intended to stay in Renfrew or Lanark County for various reasons, and otherwise expressed satisfaction and contentment with remaining here. In the cases where the opposite was indicated, the majority of those respondents arrived in Renfrew or Lanark County as a secondary or tertiary location in Canada. It could be generalized that the desire of those respondents to depart from this region reflects a lifestyle preference not available here, rather than a lack of settlement possibilities.

## HIGHLIGHTING STRENGTHS

One of the primary reasons for conducting the interviews was not only to identify the gaps in needs for newcomers, but also to highlight the service providers and organizations already making positive contributions to service delivery.

In Renfrew County, there are two ESL instructors who conduct language-training courses in three of the major newcomer centres. These instructors work for the Renfrew County District School Board and operate out of Pembroke, Petawawa and Deep River at the local community schools. These instructors, in many cases, are the first and only point of contact for newcomers attempting to access information and services.

The teacher based in Pembroke and Petawawa devotes her own time and resources to making sure that her students can access the training and feel welcomed in the learning environment. She provides personal instruction, even when time does not allow, and is dedicated to providing the service the newcomer wishes to receive. In addition, this particular instructor goes above and beyond her position on a regular basis in order to help with the needs of her newcomer students outside the classroom. Ensuring that their safety, health, and happiness remains a priority, she often refers students to community groups and organizations for help, directs them to further training when necessary, and helps with resume preparation and job searching. The interviews strongly suggest that without this person and her help, the respondents would not have

integrated as successfully into the community. The work being done with ESL in Renfrew County is an exceedingly positive contribution to the area and those responsible for the high level of service should be commended.

In Lanark County, another star contributor can easily be identified. Working with TR Leger and the Upper Canada District School Board, this individual provides assistance as a settlement worker and as an ESL teacher. She is extremely dedicated to her work and has a passion for helping others. She also takes a very personal approach to helping newcomers settle and become trained in English. She makes a point to know each participant and their story personally. The newcomer respondents taking part in her classroom activities mentioned she was a primary reason for their noticeable success. In addition, this individual provides this high level of service with minimal inputs and resources. TR Leger is truly the pioneer immigrant-serving organization in Lanark County, but is continually challenged by targets and funding models. Our consultations have clearly confirmed that this organization has selected the right person to deliver the best services they are able with the limited resources available to them. The settlement worker, her manager, and the organization are to be celebrated for their significant contribution to building welcoming and healthy communities in Lanark County.

## SERVICE PROVIDERS

The few service providers associated directly with newcomer services were readily accessible to discuss their current contributions and future

opportunities. These consultations revealed a fairly common situation – dedicated people doing their best with what little they have. In most cases, the service provider identified specific gaps in resources such as a need for computers in the classroom, further funding for educational aids, translators for those students who have little to no working knowledge of English, or better facilities to house programs and services. However, in all cases, it was clearly identified that there is a greater need for awareness of the services being offered. Unfortunately, due to the lack of participants, the funding is minimal. Minimal funding results in minimal advertising, while minimal advertising results in low participation rates. This cyclical relationship between support for the service and participation rates was identified as a primary cause for concern. Additional resources or funding cannot have an impact if the students are not attending or if the referrals are not made to the settlement worker. These service providers are in need of an ally – another group to understand and fully support their important work.

## Existing Services

### RENFREW COUNTY

In Renfrew County, the Public School Board is the only direct provider of newcomer services. The Board employs two English-as-a-Second-Language instructors, one who teaches a full-day adult program in Deep River to a class of roughly 15 students and the other who teaches a half-day in Pembroke and a half-day in Petawawa, with about six adult students in attendance at each location. The School Board

also offers ESL to children enrolled in school in addition to the regular curriculum, on a case by case basis. The Public Board has also recently advertised an employment opportunity for an International Language Instructor in Mandarin to be hired for a limited term. This language training service is the only newcomer specific service available in Renfrew County.

During the consultation process, it was made evident that the classes offered in Deep River, Petawawa, and Pembroke are successful. Overall, the students attain satisfactory results in learning ESL and are mentored by the teachers employed by the School Board. The level of impact this organization has on the newcomer population is significant compared to the assets they are able to dedicate to it. The Renfrew County District School Board is actively engaged in providing this service to newcomers and is a leader in the County, making a positive contribution to a healthy community.

### LANARK COUNTY

In Lanark County, an agency dedicated to settlement services as well as ESL instruction does exist. TR Leger School of Adult, Alternative, and Continuing Education, a division of the Upper Canada District School Board, offers newcomer services via settlement workers and ESL instruction across the County. Currently, there is one settlement worker employed part-time serving all of Lanark County. Coincidentally, this individual is also the ESL instructor for the County as a whole. ESL is available in Smiths Falls as a pilot project; however, funding for continuation of this project in the future is uncertain.

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# Local Immigration Partnership

RENFREW AND LANARK

## A Snapshot:

Lanark County



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# LANARK COUNTY

## The Communities

In Lanark County there are nine municipalities with a total population of 65,667<sup>1</sup>. Diagram 1 shows the absolute population in each municipality and the percentage change for those centres over a ten year period from 1996 to 2006.

**Diagram 1 – Lanark County Population and Percentage Change**

Municipality	Population Change (%) 1996 - 2006	Population (2006)
Beckwith	16.2	6,387
Carleton Place	11.9	9,453
Drummond/North Elmsley	14.7	7,118
Lanark Highlands	11.9	5,180
Mississippi Mills	6	11,734
Montague	-5.4	3,595
Perth	-1.5	5,907
Smiths Falls	-3.9	8,777
Tay Valley	11.1	5,634
<b>Lanark County</b>	<b>6.6</b>	<b>63,785</b>
<b>Ontario</b>	<b>13.1</b>	<b>12,160,282</b>

<sup>1</sup> Statistics Canada. 2012. Lanark, Ontario (Code 3509) and Ontario (Code 35) (table). Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released February 8, 2012.  
<http://www12.statcan.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E>  
(accessed February 16, 2012).

Diagram 2 shows the age distribution of the municipalities in Lanark County as a percentage of the total population. The table is divided into those who are pre-working age, working age, or retirement age. This table indicates Lanark County has a slightly below average population in working age, and higher population in retirement years. Specifically, Perth has almost 30 percent of the total post-working age population and thereby creates significant draws on government disbursements for this region. Generally, Lanark County is described as an attractive location for retirement.

**Diagram 2 – Lanark County Age Distribution as a Percentage of Total Population 2006**

<b>Municipality</b>	<b>Pre-Working Age % 0-14</b>	<b>Working Age % 15-64</b>	<b>Post-Working Age % 65+</b>
Beckwith	20.4	69.4	9.9
Carleton Place	19.4	66.6	13.9
Drummond/North Elmsley	17.5	68.4	14.5
Lanark Highlands	13.7	70.6	16.0
Mississippi Mills	18.0	67.2	14.7
Montague	17.1	70.9	11.5
Perth	13.3	58.7	28.2
Smiths Falls	16.7	64.4	18.9
Tay Valley	15.8	66.8	17.6
<b>Lanark County</b>	<b>17.2</b>	<b>66.7</b>	<b>16.1</b>
<b>Ontario</b>	<b>18.2</b>	<b>68.3</b>	<b>13.5</b>

## The Local Labour Market

To grasp the overall picture of the labour market in Lanark County, we must examine unemployment and participation rates of those residing there. This information can show newcomers whether or not they might expect positive employment opportunities.

**Diagram 3 – Participation and Unemployment Rates of Labour Force in Lanark County 2006**

<b>Municipality</b>	<b>Participation Rate (%)</b>	<b>Unemployment Rate (%)</b>
Beckwith	74.3	5.8
Carleton Place	66.3	6.7
Drummond/North Elmsley	66.4	4.9
Lanark Highlands	63.3	4.1
Mississippi Mills	71.0	5.8
Montague	67.2	5.8
Perth	51.7	7.0
Smiths Falls	57.4	9.8
Tay Valley	66.1	3.9
<b>Lanark County</b>	<b>65.0</b>	<b>6.1</b>
<b>Ontario</b>	<b>67.1</b>	<b>6.4</b>

This table indicates that labour force participation rates and unemployment rates for both Lanark County and the province of Ontario are similar. However, due to the somewhat outdated data employed here, it may be possible that these values are not reflective of the current labour market conditions experienced in Lanark County, as compared to current knowledge of the situation. The 2011 Census data will be available as an amendment to this document in 2012 and is expected to show a much more relevant picture of Lanark County.

It is also appropriate to identify the primary, secondary, and tertiary industries found in the various municipalities. A newcomer can then use this information to determine which jobs may be found here and the LPC can target these prominent industries as potential partners for collaboration

**Diagram 4 – Top 3 Industries per Municipality for Lanark County**

North American Industry Classification System (NAICS)	% of Labour Force
<b>Beckwith</b>	
Public administration	12.2
Retail trade	11.3
Manufacturing	10.3
<b>Carleton Place</b>	
Retail trade	14.6
Healthcare and social assistance	12.0
Manufacturing	10.8
<b>Drummond/North Elmsley</b>	
Retail trade	14.2
Healthcare and social assistance	11.9
Manufacturing	10.3
<b>Lanark Highlands</b>	
Retail trade	13.5
Construction	11.9
Manufacturing	10.4
<b>Mississippi Mills</b>	
Healthcare and social assistance	12.4
Manufacturing	10.3
Retail trade	10.1
<b>Montague</b>	
Retail trade	14.0
Healthcare and social assistance	12.5
Manufacturing	11.0
<b>Perth</b>	
Healthcare and social assistance	16.4
Retail trade	15.9
Manufacturing	9.8
<b>Smiths Falls</b>	
Manufacturing	16.2
Healthcare and social assistance	16.0
Retail trade	14.9
<b>Tay Valley</b>	
Retail trade	13.9
Healthcare and social assistance	11.3
Manufacturing	10.5

Diagram 5 shows the education level of those residing in Lanark County. This information is also important as it illustrates significantly low achievement in university education, but significantly higher achievement in college and high school graduates for Lanark County. These values may be an indication of the type of employment that is most common in the area and can be used to help guide newcomers holding certain credentials when deciding where to situate themselves.

**Diagram 5 – Percent of Population by Level of Education, 2006 Lanark County**

(15 Years and Over)					
Municipality	Less than High school	High School	Trades	Non-university	University
Beckwith	18.3	28.0	7.1	27.1	19.5
Carleton Place	23.5	28.2	8.8	26.0	13.4
Drummond/North Elmsley	20.8	26.8	11.1	25.8	15.3
Lanark Highlands	26.5	28.7	12.1	19.6	13.0
Mississippi Mills	19.6	26.3	7.3	23.1	23.6
Montague	25.2	29.2	10.0	22.7	12.5
Perth	23.3	29.3	9.5	20.5	17.2
Smiths Falls	29.7	27.6	8.8	23.4	10.5
Tay Valley	20.7	27.2	11.7	21.6	18.7
<b>Lanark County</b>	<b>22.9</b>	<b>27.7</b>	<b>9.3</b>	<b>23.6</b>	<b>16.5</b>
<b>Ontario</b>	<b>22.2</b>	<b>26.8</b>	<b>8.0</b>	<b>18.4</b>	<b>24.6</b>



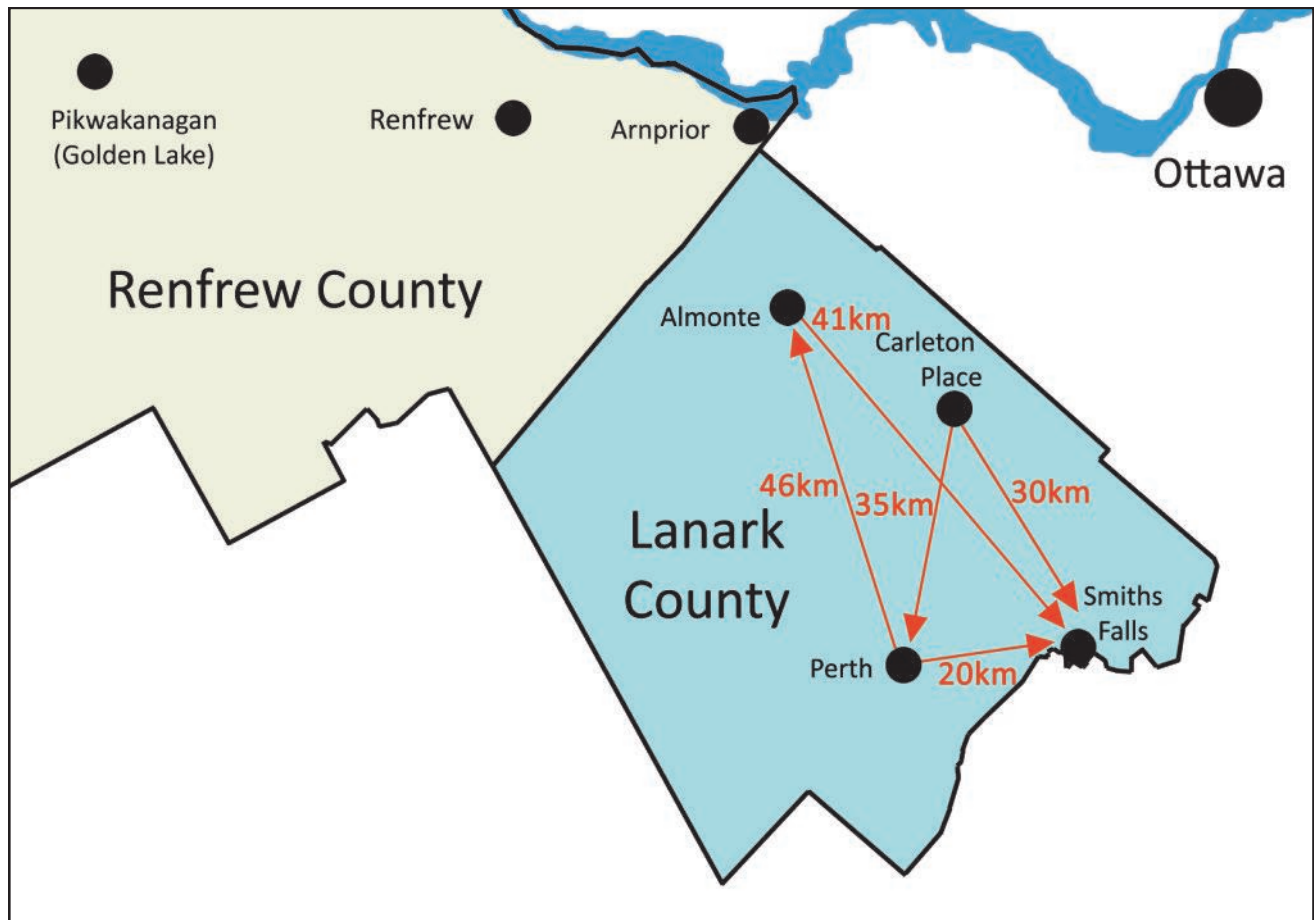
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Photo: Algonquin College-Perth

## Distances Between Major Centres

The diagram below shows the magnitude of the distances between the major centres in Lanark County. This diagram demonstrates the vast region this LIP represents and also hints at the challenges faced with transportation and isolation.

