

Appendices – LIP Lanark & Renfrew 2025–2028 Strategic Plan

Appendix A: LIP Advisory Council – Terms of Reference (2025–2028)

We extend our thanks to the members of the LIP Advisory Council for their leadership and dedication.

Their collaborative approach and passion for the communities they serve continue to strengthen LIP's work.

The Local Immigration Partnership (LIP) Advisory Council for Lanark & Renfrew Counties is composed of key stakeholders and community representatives, including:

- Municipalities
- School boards
- Post-secondary institutions
- Employment service providers
- Employers
- Workforce planning boards
- Economic development offices
- Community allies
- Government agencies

Membership may evolve over time as new partners from Lanark & Renfrew Counties become involved.

Purpose:

The LIP Advisory Council serves as a community advisory body guiding the development, implementation, and evaluation of the 2025-2028 LIP Strategic Plan. Decisions are informed by diverse perspectives from organizations that serve newcomer and immigrant populations in the region.

Roles and Responsibilities:

- Acting as a liaison between the LIP and their sector and championing the LIP vision.
- Participating in quarterly Advisory Council meetings.
- Sharing relevant sector-specific data and insights to identify community assets and gaps in immigrant inclusion.
- Providing advice on the implementation of the Strategic Plan and identifying emerging challenges.
- Fostering positive relationships among stakeholders and rights-based holders to advance LIP objectives.

Mission:

The LIP Advisory Council supports the implementation of the 2025-2028 Strategic Plan through collaboration, research, and leadership that strengthen immigrant inclusion and contribute to welcoming, sustainable communities.

Mandate:

The LIP Advisory Council's priorities are to:

- Support initiatives that attract and retain immigrants in Lanark and Renfrew Counties.
- Strengthen and grow community stakeholder engagement and representation.
- Promote inclusion and diversity through knowledge-sharing, research and community planning.
- Apply research findings from focus groups, interviews, and surveys to guide LIP programs and activities, ensuring decisions are evidence-based.
- Support Truth and Reconciliation by fostering respectful relationships between newcomers and Indigenous communities.
- Proactively respond to partnership opportunities with community representatives who share a vision of creating welcoming communities for newcomers and immigrants in rural regions.

Governance:

- The LIP Advisory Council functions in an advisory capacity, providing recommendations that inform LIP's planning and activities.
- Meetings are convened and facilitated by the designated Chair or LIP representative.
- The Advisory Council meets quarterly.
- Working groups may be established for specific projects. Working groups are asked to report findings and recommendations to the Advisory Council.
- The LIP team provides administrative support and coordination.

Terms of Membership:

- Membership terms are one (1) year in length and can be renewed annually.
- To be eligible for renewal, members must attend a minimum of two (2) Advisory Council meetings per year.
- Members who are no longer able to participate may resign by notifying the Advisory Council Chair in writing.
- Organizations may designate an alternate representative, subject to approval by the LIP and Advisory Council Chair.
- Where consensus cannot be reached, Advisory Council recommendations will be determined using a majority-based approach.
- The Terms of Reference will be reviewed in alignment with the LIP funding cycle (every 3-5 years).

Advisory Council Committee Members who contributed to the strategic plan:

Jade Nauman	United Way East Ontario-Renfrew County
Karthi Rajamani	CEO, Pembroke Public Library
Kelly Latendresse	CEO, Renfrew Public Library
David Wybou	Business Development Officer, County of Renfrew
Jennifer White	Family and Children Services, Executive Director
Jenn Doelman	Farmer and Chair of the Agricultural and Economic Development Committee, Renfrew County
Christie Laurin	Project Officer, Labour Market Group
Brent Dick	Community Employment Services - Perth & Pembroke
Manal Ben Khadra	Family and Children Services Human Resources - Renfrew County
Jessica Poff	Principal of Principal of Human Rights, Equity and Oppression - RCDSB
Emily Fournier	Library Specialist - Adult & Senior Services
Rob Probert	Director, Canadian Career Academy
Linda Alexander	Settlement and Recruitment Officer
Veronica Felizardo	Board Member, Lanark Basic Income Network (Primary representative)
Isobel Boyle	Board Member, Lanark Basic Income Network (Alternate representative)
Adam Amza	Settlement Coordinator - Lanark & Renfrew Settlement Services
Vera Lima	Co-founder, Canadian Veterinary Hospital Management

Appendix B: Regional Context – Demographics & Labour Market

This appendix summarizes key demographic and labour market indicators informing the 2025–2028 Strategic Plan. Detailed municipal tables and historical datasets are available upon request.

Sense of Belonging in Lanark and Renfrew Counties

- In 2024, the LIP – Lanark & Renfrew conducted a regional study to assess newcomer experiences with services and information across Eastern Ontario. Surveys and focus groups were conducted with newcomers residing in Lanark and Renfrew Counties to examine sense of belonging, feelings of safety and welcome, community connection, settlement experiences, and overall life satisfaction.

Survey findings related to sense of belonging to one’s local town are summarized below:

Indicators	Percent
Very strong	30%
Somewhat strong	42.50%
Somewhat weak	10%
Very weak	10%
Don’t know/no opinion	7.50%

- While these results differ from provincial and national data, comparisons should be interpreted cautiously due to the small sample size (40 respondents) and the local focus of the survey questions. Notably, 30% of respondents reported a very strong sense of belonging to their town, which is lower than the 63% of immigrants in Ontario who report a very strong sense of belonging to Canada overall.
- This suggests that newcomers in Lanark and Renfrew Counties may feel more strongly connected to Canada as a whole than to their immediate local communities. However, when combining respondents who reported a very strong or somewhat strong sense of belonging, the total rises to 72.5%, which closely aligns with the national average reported in 2022.
- These findings underscore the importance of continued, place-based efforts to strengthen local connections, foster inclusion, and support long-term newcomer retention in smaller communities.

Region Demographics

Current Populations:

Lanark County: 83,500-85,000

Population estimates based on existing data:

Name	Status	Population estimate 2022-07-01	Population estimate 2024-07-01
Beckwith	Township	9,554	9,869
Carleton Place	Town	13,282	13,717
Drummond / North Elmsley	Township	8,703	9,262
Lanark Highlands	Township	6,049	6,235
Mississippi Mills	Town	16,363	16,907
Montague	Township	4,203	4,358
Perth	Town	6,628	6,819
Smiths Falls	Town	9,792	10,446
Tay Valley	Township	6,189	5,895

Renfrew County: estimated 114,600-115,900
Population estimates based on existing data:

Name	Status	Population estimate 2022-07-01	Population estimate 2024-07-01
Admaston / Bromley	Township	3,135	3,200
Arnprior	Town	10,269	11,264
Bonnechere Valley	Township	3,980	4,304
Brudenell, Lyndoch and Raglan	Township	1,618	1,665
Deep River	Town	4,422	4,355
Greater Madawaska	Township	3,073	3,143
Head, Clara and Maria	Township	275	293
Horton	Township	3,357	3,445
Killaloe, Hagarty and Richards	Township	2,569	2,567
Laurentian Hills	Town	3,054	3,158
Laurentian Valley	Township	9,934	9,946
Madawaska Valley	Township	4,095	4,085
McNab / Braeside	Township	8,117	8,316
North Algona Wilberforce	Township	3,427	3,275
Pembroke	City	14,973	15,263
Petawawa	Town	19,090	19,462
Pikwakanagan (Golden Lake 39)	Indian Reserve	518	513
Renfrew	Town	8,440	8,682
Whitewater Region	Township	7,639	7,727

Labour Market Overview – Lanark & Renfrew Counties

Labour market data from the [Labour Market Group of Renfrew and Lanark \(2024–2025\)](#) highlight both opportunities and challenges affecting the attraction, integration, and retention of newcomers in Lanark and Renfrew Counties.

Median wages are similar across both counties, with hourly earnings in the mid-\$25 range and annual wages just over \$53,000, reflecting stable but modest labour markets. Employment is shaped by a strong public sector, specialized industries, and persistent workforce shortages, particularly in health care, long-term care, health support, retail, hospitality, and community services. These sectors offer entry and mid-level opportunities but require targeted support to sustain participation and retention.