Diagram 6 – Distances Between Major Centres – Lanark County



## Cost of Living, by Centre

Another important indicator for a newcomer potentially residing in Lanark County to consider is the cost of living in the various municipalities. To establish an overall cost of living, we can use housing costs as the primary disbursement of income.

Diagram 7 shows the percentage change of housing costs for each municipality over ten years, including both rental and mortgage payments. This illustrates where a relatively low change has occurred and where housing costs have risen dramatically over time. The comparison between the Province, the County and the individual municipalities is quite revealing.

**Diagram 7 – Monthly Average Gross Major Payments, % Change 1996-2006  
Lanark County**

Municipality	Average Gross Rent	Average owner's major payments
Beckwith	28.7	27.2
Carleton Place	30.3	18.6
Drummond/North Elmsley	11.5	26.5
Lanark Highlands	-10.0	33.1
Mississippi Mills	10.4	30.1
Montague	-9.1	42.5
Perth	30.3	36.2
Smiths Falls	14.6	49.1
Tay Valley	21.1	46.8
<b>Lanark County</b>	<b>18.6</b>	<b>33.8</b>
<b>Ontario</b>	<b>22.8</b>	<b>32.3</b>

## Transportation

In Lanark County there is no form of public transportation. A privatized shuttle service to Ottawa is available from Carleton Place. This service requires purchase of an Ottawa City Transit Pass and is aimed at regular commuters from this bedroom community heading to work. However, it is possible for any person to purchase a one-time use ticket using exact change.

Each community has private taxi companies offering full service to and from various communities. Greyhound Bus Lines also services this area, providing transportation to Ottawa and elsewhere.

## Income and Poverty

We can best determine the current economic situation in the communities within Lanark County by examining the income and poverty levels reported by the census. Lanark County has a median income only three thousand dollars less than the Ontario average. This may be due to the fact that many of Lanark County's residents commute to Ottawa to seek out higher income levels while maintaining a lower cost of living by residing in a rural setting. In addition, it appears that the closer the town is to Ottawa, the greater the median income of the community.

**Diagram 8 – Median Household Income, CDN Dollars, Lanark County**

Municipality	2006
Beckwith	\$77,515
Carleton Place	\$55,077
Drummond/North Elmsley	\$60,371
Lanark Highlands	\$52,974
Mississippi Mills	\$67,114
Montague	\$56,752
Perth	\$42,168
Smiths Falls	\$42,446
Tay Valley	\$66,082
<b>Lanark County</b>	<b>\$56,892</b>
<b>Ontario</b>	<b>\$60,455</b>



Poverty is also a key indicator for determining the current economic condition of a region. Largely, Lanark County experiences a much lower occurrence of poverty than Ontario as a whole, except for Smiths Falls, where recent economic hardship has descended with the closure of two significant employers. Diagram 9 describes the incidence of low income families in 2006 for Lanark County.

**Diagram 9 – Incidence of Low Income Families, 2006, Lanark County**

<b>Municipality</b>	<b>Percentage (%)</b>
Beckwith	3.6
Carleton Place	10.4
Drummond/North Elmsley	3.6
Lanark Highlands	5.7
Mississippi Mills	5.1
Montague	5.1
Perth	10.6
Smiths Falls	13.4
Tay Valley	3.5
<b>Lanark County</b>	<b>7.1</b>
<b>Ontario</b>	<b>11.7</b>

## **Economic Indicators for the Future**

The current economic conditions in Lanark County are predicted to remain relatively stable as no significant change, input, or infrastructure is planned for this area in the near future. Unfortunately, the opposite may be true for Smiths Falls. A recent closure of the Hershey Factory in 2008, which employed over six hundred individuals, caused an increase in unemployment and out-migration. Several government programs have been put into place to help mitigate negative effects of this event and bolster economic recovery, but many years of effort will be required to see the complete rejuvenation of this community. Currently, the former Hershey factory building is up for sale, for less than half of the original asking price. Many other industrial facilities are also available for purchase in Smiths Falls, potentially contributing to the overall pinch felt by the local real-estate market.

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# Local Immigration Partnership

RENFREW AND LANARK

## A Snapshot:

Renfrew County



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# RENFREW COUNTY

## The Communities

In Renfrew County there are eighteen municipalities with a total population for the County of 101,326<sup>1</sup>. Diagram 1 shows the absolute population in each municipality and the percentage change for those centres over a ten year period from 1996 to 2006.

**Diagram 1 – Renfrew County Population and Percentage Change**

Municipality	Population Change (%) 1996 - 2006	Population (2006)
Admaston/Bromley	-4.4	2,716
Arnprior	0.7	7,158
Bonnechere Valley	1.1	3,665
Brudenell, Lyndoch and Raglan	-7.0	1,497
Deep River	-6.1	4,216
Greater Madawaska	35.5	2,751
Head, Clara and Maria	-22.7	228
Horton	11.5	2,803
Killaloe, Hagarty and Richards	8.7	2,550
Laurentian Hills	0.1	2,789
Laurentian Valley	3.2	9,265
Madawaska Valley	0.8	4,381
McNab/Braeside	11.4	7,222
North Algona Wilberforce	9.4	2,840
Pembroke	-1.7	13,930
Petawawa	-4.3	14,651
Renfrew	-3.4	7,846
Whitewater Region	0.9	6,631
<b>Renfrew County</b>	<b>1.4</b>	<b>97,545</b>
<b>Ontario</b>	<b>13.1</b>	<b>12,160,282</b>

<sup>1</sup> Statistics Canada. 2012. Renfrew, Ontario (Code 3547) and Ontario (Code 35) (table). Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released February 8, 2012.  
<http://www12.statcan.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E>  
 (accessed February 15, 2012).

Diagram 2 demonstrates the age distribution for the municipalities in Renfrew County, as a percentage of the total population. The table is divided into those who are pre-working age, working age, or retirement age. This table indicates Renfrew County has a slightly below average population in working age, and higher population in retirement years. Renfrew County is often described as a location for retirement.

**Diagram 2 – Renfrew County Age Distribution as a Percentage of Total Population 2006**

<b>Municipality</b>	<b>Pre-Working Age % 0-14</b>	<b>Working Age % 15-64</b>	<b>Post-Working Age % 65+</b>
Admaston/Bromley	20.3	67.3	12.5
Arnprior	16.0	63.7	20.3
Bonnechere Valley	15.6	64.1	20.2
Brudenell, Lyndoch and Raglan	16.4	65.5	17.7
Deep River	15.4	63.7	21.1
Greater Madawaska	11.6	66.3	22.3
Head, Clara and Maria	2.2	74.6	19.8
Horton	16.4	68.5	15.3
Killaloe, Hagarty and Richards	17.1	64.8	18.2
Laurentian Hills	18.8	81.7	10.1
Laurentian Valley	18.4	67.7	13.6
Madawaska Valley	15.7	61	23
McNab/Braeside	17.7	69.4	12.9
North Algona Wilberforce	15.8	66.7	17.6
Pembroke	15.6	62.7	21.9
Petawawa	22.6	70.2	7.3
Renfrew	14.8	62.5	22.7
Whitewater Region	17.0	66.1	16.7
<b>Renfrew County</b>	<b>17.3</b>	<b>65.9</b>	<b>16.7</b>
<b>Ontario</b>	<b>18.2</b>	<b>68.3</b>	<b>13.5</b>

## The Local Labour Market

To grasp the overall picture of the labour market in Renfrew County, we must examine unemployment and participation rates of those residing there. This information can show newcomers whether or not they might expect positive employment opportunities.

### Diagram 3 – Participation and Unemployment Rates of Labour Force in Renfrew County 2006

Municipality	Participation Rate (%)	Unemployment Rate (%)
Admaston/Bromley	64.2	5.7
Arnprior	60.7	6.1
Bonnechere Valley	58.8	8.2
Brudenell, Lyndoch and Raglan	61.4	7.8
Deep River	55.2	4.4
Greater Madawaska	54.8	7.2
Head, Clara and Maria	54.5	25.0
Horton	69.1	3.9
Killaloe, Hagarty and Richards	60.8	10.5
Laurentian Hills	64.6	8.6
Laurentian Valley	66.0	6.5
Madawaska Valley	55.4	8.6
McNab/Braeside	69.8	5.9
North Algona Wilberforce	63.4	10.6
Pembroke	54.5	6.5
Petawawa	71.6	5.9
Renfrew	57.4	6.5
Whitewater Region	67.0	5.7
<b>Renfrew County</b>	<b>62.5</b>	<b>6.7</b>
<b>Ontario</b>	<b>67.1</b>	<b>6.4</b>

This diagram indicates that overall Renfrew County shares a similar unemployment rate to the province, but certain communities have much higher rates of unemployment and some much lower than the Ontario average. The overall workforce participation rate in Renfrew County is lower than that of Ontario. This may be in correlation with the average income levels in those municipalities experiencing low participation, such as Deep River, Pembroke, and Madawaska Valley (all communities where one high level income earner may compensate for the lack of a second income earner, contributing to reduced workforce participation). Please note that this data reflects information gathered in the 2006 Census. All data will be updated in an amendment to the strategic plan when 2011 Census data is made available.

It is also appropriate to identify the primary, secondary, and tertiary industries found in the various municipalities. A newcomer can use this information to determine which jobs may be found here and the LIPC can target these prominent industries as potential partners for collaboration.

**Diagram 4 – Top 3 Industries per Municipality for Renfrew County**

<b>North American Industry Classification System (NAICS)</b>	<b>% of Labour Force</b>
<b>Admaston/Bromley</b>	
Agriculture, forestry, fishing and hunting	19.1
Manufacturing	14.5
Healthcare and social assistance	11.0
<b>Arnprior</b>	
Manufacturing	19.2
Healthcare and social assistance	12.4
Retail trade	10.6
<b>Bonnechere Valley</b>	
Manufacturing	13.4
Retail trade	10.7
Healthcare and social assistance	9.3
<b>Brudenell, Lyndoch and Raglan</b>	
Manufacturing	18.8
Agriculture, forestry, fishing and hunting	16.9
Construction	14.3
<b>Deep River</b>	
Professional, scientific and technical services	39.2
Retail trade	11.3
Public Administration	8.2
<b>Greater Madawaska</b>	
Construction	14.7
Healthcare and social assistance	13.6
Manufacturing	12.1
<b>Head, Clara and Maria</b>	
Accommodation and food services	33.3
Construction	20.8
Manufacturing	20.8
<b>Horton</b>	
Manufacturing	20.1
Retail trade	11.0
Construction	10.4
<b>Killaloe, Hagarty and Richards</b>	
Manufacturing	13.7
Retail trade	13.7
Agriculture, forestry, fishing and hunting	9.8



**Diagram 4 – Top 3 Industries per Municipality for Renfrew County**  
*Continued...*

<b>North American Industry Classification System (NAICS)</b>	<b>% of Labour Force</b>
<b>Laurentian Hills</b>	
Professional, scientific and technical services	20.2
Public Administration	17.5
Healthcare and social assistance	12.0
<b>Laurentian Valley</b>	
Healthcare and social assistance	13.7
Retail trade	12.0
Public Administration	11.9
<b>Madawaska Valley</b>	
Retail trade	14.4
Healthcare and social assistance	12.6
Manufacturing	11.6
<b>McNab/Braeside</b>	
Manufacturing	19.0
Retail trade	12.7
Healthcare and social assistance	10.0
<b>North Algona Wilberforce</b>	
Construction	13.5
Healthcare and social assistance	12.9
Retail trade	11.2
<b>Pembroke</b>	
Retail trade	16.3
Healthcare and social assistance	14.3
Public Administration	9.8
<b>Petawawa</b>	
Public Administration	47.6
Healthcare and social assistance	8.6
Retail trade	7.3
<b>Renfrew</b>	
Manufacturing	22.3
Retail trade	16.4
Healthcare and social assistance	9.2
<b>Whitewater Region</b>	
Manufacturing	13.0
Healthcare and social assistance	12.0
Retail trade	10.7

Diagram 5 demonstrates the education level of those residing in Renfrew County.

**Diagram 5 – Percent of Population by Level of Education, 2006 Renfrew County**

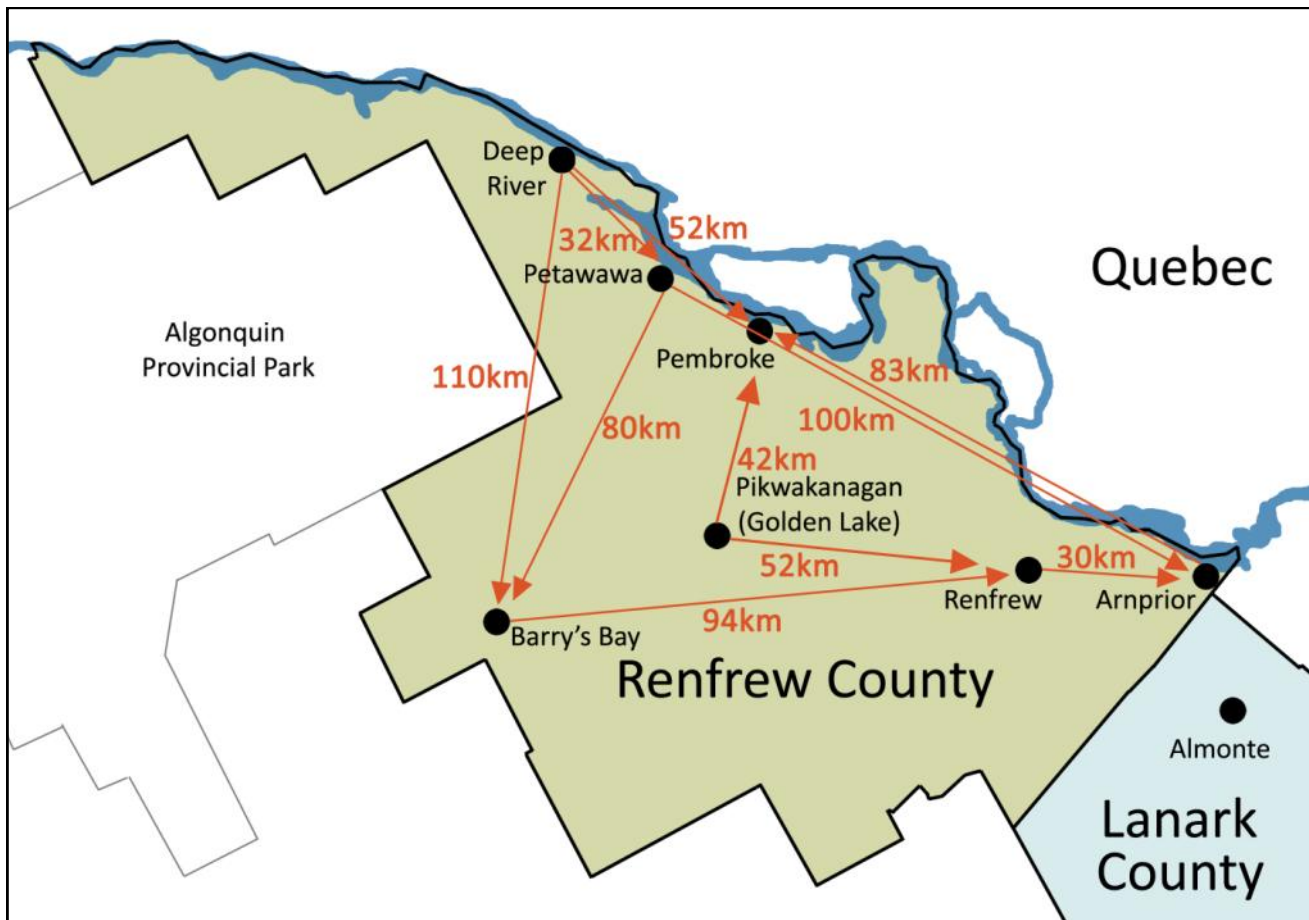
<b>(15 Years and Over)</b>					
<b>Municipality</b>	<b>Less than High school</b>	<b>High School</b>	<b>Trades</b>	<b>Non-university</b>	<b>University</b>
Admaston/Bromley	26.5	33.6	9.2	22.7	8.0
Arnprior	25.5	32.1	9.3	19.5	13.3
Bonnechere Valley	31.3	29.0	8.7	19.4	11.6
Brudenell, Lyndoch and Raglan	40.0	35.6	9.6	9.6	5.6
Deep River	15.4	21.9	8.3	22.1	32.0
Greater Madawaska	22.1	27.0	11.1	27.0	12.6
Head, Clara and Maria	35.6	20.0	11.1	22.2	4.4
Horton	25.7	27.3	15.7	21.9	8.7
Killaloe, Hagarty and Richards	31.6	30.2	10.7	16.4	11.4
Laurentian Hills	24.5	29.8	14.1	20.3	11.3
Laurentian Valley	26.1	29.7	10.8	22.7	10.6
Madawaska Valley	29.5	33.0	9.1	14.7	13.7
McNab/Braeside	24.4	28.0	11.1	22.5	14.1
North Algona Wilberforce	27.2	33.1	11.5	19.2	9.0
Pembroke	29.8	26.8	10.9	20.4	12.0
Petawawa	20.1	32.8	12.0	21.5	13.7
Renfrew	25.9	33.9	10.0	19.5	10.8
Whitewater Region	28.3	28.5	11.3	20.1	11.9
<b>Renfrew County</b>	<b>25.9</b>	<b>30.0</b>	<b>10.8</b>	<b>20.6</b>	<b>12.8</b>
<b>Ontario</b>	<b>22.2</b>	<b>26.8</b>	<b>8.0</b>	<b>18.4</b>	<b>24.6</b>

Renfrew County as a whole has much higher levels of those who have achieved a college diploma or less, but much lower levels of higher education in general, when compared with the province of Ontario. However, some communities, such as Deep River, maintain a significantly higher level of degree holders. The significant concentration of highly educated individuals in any one area is likely due to the industry found there and is thus of importance to present to newcomers.

## Distances Between Major Centres

The diagram below shows the magnitude of the distances between the major centres in Renfrew County. This diagram demonstrates the vast region this LIP represents and also hints at the challenges faced with transportation and isolation.

Diagram 6 – Distances Between Major Centres – Renfrew County



## Cost of Living, by Centre

Another important indicator for a newcomer potentially residing in Renfrew County to consider is the cost of living in the various municipalities. To establish an overall cost of living, we can use housing costs as the primary disbursement of income.

Diagram 7 shows the percentage change of housing costs for each municipality over ten years, including both rental and mortgage payments. This illustrates where a relatively low change has occurred and where housing costs have risen dramatically over time. The comparison between the Province, the County and the individual municipalities is quite revealing.

**Diagram 7 – Monthly Average Gross Major Payments, % Change 1996-2006  
Renfrew County**

Municipality	Average Gross Rent	Average owner's major payments
Admaston/Bromley	8.2	8.5
Arnprior	26.3	48.7
Bonnechere Valley	40.5	43.6
Brudenell, Lyndoch and Raglan	-10.7	34.0
Deep River	4.7	23.5
Greater Madawaska	27.2	36.1
Head, Clara and Maria	-	-27.3
Horton	25.2	51.6
Killaloe, Hagarty and Richards	40.3	24.1
Laurentian Hills	10.6	15.0
Laurentian Valley	28.0	29.9
Madawaska Valley	1.8	41.9
McNab/Braeside	51.5	34.3
North Algona Wilberforce	67.4	29.1
Pembroke	9.3	39.0
Petawawa	14.9	26.6
Renfrew	20.5	43.5
Whitewater Region	7.6	36.9
<b>Renfrew County</b>	<b>16.6</b>	<b>34.1</b>
<b>Ontario</b>	<b>22.8</b>	<b>32.3</b>

## Transportation

Across Renfrew County, there is no public transportation. Employers such as Atomic Energy of Canada Limited (AECL) do have a privatized shuttle bus to the work site, which is organized for the employees willing to pay for this service. In Pembroke, there is a private bus line operating in some areas of the city with limited service and availability.

The most common mode of transportation for Renfrew County is a personal vehicle. Private taxi companies offer twenty-four hour service in most of the major centres, but plans must be made in advance to book irregular trips at irregular hours. Greyhound Bus Lines offers passenger service between major centres, including Ottawa and North Bay.



## Income and Poverty

The current economic situation in the communities within Renfrew County can be determined by examining the income and poverty levels reported by the census. Renfrew County has a median income of only eighty-seven percent that of the Ontario average. The median income in Deep River is much higher than the other communities in this County, likely due to the presence of a major employer and industry. On the same note, the median income for Petawawa, a military community, is also quite high. It appears that for Renfrew County, the municipalities share most commonalities, but in some rare cases, such as in Deep River and Petawawa, where significant federal government investment has established major employers, the opposite is true.

Diagram 8 displays the median income levels for Renfrew County by municipality. Note: The data for Head, Clara and Maria reflects 2001 income levels, rather than 2006.

**Diagram 8 – Median Household Income, CDN Dollars, Renfrew County**

Municipality	2006
Admaston/Bromley	\$46,504
Arnprior	\$46,436
Bonnechere Valley	\$42,856
Brudenell, Lyndoch and Raglan	\$35,637
Deep River	\$68,889
Greater Madawaska	\$52,286
Head, Clara and Maria **	\$50,240
Horton	\$55,546
Killaloe, Hagarty and Richards	\$37,157
Laurentian Hills	\$61,977
Laurentian Valley	\$63,514
Madawaska Valley	\$39,211
McNab/Braeside	\$66,049
North Algona Wilberforce	\$50,038
Pembroke	\$40,560
Petawawa	\$65,096
Renfrew	\$39,511
Whitewater Region	\$52,704
<b>Renfrew County</b>	<b>\$52,450</b>
<b>Ontario</b>	<b>\$60,455</b>

Poverty is also a key indicator for determining the current economic condition of a region. Largely, Renfrew County experiences a much lower occurrence of poverty than Ontario as a whole, except for Pembroke, the major city centre in the County. Diagram 9 describes the incidence of low income families in 2006 for Renfrew County.

**Diagram 9 – Incidence of Low Income Families, 2006, Renfrew County**

<b>Municipality</b>	<b>Percentage (%)</b>
Admaston/Bromley	4.3
Arnprior	9.9
Bonnechere Valley	7.5
Brudenell, Lyndoch and Raglan	10.6
Deep River	5.1
Greater Madawaska	7.4
Head, Clara and Maria	0.0
Horton	8.9
Killaloe, Hagarty and Richards	8.5
Laurentian Hills	2.8
Laurentian Valley	4.6
Madawaska Valley	8.2
McNab/Braeside	2.7
North Algona Wilberforce	4.3
Pembroke	12.1
Petawawa	4.6
Renfrew	9.2
Whitewater Region	7.1
<b>Renfrew County</b>	<b>7.0</b>
<b>Ontario</b>	<b>11.7</b>

## Economic Indicators for the Future

Renfrew County's economy appears to be on track to improve rather dramatically over the next few years. The Department of National Defense recently announced a whopping 830 million dollars to be invested in the Town of Petawawa, CFB Petawawa, and the surrounding areas to accommodate incoming soldiers and support further programs over the next ten years. Of those funds, approximately 284 million dollars is directly allocated to support some 400 soldiers expected to arrive in 2012 to staff the helicopter squadron being established at CFB Petawawa.



Photo: Rosa Lee



Further, one of the LPC's primary partnerships is with Algonquin College in the Ottawa Valley and they are in the process of expanding their Pembroke Campus facilities, programs and services. The new campus located at Pembroke's waterfront will accommodate the current student population and provide adequate space to educate three hundred additional students. This added infrastructure for training and education will enable growth in the community, decrease youth-out-migration, and make a positive contribution to job creation and retention.



Photo: Algonquin College-Pembroke

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RENFREW AND LANARK

# The Strategy:

Process, Plan and Timeline



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# THE STRATEGIC PLANNING PROCESS AND OVERALL STRATEGY

The development of the Strategic Plan was a process carefully considered prior to its inception. The overall plan for creating this document is as detailed as the document itself. Five distinct steps were taken by the LIPC to determine the content and direction for the strategic plan and its implementation.



## Determining the Main Themes

The first step in the strategic planning process was to identify the main themes. Since understanding immigration and its importance was a new topic for most of the individuals contacted to become LIPC members, the research component of the project was initiated right at the beginning. The communities in Renfrew and Lanark Counties are each involved to a degree with using immigration as a means to foster economic growth and sustainability, but the individuals approached did not necessarily represent themselves as experts on the subject, due to their experience (or lack thereof) and geography.

In order to maintain relevancy throughout the strategic planning process, consultations were ongoing. These consultations revealed an interesting truth about newcomer settlement in this region and the effectiveness of the existing service providers.

An inventory of the relevant service providers was also conducted and an analysis was initiated, both internally and externally, in order to determine the strengths and opportunities presented by these groups. Further, references were made to existing needs analyses presented in other regions undertaking this work to support the model being pursued in Renfrew and Lanark counties.

All of this detailed information was then presented to the LIPC members and

some recurring themes were initially identified. Members were each given five votes which they then assigned to the themes considered far too important to ignore. Members were allowed to assign more than one vote per theme. The final compilation of the votes resulted in the development of the five main topics to be considered in the strategic plan. The topics are:

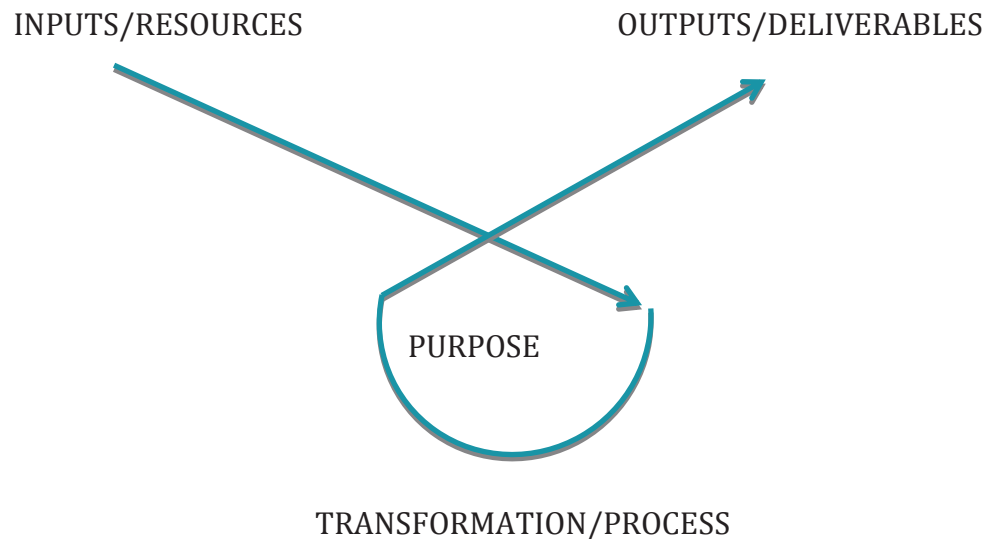
- 1) Employment Opportunity
- 2) Language Training
- 3) Awareness
- 4) Newcomer Information Guide
- 5) Service Provider Readiness

Within each of these broad topics, challenges and opportunities have been identified from a macro perspective as well as in great detail. This entire activity set the foundation for the strategic plan in research rather than relying on educated guessing.

## Development of an Overall Purpose Statement

The second step in the strategic planning process was to develop a clear Purpose Statement. To facilitate this activity, one of the tactical tools employed was the Transformational Model. This model is simple and yet extremely effective. Diagram 1 demonstrates the model used and showcases how crucial the 'purpose' of the work is to the overall objective.

## Diagram 1– Transformational Model



Applying the transformational model to the strategic planning process enabled the LIPC to obtain a clear picture of how their discussions would be “transformed” into worthwhile and effective deliverables. Ensuring the existence of a clear purpose statement guided the team in making decisions and kept discussions centered on the highest-level purpose of the work.

Both of the LIPC sub-committees contributed to the development of the purpose statement by identifying the available resources and the core capabilities they needed to be successful in applying those inputs. Secondly, they were then able to identify what output they would accomplish - the objectives of their meetings. Lastly, they came to a consensus on why exactly this work must be performed – what is the greater purpose in completing the task at hand?

After significant discussion and collaboration, the overall purpose statement was determined to be:

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

## Determining the Outcome Statements

With the purpose statement as a foundational building block, the LIPCs were able to focus on developing the desired or intended outcomes for the project.

The members of each LIPC were asked to produce five outcome statements that directly correlated with the main themes and reflected the following characteristics:

- Describes a Future Situation
- Challenges the Status Quo
- Dynamic, Bold, Clear

The five intended outcomes for the strategic plan were then developed as follows:

### **EMPLOYMENT OPPORTUNITY**

- 1) Newcomers have positive employment opportunities, achieved through collaboration with employers and the community.

*This outcome describes the opportunity for newcomers to seek, achieve and retain constructive employment experiences; a positive contribution towards this goal will be made by the employers who will hire them and the community who will support them should their desired work be self-employment.*

### **LANGUAGE TRAINING**

- 2) More newcomers are engaged in personalized language training.

*Outcome #2 is designed to inspire a new perspective on the current status of language training in English for the region. It proposes a more individualized approach to learning English and encourages an increase in the participation rates in language training opportunities.*



### **AWARENESS**

- 3) The response to LIP is positive, widespread and effective.

*It is absolutely crucial for the communities to accept and celebrate the LIP activities and purpose. The LIPC will ensure that everyone is made aware of the project, understands the reasons for the work being done and that this increased awareness contributes to a more effective impact.*

### **NEWCOMER INFORMATION GUIDE**

- 4) All newcomers have a comprehensive, clear and relevant resource guide.

*The research clearly indicated that newcomers are highly interested in acquiring more information. The LIPC felt that a resource guide, electronically accessible and tailored to suit individual communities, would be fundamental in addressing this concern.*

### **SERVICE PROVIDER READINESS**

- 5) All service providers, in all sectors, are prepared and willing to assist newcomers or direct them to the appropriate service(s).

*The infrastructure and demographics of this region are not necessarily conducive to supporting solely immigrant-serving agencies. Accordingly, the LIPC felt strongly that preparing the existing service providers to become "micro newcomer specialists" would have a greater impact on the accessibility of effective services for newcomers. This will also foster widespread understanding of the potentially unique needs of newcomer clients and how to best address those needs.*

# Setting Goals within each Outcome

The outcome statements set the tone and direction for the strategy, but the crucial details were generated in goal setting. The LIPC was challenged to produce three or four goals to be achieved within each outcome area, as a guideline and necessary action to accomplish our desired outcomes. These goals were developed with the current research, best practices and local characteristics in mind. For the purpose of the one-year action plan and feasibility of achieving the goals, the members were assigned two votes for each category. The individuals placed a primary and secondary priority on two goals within each of the outcome areas, leaving the third and fourth goals as next steps for a third funding year. LIPC Renfrew identified different priorities than did LIPC Lanark, and as such, the implementation plans do vary within these two counties. The goals listed here are not in priority sequence, but are comprehensive for year one and potentially year two of the implementation plan.

**Diagram 2– Goals for Outcome #1.**

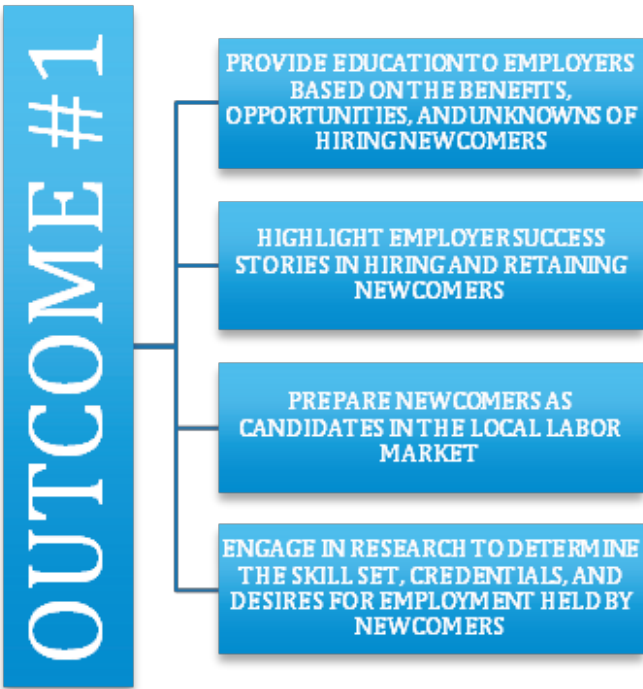


Diagram 3– Goals for Outcome #2.

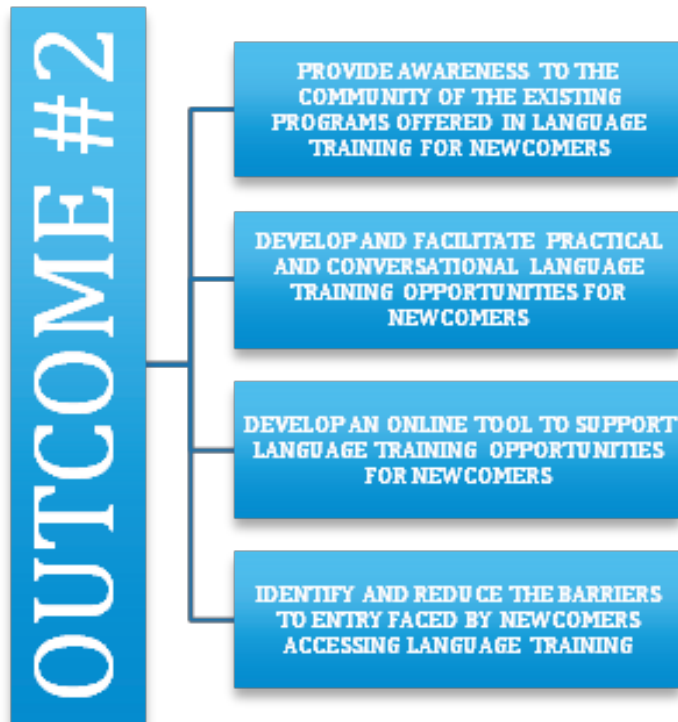


Diagram 4– Goals for Outcome #3.

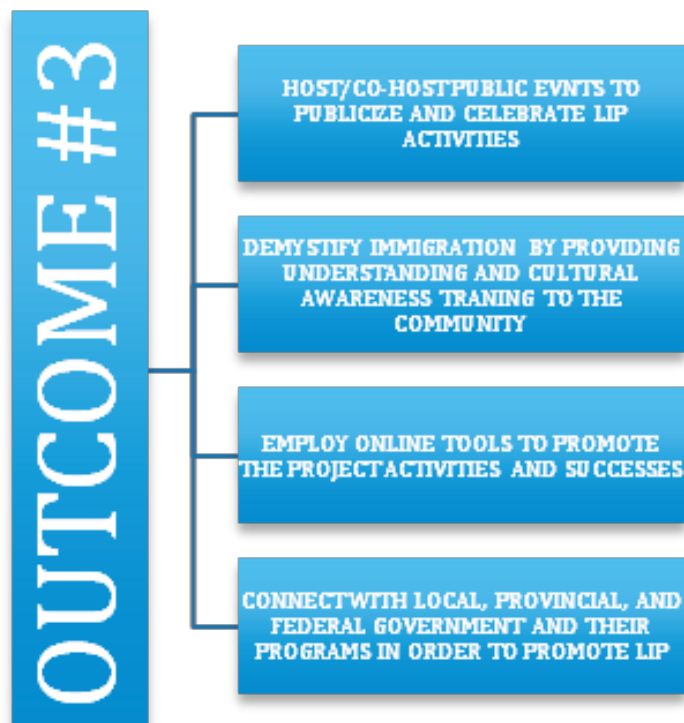


Diagram 5– Goals for Outcome #4.

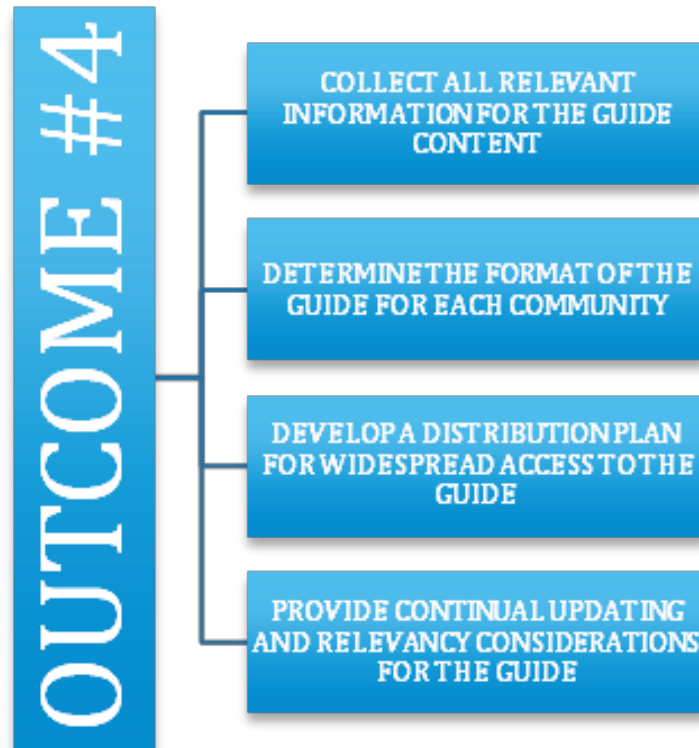
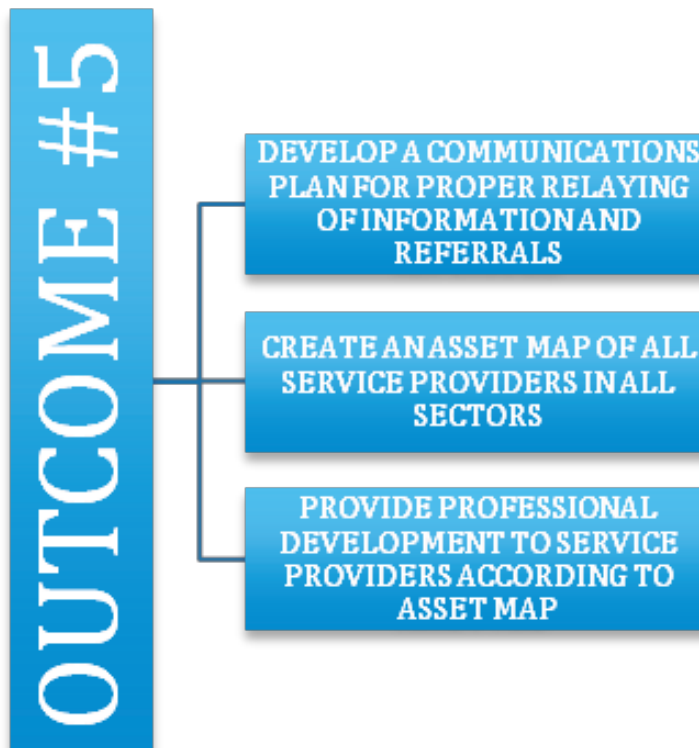


Diagram 6– Goals for Outcome #5.



## Developing an Action Plan for the Goals

After determining the goals for each outcome area, the LIPC was prepared to define an action plan to ensure the success of the goals set. For this workshop, the members used a resource guide and sample worksheet to identify key components and activities of the implementation plan.

A lead organization that would have the expertise, interest, and potential commitment to guiding the activities to completion was identified. Then, the existing and required resources were listed. In addition, the work groups identified the organizations in the community that represent key partnerships – those which should attend, host, contribute to or promote the activities. Finally, the members organized the activities into a timeline for implementation.



# THE IMPLEMENTATION PLAN

## Renfrew Action Plan

<p><b>OUTCOME # 1—RENFREW COUNTY</b>  <b>Newcomers have positive employment opportunities achieved through collaboration with employers and the community.</b></p>		
<p><b>GOAL #1</b>  <b>Provide education to employers on the benefits, opportunities and unknowns of hiring newcomers.</b></p>		
<p><b>PURPOSE</b>          Arming the employers in the region with the information and tools required to receive the business benefits of hiring global talent will directly contribute to creating more positive employment opportunities for newcomers living in the region.</p>		
<p><b>LEAD ORGANIZATIONS</b></p> <ul style="list-style-type: none"> <li>• Hire Immigrants Ottawa</li> <li>• LIP Staff</li> <li>• Excellence in Manufacturing Consortium</li> <li>• Chamber of Commerce</li> <li>• AECL as champion</li> </ul>	<p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Employers</li> <li>• Professional Affiliation Groups</li> <li>• Small Business</li> <li>• HRDC</li> <li>• The County of Renfrew</li> </ul>	<p><b>KEY PARTNERSHIPS</b></p> <ul style="list-style-type: none"> <li>• HIO seminars/speakers</li> <li>• CIC material</li> <li>• Other LIP material</li> <li>• Computers/Software</li> <li>• Facilitator</li> </ul>
<p><b>TIMELINE</b>          Proposed work plan for achieving the goal.</p>		
<p><b>APRIL 01 2012 - JULY 31 2012</b></p> <ul style="list-style-type: none"> <li>• Gather the information - talk with the pros</li> <li>• Partner with leadership company as a champion</li> </ul>	<p><b>AUGUST 01 2012 - NOVEMBER 30 2012</b></p> <ul style="list-style-type: none"> <li>• Coordinate employer forum</li> <li>• Host employer forum</li> </ul>	<p><b>DECEMBER 01 2012 - MARCH 31 2013</b></p> <ul style="list-style-type: none"> <li>• Coordinate employer forum</li> <li>• Host employer forum</li> </ul>

# THE IMPLEMENTATION PLAN

## Renfrew Action Plan

### OUTCOME # 1—RENFREW COUNTY

Newcomers have positive employment opportunities achieved through collaboration with employers and the community.

### GOAL #2

Highlight employer success stories in hiring and retaining newcomers.

#### PURPOSE

A major barrier identified for employers hiring newcomers locally is a lack of information and advice on how to hire and retain newcomers. This activity will encourage employers not already hiring newcomers to become interested and prepared to do so.

#### LEAD ORGANIZATIONS

- Chamber of Commerce
- Municipalities
- AECL as champion

#### RESOURCES

- Connections to Business
- Media contacts
- Venues
- Writers
- Advertisers

#### KEY PARTNERSHIPS

- Newspapers/Media
- Free Publications
- Partner websites

#### TIMELINE

Proposed work plan for achieving the goal.

#### APRIL 01 2012 - JULY 31 2012

- Collect the stories
- Identify the best stories to highlight

#### AUGUST 01 2012 - NOVEMBER 30 2012

- Determine the best way to publicize
- Connect with Media/Partners to assist

#### DECEMBER 01 2012 - MARCH 31 2013

- Implement Publicity Campaign

# THE IMPLEMENTATION PLAN

## Renfrew Action Plan

<b>OUTCOME # 2—RENFREW COUNTY</b> More newcomers are engaged in personalized language training.		
<b>GOAL #3</b> Provide Awareness to the community of the existing programs offered in language training for newcomers.		
<b>PURPOSE</b> Newcomers reported they were unaware of existing services and indicated a willingness to participate should they become aware. Additionally, service providers rely on participation rates to secure further funding.		
<b>LEAD ORGANIZATIONS</b> <ul style="list-style-type: none"> <li>• County of Renfrew</li> <li>• Local Municipal Governments</li> <li>• Program Staff</li> <li>• Cogeco</li> <li>• Local LIPs (others)</li> <li>• Community Futures</li> </ul>	<b>RESOURCES</b> <ul style="list-style-type: none"> <li>• LIPC</li> <li>• School Board</li> <li>• Literacy Service Planning Group</li> <li>• Regional Hospital</li> <li>• Winning Kids Centre (Kumon)</li> <li>• Library ESL Resources</li> <li>• Website</li> <li>• Advertising</li> </ul>	<b>KEY PARTNERSHIPS</b> <ul style="list-style-type: none"> <li>• The Media</li> <li>• LIPC internal networks</li> <li>• Municipalities</li> <li>• Service Providers</li> <li>• Government Agencies</li> <li>• Churches</li> <li>• Cultural Centres</li> </ul>
<b>TIMELINE</b> Proposed work plan for achieving the goal.		
<b>APRIL 01 2012 - JULY 31 2012</b> <ul style="list-style-type: none"> <li>• Gather all the information on existing programs, locations, times, skills taught</li> <li>• Reach out to local organizations to ensure comprehensive list of programs has been compiled</li> </ul>	<b>AUGUST 01 2012 - NOVEMBER 30 2012</b> <ul style="list-style-type: none"> <li>• Develop advertisements for the various programs offered</li> <li>• Pinpoint distribution channels for publicity</li> </ul>	<b>DECEMBER 01 2012 - MARCH 31 2013</b> <ul style="list-style-type: none"> <li>• Release the advertisements to media channels</li> <li>• Provide the advertisements to partnerships, internal networks, web</li> </ul>



# THE IMPLEMENTATION PLAN

## Renfrew Action Plan

### OUTCOME # 2—RENFREW COUNTY

More newcomers are engaged in personalized language training.

### GOAL #4

Develop and facilitate practical and conversational language training opportunities for newcomers.

#### PURPOSE

Newcomers identified a strong need for varied levels of language training, including daily and conversational language to become better prepared to participate in the Canadian culture and workplace.

#### LEAD ORGANIZATIONS

- LIP project staff
- Algonquin College in the Ottawa Valley
- Libraries
- Home Care/Friday Friends

#### RESOURCES

- LINC/ LINC online
- Literacy Service Providers
- Coffee and Conversation - AC
- Welcome Wagon
- Settlement Organizations

#### KEY PARTNERSHIPS

- School Boards
- Toast Masters
- Arts Community
- Volunteers

#### TIMELINE

Proposed work plan for achieving the goal.

#### APRIL 01 2012 - JULY 31 2012

- Research resources to develop a format
- Recruit and train volunteers
- Establish referral process/ activity promotion

#### AUGUST 01 2012 - NOVEMBER 30 2012

- Establish partnership between newcomers and volunteers
- Implement the activity across the County

#### DECEMBER 01 2012 - MARCH 31 2013

- Implement the activity across the County
- Review/Feedback/Evaluate

# THE IMPLEMENTATION PLAN

## Renfrew Action Plan

<p><b>OUTCOME # 3—RENFREW COUNTY</b> The response to LIP is positive, widespread and effective.</p>		
<p><b>GOAL #5</b> Demystify immigration by providing understanding and cultural awareness education to the community.</p>		
<p><b>PURPOSE</b> General acceptance of newcomers and becoming a welcoming community is fundamental to the success of this work. Providing understanding and awareness of the benefits of a diverse community to the citizens residing there is a high needs area.</p>		
<p><b>LEAD ORGANIZATIONS</b></p> <ul style="list-style-type: none"> <li>• AECL</li> <li>• Labour Market Group</li> <li>• HIO</li> <li>• Other LIPs</li> </ul>	<p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Work of TR Leger</li> <li>• Research by Project Manager</li> <li>• Employment Ontario Agencies - delivery</li> <li>• Town of Deep River</li> <li>• Facilitator</li> <li>• Public Relations Abilities</li> <li>• AECL policies/mandate</li> <li>• Keynote Speakers</li> </ul>	<p><b>KEY PARTNERSHIPS</b></p> <ul style="list-style-type: none"> <li>• Enterprise Centres</li> <li>• Chamber of Commerce</li> <li>• Municipal Governments</li> <li>• Economic Development Officers</li> <li>• Cultural/Arts Communities</li> </ul>
<p><b>TIMELINE</b> Proposed work plan for achieving the goal.</p>		
<p><b>APRIL 01 2012 - JULY 31 2012</b></p> <ul style="list-style-type: none"> <li>• Coordinate a presentation with AECL</li> <li>• Determine content/best practices</li> </ul>	<p><b>AUGUST 01 2012 - NOVEMBER 30 2012</b></p> <ul style="list-style-type: none"> <li>• Facilitate workshops/seminars</li> </ul>	<p><b>DECEMBER 01 2012 - MARCH 31 2013</b></p> <ul style="list-style-type: none"> <li>• Facilitate workshops/seminars</li> </ul>

# THE IMPLEMENTATION PLAN

## Renfrew Action Plan

### OUTCOME # 3—RENFREW COUNTY

The response to LIP is positive, widespread and effective.

### GOAL #6

Host/Co-host public events to publicize and celebrate LIP activities.

#### PURPOSE

Creating public awareness and understanding is crucial. It is important to provide continual updates on the progress of the initiative in order to solidify its importance.

#### LEAD ORGANIZATIONS

- LIP project staff
- Algonquin College
- Chamber of Commerce
- AECL/DND
- Community Centres

#### RESOURCES

- Festivals
- Trade Shows
- AECL and other businesses
- Chamber education events
- Media

#### KEY PARTNERSHIPS

- Trade Shows
- Employers
- Service Providers
- The Community at Large
- Municipalities

#### TIMELINE

Proposed work plan for achieving the goal.

#### APRIL 01 2012 - JULY 31 2012

- Host internal welcome event/  
attract newcomers

#### AUGUST 01 2012 - NOVEMBER 30 2012

- Host external event/  
Employment/Business  
Community

#### DECEMBER 01 2012 - MARCH 31 2013

- Holiday Social open to  
community
- Co-host success story event

# THE IMPLEMENTATION PLAN

## Renfrew Action Plan

<p><b>OUTCOME # 4—RENFREW COUNTY</b>  <b>All newcomers have a comprehensive, clear and relevant resource guide.</b></p>		
<p><b>GOAL #7</b>  <b>Collect all relevant information for the resource guide content/formatting/distribution.</b></p>		
<p><b>PURPOSE</b>          Ensuring all relevant information is included in the guide will be the most important piece. If newcomers are asking for improved awareness and access to information, then completeness, accuracy and relevancy are crucial.</p>		
<p><b>LEAD ORGANIZATIONS</b></p> <ul style="list-style-type: none"> <li>• LIP Renfrew/Lanark</li> <li>• Labour Market Group</li> </ul>	<p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Existing brochures/sources</li> <li>• 211 database</li> <li>• rack card</li> <li>• website</li> <li>• Translation Services</li> <li>• Manager</li> </ul>	<p><b>KEY PARTNERSHIPS</b></p> <ul style="list-style-type: none"> <li>• TR Leger</li> <li>• Employment Services</li> <li>• Government Agencies</li> <li>• MTCU</li> <li>• Libraries</li> <li>• Ontario 211</li> <li>• School Boards</li> <li>• Service Providers</li> </ul>
<p><b>TIMELINE</b>          Proposed work plan for achieving the goal.</p>		
<p><b>APRIL 01 2012 - JULY 31 2012</b></p> <ul style="list-style-type: none"> <li>• Determine parameters for lead manager</li> <li>• Hire or assign manager duties</li> <li>• Determine the scope of the guide</li> <li>• Contact all Service Providers to gather their information</li> <li>• Identify host website and cost recovery</li> </ul>	<p><b>AUGUST 01 2012 - NOVEMBER 30 2012</b></p> <ul style="list-style-type: none"> <li>• Continue gathering the information</li> <li>• Compile information into a usable format</li> <li>• Website Development</li> <li>• Design rack card</li> </ul>	<p><b>DECEMBER 01 2012 - MARCH 31 2013</b></p> <ul style="list-style-type: none"> <li>• User testing with LIPC and newcomers</li> <li>• Gather feedback</li> <li>• Fix problems</li> <li>• Translate the content into key languages</li> <li>• Distribution, publicity, sustainability, as next steps</li> </ul>



The Ottawa River

# THE IMPLEMENTATION PLAN

## Renfrew Action Plan

<p><b>OUTCOME # 5—RENFREW COUNTY</b>                  All service providers in all sectors are prepared and willing to assist newcomers or direct them to the appropriate service(s).</p>		
<p><b>GOAL #8</b>                  Create an asset map of all service providers in all sectors.</p>		
<p><b>PURPOSE</b>                  In order for the current non-immigrant serving service providers to become prepared to serve newcomers, we need to know who they are and what they do, including the level of client service available.</p>		
<p><b>LEAD ORGANIZATIONS</b></p> <ul style="list-style-type: none"> <li>• LIP project staff</li> <li>• Other Groups involved in Asset Mapping</li> </ul>	<p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Existing Asset Maps</li> <li>• Ontario 211</li> <li>• CIS, MCI Databases</li> <li>• LIPC network</li> <li>• Promotional funding</li> <li>• Data Analysis Coordinator, Lanark</li> </ul>	<p><b>KEY PARTNERSHIPS</b></p> <ul style="list-style-type: none"> <li>• Algonquin College</li> <li>• CRC</li> <li>• Service Canada</li> <li>• Employment Ontario</li> <li>• MPP, MP</li> <li>• MTCU</li> <li>• HRDC</li> <li>• Enterprise Centres</li> </ul>
<p><b>TIMELINE</b>                  Proposed work plan for achieving the goal.</p>		
<p><b>APRIL 01 2012 - JULY 31 2012</b></p> <ul style="list-style-type: none"> <li>• Determine parameters for asset map</li> <li>• Determine programs newcomers may need - find out who they are and what they do</li> </ul>	<p><b>AUGUST 01 2012 - NOVEMBER 30 2012</b></p> <ul style="list-style-type: none"> <li>• Develop the asset map</li> </ul>	<p><b>DECEMBER 01 2012 - MARCH 31 2013</b></p> <ul style="list-style-type: none"> <li>• Develop the asset map</li> </ul>

# THE IMPLEMENTATION PLAN

## Renfrew Action Plan

### OUTCOME # 5—RENFREW COUNTY

All service providers in all sectors are prepared and willing to assist newcomers or direct them to the appropriate service(s).

### GOAL #9

Develop a communications plan for proper relaying of information and referrals to the service providers.

#### PURPOSE

Appropriate and effective service delivery is based on significant and worthwhile referrals between service providers. A communications plan will be required to achieve efficiency and relevancy for the newcomer client.

LEAD ORGANIZATIONS	RESOURCES	KEY PARTNERSHIPS
<ul style="list-style-type: none"> <li>LIP project staff</li> <li>County of Renfrew</li> <li>Communications Groups</li> </ul>	<ul style="list-style-type: none"> <li>Asset Map</li> <li>Online LIP resource bank</li> <li>LIPC network</li> </ul>	<ul style="list-style-type: none"> <li>Those on the Asset Map</li> </ul>

#### TIMELINE

Proposed work plan for achieving the goal.

APRIL 01 2012 - JULY 31 2012	AUGUST 01 2012 - NOVEMBER 30 2012	DECEMBER 01 2012 - MARCH 31 2013
<ul style="list-style-type: none"> <li>No Activity</li> </ul>	<ul style="list-style-type: none"> <li>Distribution of information to partners</li> <li>PR and related communications</li> <li>Develop ongoing maintenance plan</li> </ul>	<ul style="list-style-type: none"> <li>Publicize</li> <li>Engage in Professional Development</li> <li>Get feedback from those using the communications plan</li> </ul>

# THE IMPLEMENTATION PLAN

## Lanark Action Plan

<p><b>OUTCOME # 1—LANARK COUNTY</b>  <b>Newcomers have positive employment opportunities achieved through collaboration with employers and the community.</b></p>		
<p><b>GOAL #1</b>  <b>Prepare newcomers as candidates in the local labour market.</b></p>		
<p><b>PURPOSE</b>                  Newcomers indicated a lack of information concerning how to better apply for and obtain jobs in the local labour market.</p>		
<p><b>LEAD ORGANIZATIONS</b></p> <ul style="list-style-type: none"> <li>• Canadian Career Academy</li> <li>• Algonquin Employment Services</li> </ul>	<p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Training Material</li> <li>• Labour Market Information</li> <li>• Trained Counselors</li> <li>• Computers/Software</li> <li>• Training for Service Providers</li> <li>• Better Awareness of Existing/ New Programs</li> </ul>	<p><b>KEY PARTNERSHIPS</b></p> <ul style="list-style-type: none"> <li>• Libraries</li> <li>• TR Leger</li> <li>• Adult Learning and Training Centre</li> <li>• Enterprise Centres</li> <li>• VDMA - Self-Employment Program</li> </ul>
<p><b>TIMELINE</b>                  Proposed work plan for achieving the goal.</p>		
<p><b>APRIL 01 2012 - JULY 31 2012</b></p> <ul style="list-style-type: none"> <li>• Achieve buy-in from lead organizations</li> <li>• Collect information about existing programs and share this with the lead providers</li> </ul>	<p><b>AUGUST 01 2012 - NOVEMBER 30 2012</b></p> <ul style="list-style-type: none"> <li>• Develop or arrange training for service providers</li> <li>• Compile resources to ensure effective information is being relayed</li> </ul>	<p><b>DECEMBER 01 2012 - MARCH 31 2013</b></p> <ul style="list-style-type: none"> <li>• Contact employers to identify potential internships through job centres</li> <li>• Divulge volunteer opportunities to newcomer clients through job centres</li> </ul>



# THE IMPLEMENTATION PLAN

## Lanark Action Plan

### OUTCOME # 1—LANARK COUNTY

Newcomers have positive employment opportunities achieved through collaboration with employers and the community.

### GOAL #2

Highlight employer success stories in hiring and retaining newcomers.

#### PURPOSE

A major barrier identified for employers hiring newcomers locally is a lack of information and advice on how to hire and retain newcomers. This activity will encourage employers not already hiring newcomers to become interested and prepared to do so.

#### LEAD ORGANIZATIONS

- Chamber of Commerce
- Municipalities

#### RESOURCES

- Connections to Business
- Media contacts
- Venues
- Writers

#### KEY PARTNERSHIPS

- Newspapers/Media
- Canadian Career Academy
- Algonquin Employment Services

#### TIMELINE

Proposed work plan for achieving the goal.

#### APRIL 01 2012 - JULY 31 2012

- Collect the stories
- Identify the best stories to highlight

#### AUGUST 01 2012 - NOVEMBER 30 2012

- Determine the best way to publicize
- Connect with Media/Partners to assist

#### DECEMBER 01 2012 - MARCH 31 2013

- Implement Publicity Campaign

# THE IMPLEMENTATION PLAN

## Lanark Action Plan

<p><b>OUTCOME # 2—LANARK COUNTY</b>                  More newcomers are engaged in personalized language training.</p>		
<p><b>GOAL #3</b>                  Provide Awareness to the community of the existing programs offered in language training for newcomers.</p>		
<p><b>PURPOSE</b>                  Newcomers reported they were unaware of existing services and indicated a willingness to participate should they become aware. Additionally, service providers rely on participation rates to secure further funding.</p>		
<p><b>LEAD ORGANIZATIONS</b></p> <ul style="list-style-type: none"> <li>• County of Lanark</li> <li>• Local Municipal Governments</li> <li>• Program Staff</li> <li>• TR Leger</li> <li>• Local LIPs (others)</li> <li>• Employment Service Providers</li> </ul>	<p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>• MCI</li> <li>• CIC</li> <li>• TR Leger</li> <li>• LINC Online</li> <li>• 211 Information</li> <li>• Library ESL Resources</li> <li>• Website</li> <li>• Advertising</li> </ul>	<p><b>KEY PARTNERSHIPS</b></p> <ul style="list-style-type: none"> <li>• TR Leger</li> <li>• County of Lanark</li> <li>• Municipalities</li> </ul>
<p><b>TIMELINE</b>                  Proposed work plan for achieving the goal.</p>		
<p><b>APRIL 01 2012 - JULY 31 2012</b></p> <ul style="list-style-type: none"> <li>• Gather all the information on existing programs, locations, times, skills taught</li> <li>• Reach out to local organizations to ensure comprehensive list of programs has been compiled</li> </ul>	<p><b>AUGUST 01 2012 - NOVEMBER 30 2012</b></p> <ul style="list-style-type: none"> <li>• Develop advertisements for the various programs offered</li> <li>• Pinpoint distribution channels for publicity</li> </ul>	<p><b>DECEMBER 01 2012 - MARCH 31 2013</b></p> <ul style="list-style-type: none"> <li>• Release the advertisements to media channels</li> <li>• Provide the advertisements to partnerships, internal networks, web</li> </ul>

# THE IMPLEMENTATION PLAN

## Lanark Action Plan

### OUTCOME # 2—LANARK COUNTY

More newcomers are engaged in personalized language training.

### GOAL #4

Develop an online resource bank to enable language training in newcomer households.

#### PURPOSE

Access to services is a barrier to entry. Remote locations and limited resources indicate a need for alternative methods for learning.

#### LEAD ORGANIZATIONS

- LIP project staff
- TR Leger

#### RESOURCES

- LINC/ LINC online
- ESL
- MCI
- Links to Libraries
- Settlement Organizations
- 211 Information

#### KEY PARTNERSHIPS

- TR Leger
- Municipal Libraries
- VCDSB

#### TIMELINE

Proposed work plan for achieving the goal.

#### APRIL 01 2012 - JULY 31 2012

- Research existing resources
- Research potential media - video, Skype, audio chat

#### AUGUST 01 2012 - NOVEMBER 30 2012

- Hire/Consult with technology expert
- Develop preliminary design

#### DECEMBER 01 2012 - MARCH 31 2013

- Implement Publicity Campaign
- Develop a plan for linking to future immigrant portal

# THE IMPLEMENTATION PLAN

## Lanark Action Plan

<p><b>OUTCOME # 3—LANARK COUNTY</b> The response to LIP is positive, widespread and effective.</p>		
<p><b>GOAL #5</b> Demystify immigration by providing understanding and cultural awareness education to the community.</p>		
<p><b>PURPOSE</b> General acceptance of newcomers and becoming a welcoming community is fundamental to the success of this work. Providing understanding and awareness of the benefits of a diverse community to the citizens residing there is a high needs area.</p>		
<p><b>LEAD ORGANIZATIONS</b></p> <ul style="list-style-type: none"> <li>• Planning Council</li> <li>• Labour Market Group</li> <li>• Employment Ontario</li> <li>• Colleges</li> <li>• Arts Communities</li> </ul>	<p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Work of TR Leger</li> <li>• Research by Project Manager</li> <li>• Employment Ontario Agencies - delivery</li> <li>• LINC Online</li> <li>• Facilitator</li> <li>• Public Relations Abilities</li> <li>• Data</li> <li>• Keynote Speakers</li> </ul>	<p><b>KEY PARTNERSHIPS</b></p> <ul style="list-style-type: none"> <li>• Enterprise Centres</li> <li>• Chamber of Commerce</li> <li>• Municipal Governments</li> <li>• Economic Development Officers</li> <li>• Cultural/Arts Communities</li> </ul>
<p><b>TIMELINE</b> Proposed work plan for achieving the goal.</p>		
<p><b>APRIL 01 2012 - JULY 31 2012</b></p> <ul style="list-style-type: none"> <li>• Gather facts, benefits, diversity cultural mix, myths, why-factor for immigration</li> <li>• Develop a PR campaign</li> </ul>	<p><b>AUGUST 01 2012 - NOVEMBER 30 2012</b></p> <ul style="list-style-type: none"> <li>• Release PR campaign - spread the information</li> <li>• Hold Forum/Community events</li> </ul>	<p><b>DECEMBER 01 2012 - MARCH 31 2013</b></p> <ul style="list-style-type: none"> <li>• Gather knowledge on the Canadian experience - demystification of language, culture, religion, diversity</li> <li>• Lessons learned added to PR campaign</li> </ul>

# THE IMPLEMENTATION PLAN

## Lanark Action Plan

### OUTCOME # 3—LANARK COUNTY

The response to LIP is positive, widespread and effective.

### GOAL #6

Host/Co-host public events to publicize and celebrate LIP activities.

#### PURPOSE

Creating public awareness and understanding is crucial. It is important to provide continual updates on the progress of the initiative in order to solidify its importance.

#### LEAD ORGANIZATIONS

- LIP project staff
- Algonquin College
- Local Government

#### RESOURCES

- TR Leger
- County of Lanark
- Other LIPs
- Partnership Venues
- Partnership contact lists/guest lists

#### KEY PARTNERSHIPS

- TR Leger
- Employers
- Service Providers
- The Community at Large

#### TIMELINE

Proposed work plan for achieving the goal.

#### APRIL 01 2012 - JULY 31 2012

- Determine when, what, where
- Develop partnership with hosting organization

#### AUGUST 01 2012 - NOVEMBER 30 2012

- Coordinate the event - message/guests/hospitality
- Delivery

#### DECEMBER 01 2012 - MARCH 31 2013

- Coordinate the event
- Delivery

# THE IMPLEMENTATION PLAN

## Lanark Action Plan

<p><b>OUTCOME # 4—LANARK COUNTY</b>  <b>All newcomers have a comprehensive, clear and relevant resource guide.</b></p>		
<p><b>GOAL #7</b>  <b>Collect all relevant information for the resource guide content/formatting/distribution.</b></p>		
<p><b>PURPOSE</b>          Ensuring all relevant information is included in the guide will be the most important piece. If newcomers are asking for improved awareness and access to information, then completeness, accuracy and relevancy are crucial.</p>		
<p><b>LEAD ORGANIZATIONS</b></p> <ul style="list-style-type: none"> <li>LIP Renfrew/Lanark</li> <li>Labour Market Group</li> </ul>	<p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>Existing brochures/sources</li> <li>211 database</li> <li>rack card</li> <li>website</li> <li>Translation Services</li> <li>Manager</li> </ul>	<p><b>KEY PARTNERSHIPS</b></p> <ul style="list-style-type: none"> <li>TR Leger</li> <li>Employment Services</li> <li>Government Agencies</li> <li>MTCU</li> <li>Libraries</li> <li>Ontario 211</li> <li>Early Years</li> <li>Service Providers</li> </ul>
<p><b>TIMELINE</b>          Proposed work plan for achieving the goal.</p>		
<p><b>APRIL 01 2012 - JULY 31 2012</b></p> <ul style="list-style-type: none"> <li>Determine parameters for lead manager</li> <li>Hire or assign manager duties</li> <li>Determine the scope of the guide</li> <li>Contact all Service Providers to gather their information</li> <li>Identify host website and cost recovery</li> </ul>	<p><b>AUGUST 01 2012 - NOVEMBER 30 2012</b></p> <ul style="list-style-type: none"> <li>Continue gathering the information</li> <li>Compile information into a usable format</li> <li>Website Development</li> <li>Design rack card</li> </ul>	<p><b>DECEMBER 01 2012 - MARCH 31 2013</b></p> <ul style="list-style-type: none"> <li>User testing with LIPC and newcomers</li> <li>Gather feedback</li> <li>Fix problems</li> <li>Translate the content into key languages</li> <li>Distribution, publicity, sustainability, as next steps</li> </ul>



Photo: Rosa Lee

Lanark County

# THE IMPLEMENTATION PLAN

## Lanark Action Plan

<p><b>OUTCOME # 5—LANARK COUNTY</b>  <b>All service providers in all sectors are prepared and willing to assist newcomers or direct them to the appropriate service(s).</b></p>		
<p><b>GOAL #8</b>  <b>Create an asset map of all service providers in all sectors.</b></p>		
<p><b>PURPOSE</b>                  In order for the current non-immigrant serving service providers to become prepared to serve newcomers, we need to know who they are and what they do, including the level of client service available.</p>		
<p><b>LEAD ORGANIZATIONS</b></p> <ul style="list-style-type: none"> <li>• LIP project staff</li> <li>• Other Groups involved in Asset Mapping</li> </ul>	<p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>• HCP Asset Map</li> <li>• Ontario 211</li> <li>• CIC, MCI Databases</li> <li>• LIPC network</li> <li>• Promotional funding</li> <li>• Data Analysis Coordinator, Lanark</li> </ul>	<p><b>KEY PARTNERSHIPS</b></p> <ul style="list-style-type: none"> <li>• TR Leger</li> <li>• Lanark County Planning Council</li> <li>• Service Canada</li> <li>• Champlain LHIN</li> <li>• Frontenac Archbiosphere</li> <li>• LLG Healthy Community Partnership</li> <li>• Community Support Corporation</li> <li>• Enterprise Centres</li> </ul>
<p><b>TIMELINE</b>                  Proposed work plan for achieving the goal.</p>		
<p><b>APRIL 01 2012 - JULY 31 2012</b></p> <ul style="list-style-type: none"> <li>• Determine parameters for asset map</li> <li>• Determine programs newcomers may need - find out who they are and what they do</li> </ul>	<p><b>AUGUST 01 2012 - NOVEMBER 30 2012</b></p> <ul style="list-style-type: none"> <li>• Develop the asset map</li> </ul>	<p><b>DECEMBER 01 2012 - MARCH 31 2013</b></p> <ul style="list-style-type: none"> <li>• Develop the asset map</li> </ul>



# THE IMPLEMENTATION PLAN

## Lanark Action Plan

### OUTCOME # 5—LANARK COUNTY

All service providers in all sectors are prepared and willing to assist newcomers or direct them to the appropriate service(s).

### GOAL #9

Develop a communications plan for proper relaying of information and referrals to the service providers.

#### PURPOSE

Appropriate and effective service delivery is based on significant and worthwhile referrals between service providers. A communications plan will be required to achieve efficiency and relevancy for the newcomer client.

#### LEAD ORGANIZATIONS

- LIP project staff
- County of Lanark
- Communications Groups

#### RESOURCES

- Asset Map
- Online LIP resource bank
- LIPC network

#### KEY PARTNERSHIPS

- TR Leger
- Employers
- Service Providers
- Those on the Asset Map

#### TIMELINE

Proposed work plan for achieving the goal.

#### APRIL 01 2012 - JULY 31 2012

- No Activity.

#### AUGUST 01 2012 - NOVEMBER 30 2012

- Distribution of information to partners
- PR and related communications
- Develop ongoing maintenance plan

#### DECEMBER 01 2012 - MARCH 31 2013

- Publicize
- Engage in Professional Development
- Get feedback from those using the communications plan

## Local Immigration Partnership Renfrew and Lanark

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Citizenship and  
Immigration Canada

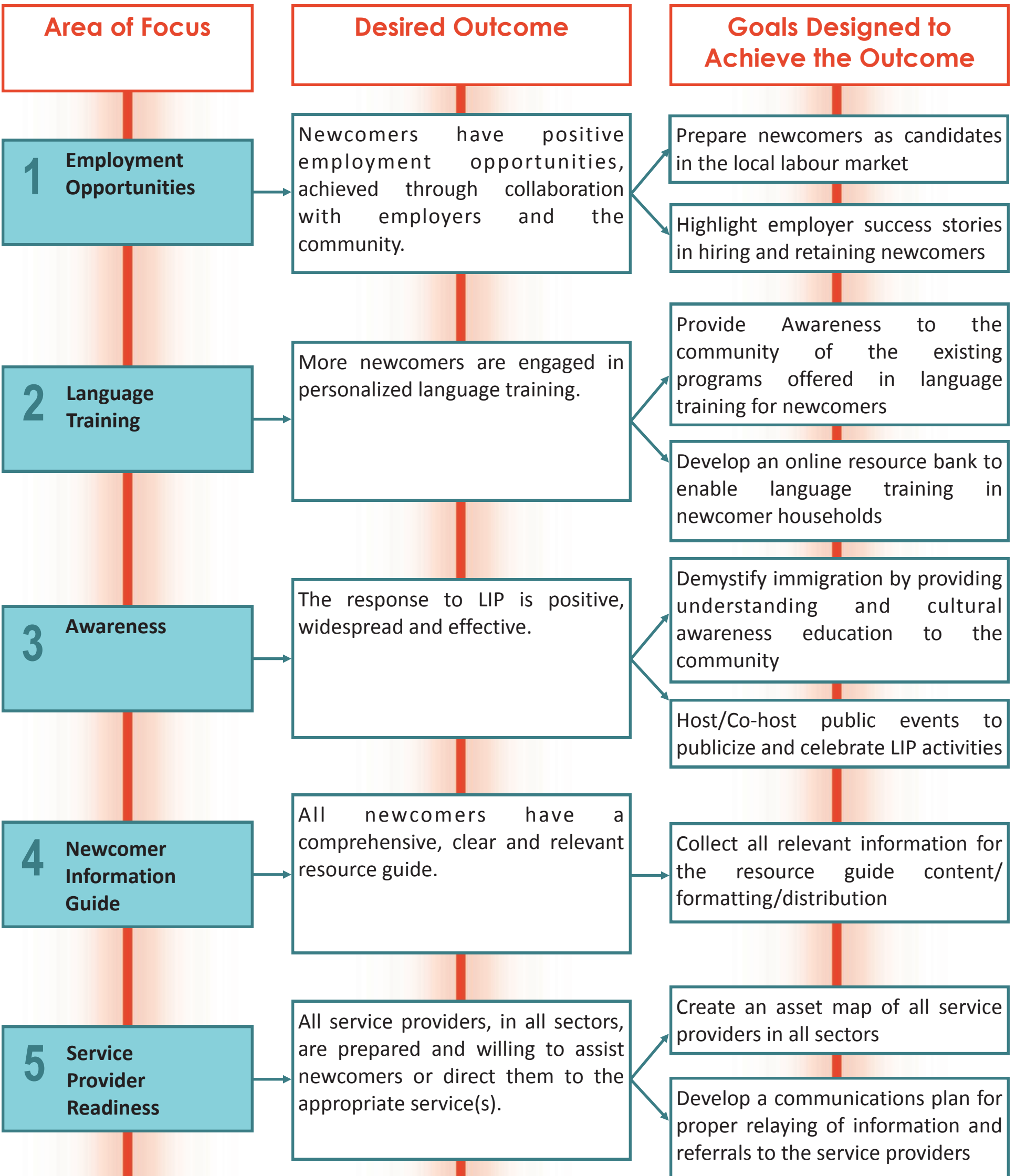
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Immigration Canada

Canada 



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## Lanark County Work Plan

MAIN THEME	GOAL	APRIL 01 2012— JULY 31 2012	AUGUST 01 2012 - NOVEMBER 30 2012	DECEMBER 01 2012 - MARCH 31 2013
Employment Opportunity	<b>1</b> Prepare Newcomers as Candidates in the Local Labour Market	<ul style="list-style-type: none"> <li>Achieve buy-in from Lead Organizations</li> <li>Collect Information about Existing Programs</li> </ul>	<ul style="list-style-type: none"> <li>Develop or Arrange Training for Service Providers</li> <li>Compile Resources to Ensure Effective Information is being Relayed</li> </ul>	<ul style="list-style-type: none"> <li>Contact Employers to Identify Potential Internships</li> <li>Divulge Volunteer Opportunities to Newcomers</li> </ul>
	<b>2</b> Highlight Employer Success Stories in Hiring and Retaining Newcomers	<ul style="list-style-type: none"> <li>Collect the Stories</li> <li>Identify the Best Stories to Highlight</li> </ul>	<ul style="list-style-type: none"> <li>Determine the Best way to Publicize</li> <li>Connect with Media/Partners</li> </ul>	<ul style="list-style-type: none"> <li>Implement Publicity Campaign</li> </ul>
Language Training	<b>3</b> Provide Awareness to the Community of the Existing Programs Offered in Language Training for Newcomers.	<ul style="list-style-type: none"> <li>Gather the Information on Existing Programs</li> <li>Reach out to Local Organizations</li> </ul>	<ul style="list-style-type: none"> <li>Develop Advertisements for the Programs</li> <li>Pinpoint Distribution Channels</li> </ul>	<ul style="list-style-type: none"> <li>Release the Advertisements</li> <li>Provide Advertisements to Partners</li> </ul>
	<b>4</b> Develop an Online Resource Bank to Enable Language Training in Newcomer Households	<ul style="list-style-type: none"> <li>Research Existing Resources</li> <li>Research Potential Media - video, Skype, Audio Chat</li> </ul>	<ul style="list-style-type: none"> <li>Hire/Consult a Technology Expert</li> <li>Develop a Preliminary Design</li> </ul>	<ul style="list-style-type: none"> <li>Launch Online Program</li> <li>Develop a Plan to Link to Future Immigrant Portal</li> </ul>
Awareness	<b>5</b> Demystify Immigration by Providing Understanding and Cultural Awareness Education to the Community	<ul style="list-style-type: none"> <li>Gather Facts, Benefits, Diversity Cultural Mix, Why Factor</li> <li>Develop a PR Campaign</li> </ul>	<ul style="list-style-type: none"> <li>Release the PR Campaign</li> <li>Hold a Forum/Community Event</li> </ul>	<ul style="list-style-type: none"> <li>Gather Knowledge on the Canadian Experience</li> <li>Lessons Learned Added to PR Campaign</li> </ul>
	<b>6</b> Host/Co-host Public Events to Publicize and Celebrate LIP Activities	<ul style="list-style-type: none"> <li>Host Internal Welcome Event/ Attract Newcomers</li> </ul>	<ul style="list-style-type: none"> <li>Host External Event with Employers/Businesses</li> </ul>	<ul style="list-style-type: none"> <li>Holiday Social Open to the Community</li> <li>Co-host Success Story Event</li> </ul>
Resource Guide	<b>7</b> Collect all Relevant Information for the Resource Guide Content/Formatting/ Distribution	<ul style="list-style-type: none"> <li>Determine Parameters of Lead Manager Duties</li> <li>Assign Manager Duties</li> <li>Determine the Scope of the Guide</li> <li>Contact all Service Providers to Gather their Info</li> <li>Identify Host Website and Cost Recovery</li> </ul>	<ul style="list-style-type: none"> <li>Contact all Service Providers to Gather their Info</li> <li>Compile Information</li> <li>Website Development</li> <li>Design Rack Card</li> </ul>	<ul style="list-style-type: none"> <li>User Testing</li> <li>Gather Feedback</li> <li>Correct Problems</li> <li>Translation</li> <li>Sustainability Planning</li> </ul>
Service Provider Readiness	<b>8</b> Create an Asset Map of All Service Providers in All Sectors	<ul style="list-style-type: none"> <li>Determine Parameters of Asset Map</li> <li>Determine Programs Newcomers May Need</li> </ul>	<ul style="list-style-type: none"> <li>Develop the Asset Map</li> </ul>	<ul style="list-style-type: none"> <li>Develop the Asset Map</li> </ul>
	<b>9</b> Develop a Communications Plan for Proper Relaying of Information and Referrals to the Service Providers		<ul style="list-style-type: none"> <li>Distribution of Information to Partners</li> <li>PR and Related Communications</li> <li>Develop Ongoing Maintenance Plan</li> </ul>	<ul style="list-style-type: none"> <li>Publicize</li> <li>Engage in Professional Development</li> <li>Feedback from the Users</li> </ul>

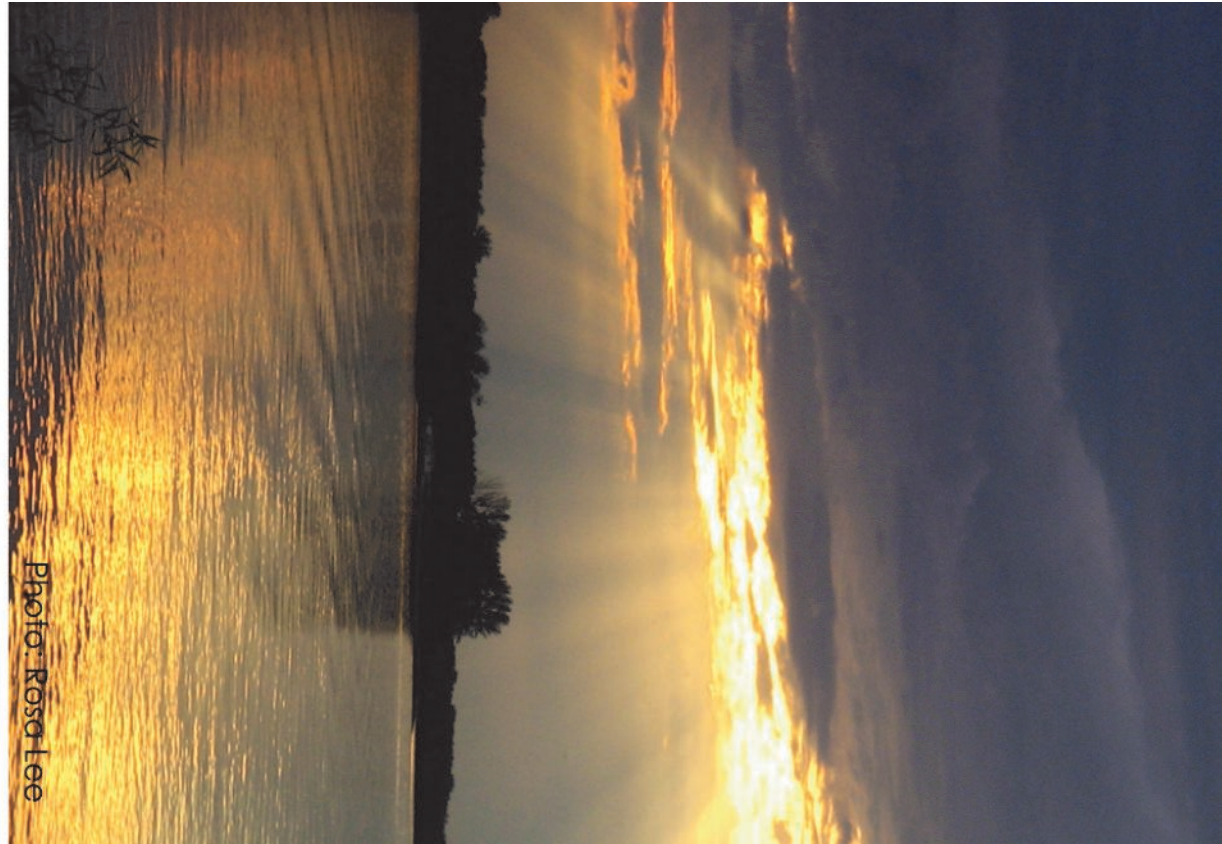
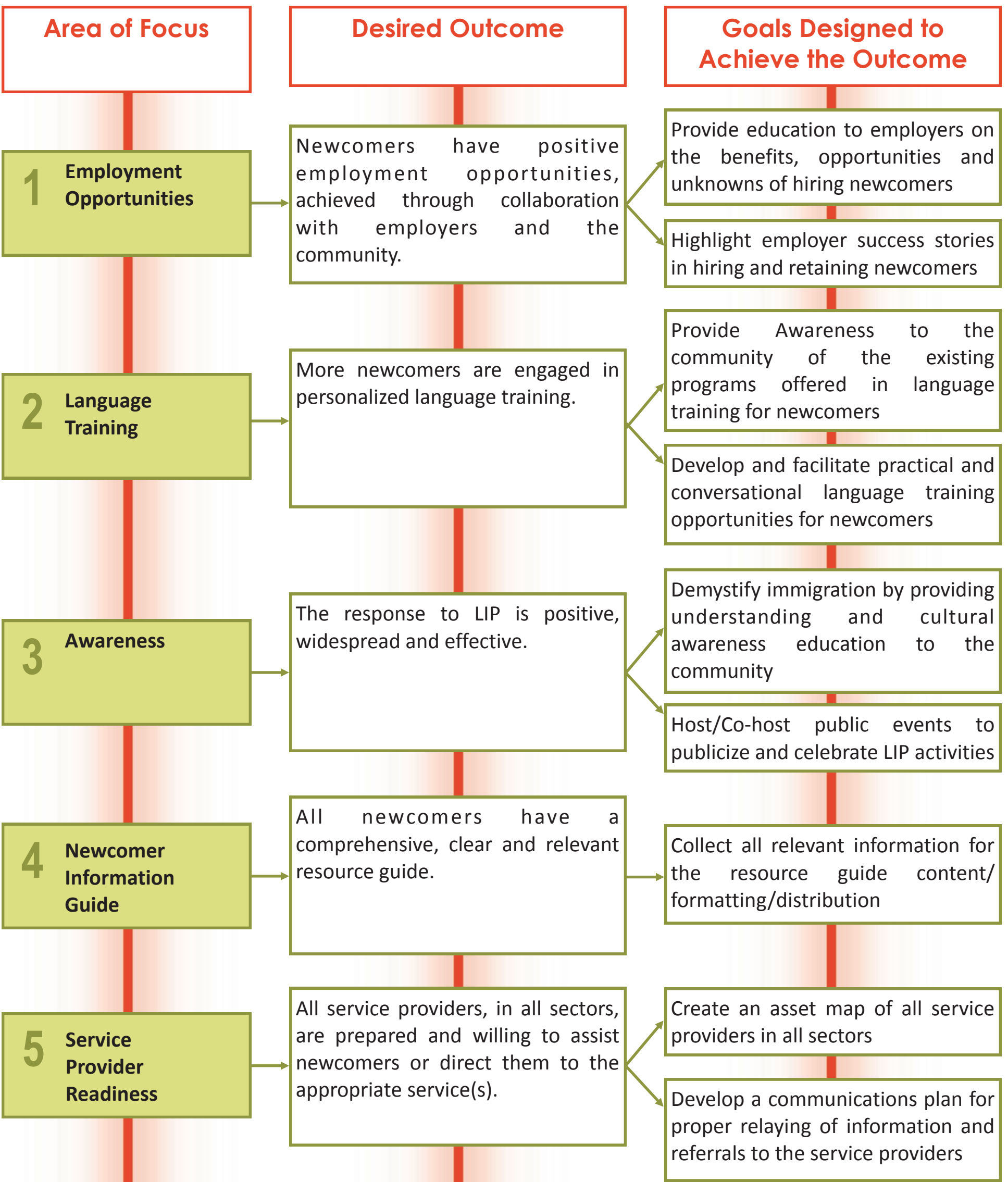


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## Renfrew County Work Plan

MAIN THEME	GOAL	APRIL 01 2012— JULY 31 2012	AUGUST 01 2012 - NOVEMBER 30 2012	DECEMBER 01 2012 - MARCH 31 2013
Employment Opportunity	<b>1</b> Provide Education to Employers on the Benefits, Opportunities and Unknowns of Hiring Newcomers	<ul style="list-style-type: none"> <li>Gather the Information</li> <li>Partner with a Leader</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate Employer Forum</li> <li>Host an Employer Forum</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate Employer Forum</li> <li>Host an Employer Forum</li> </ul>
	<b>2</b> Highlight Employer Success Stories in Hiring and Retaining Newcomers	<ul style="list-style-type: none"> <li>Collect the Stories</li> <li>Identify the Best Stories to Highlight</li> </ul>	<ul style="list-style-type: none"> <li>Determine the Best way to Publicize</li> <li>Connect with Media/Partners</li> </ul>	<ul style="list-style-type: none"> <li>Implement Publicity Campaign</li> </ul>
Language Training	<b>3</b> Provide Awareness to the Community of the Existing Programs Offered in Language Training for Newcomers.	<ul style="list-style-type: none"> <li>Gather the Information on Existing Programs</li> <li>Reach out to Local Organizations</li> </ul>	<ul style="list-style-type: none"> <li>Develop Advertisements for the Programs</li> <li>Pinpoint Distribution Channels</li> </ul>	<ul style="list-style-type: none"> <li>Release the Advertisements</li> <li>Provide Advertisements to Partners</li> </ul>
	<b>4</b> Develop and Facilitate Practical and Conversational Language Training Opportunities for Newcomers	<ul style="list-style-type: none"> <li>Research Resources to Develop the Format</li> <li>Recruit and Train Volunteers</li> <li>Establish a Referral Process/ Activity Promotion</li> </ul>	<ul style="list-style-type: none"> <li>Establish Partnership with Newcomer/Volunteer</li> <li>Implement Activity across the County</li> </ul>	<ul style="list-style-type: none"> <li>Review/Feedback/Evaluation</li> </ul>
Awareness	<b>5</b> Demystify Immigration by Providing Understanding and Cultural Awareness Education to the Community	<ul style="list-style-type: none"> <li>Coordinate a Presentation with AECL</li> <li>Determine Content/Best Practices</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate Workshops/Seminars</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate Workshops/Seminars</li> </ul>
	<b>6</b> Host/Co-host Public Events to Publicize and Celebrate LIP Activities	<ul style="list-style-type: none"> <li>Host Internal Welcome Event/ Attract Newcomers</li> </ul>	<ul style="list-style-type: none"> <li>Host External Event with Employers/Businesses</li> </ul>	<ul style="list-style-type: none"> <li>Holiday Social Open to the Community</li> <li>Co-host Success Story Event</li> </ul>
Resource Guide	<b>7</b> Collect all Relevant Information for the Resource Guide Content/Formatting/ Distribution	<ul style="list-style-type: none"> <li>Determine Parameters of Lead Manager Duties</li> <li>Assign Manager Duties</li> <li>Determine the Scope of the Guide</li> <li>Contact all Service Providers to Gather their Info</li> <li>Identify Host Website and Cost Recovery</li> </ul>	<ul style="list-style-type: none"> <li>Contact all Service Providers to Gather their Info</li> <li>Compile Information</li> <li>Website Development</li> <li>Design Rack Card</li> </ul>	<ul style="list-style-type: none"> <li>User Testing</li> <li>Gather Feedback</li> <li>Correct Problems</li> <li>Translation</li> <li>Sustainability Planning</li> </ul>
Service Provider Readiness	<b>8</b> Create an Asset Map of All Service Providers in All Sectors	<ul style="list-style-type: none"> <li>Determine Parameters of Asset Map</li> <li>Determine Programs Newcomers May Need</li> </ul>	<ul style="list-style-type: none"> <li>Develop the Asset Map</li> </ul>	<ul style="list-style-type: none"> <li>Develop the Asset Map</li> </ul>
	<b>9</b> Develop a Communications Plan for Proper Relaying of Information and Referrals to the Service Providers		<ul style="list-style-type: none"> <li>Distribution of Information to Partners</li> <li>PR and Related Communications</li> <li>Develop Ongoing Maintenance Plan</li> </ul>	<ul style="list-style-type: none"> <li>Publicize</li> <li>Engage in Professional Development</li> <li>Feedback from the Users</li> </ul>