Renfrew County's labour market is centred in Pembroke and Arnprior. It is influenced by federal, defence, research, and STEM employers. While this creates opportunities to attract highly skilled immigrants, it also highlights the need for coordinated credential recognition, language training, and settlement supports to further facilitate long-term integration.

In Lanark County, employment growth is driven largely by service-based industries, with job postings concentrated in Carleton Place and Mississippi Mills. Ongoing hiring pressures reflect a community-based economy where transportation, childcare, and employment-readiness support are critical to workforce participation.

Broader trends further underscore the importance of retention. National forecasts project (BMO) slower economic growth in 2026, and recent immigration policy changes have contributed to increased immigrant outmigration, particularly among highly skilled workers. This creates added challenges for rural regions with limited workforce capacity.

Together, these conditions reinforce the need for coordinated action. Strengthening collaboration among employers, municipalities, settlement providers, and community organizations is essential to aligning immigration with labour market needs, supporting newcomer retention, and ensuring long-term regional economic stability.

Appendix C: Anti-Racism, Equity, Diversity & Inclusion Framework

The Local Immigration Partnership – Lanark & Renfrew Counties is administered by Algonquin College's Pembroke Campus. Algonquin College has a robust anti-racism policy and a commitment to combating hate. Policy SA 18: Combating Racism and Hate, which aims to address all forms of racism and hate, including anti-Indigenous racism, anti-Black racism, antisemitism, and Islamophobia. This policy aligns with the Ontario Human Rights Code and the Ministry of Colleges and Universities Directive on Anti-Racism/Anti-Hate. The College, along with all subsidiary contracts and departments, is committed to fostering inclusive, safe, and caring environments for students, faculty, and all who visit the College. This includes preventing and addressing racism and hate, and advocating and supporting dialogue and education.

There are principles and processes in place to address racism and hate, both within the organization and across the community. The policy also includes definitions of hate and examples of misconduct or offences outlined in the Criminal Code of Canada.

A link to the SA 18 Algonquin College policy, the Principles, Reporting Process, Resources and Supports, and Definitions have been included in the appendix of this document.

[The policy SA 18: Combating Racism and Hate is available in full here.](#)

Additional Applicable Policies:

- AC02 – [AC02: Client Service Standards for Persons with Disabilities](#)
- AC03 – [AC03: AODA Integrated Accessibility Standards Regulation](#)
- AD21 – [AD21: Safe to Speak Up](#)
- HR18 – [HR18: Employee Code of Conduct](#)
- HR22 – [HR22: Respectful Workplace](#)
- HR24 – [HR24: Equity, Diversity and Inclusion](#)
- HR25 – [HR25: Psychological Health and Safety](#)
- HS03 – [HS03: Workplace Violence Prevention](#)
- SA15 – [SA15: Spiritual Centre](#)
- SA18 – [Combating Racism and Hate](#)

Appendix D: Key Resources and References

Strengths, Weakness, Opportunities and Threats (SWOT) Analysis

In this section, we present the findings from our SWOT analysis. LIP – Lanark & Renfrew examined external factors (opportunities and threats) and internal factors (strengths and weaknesses) that influence our organization. The analysis is based on data gathered through consultations with our advisory committee and internal team members.

Please see full analysis [HERE](#)

Opportunities

- Appreciation of diversity - Employers, municipal staff, and service providers who were consulted appeared to value the contributions of immigrants and multiculturalism. These stakeholders acknowledge that newcomers often face cultural isolation and challenges in being accepted by the local populations. In fact, these same concerns were raised by newcomers during the consultations, suggesting that employers, municipal staff, and service providers are aware of lived experiences of diverse groups. In addition, stakeholders expressed a willingness to build cross-cultural competencies through training, coaching, and the promotion of inclusive practices. This indicates interest and willingness from our partners to access opportunities and resources that foster a more welcoming and inclusive environment for newcomer communities.

- Transportation - While the absence of public transportation was identified as a barrier to newcomer integration, several projects are underway to improve mobility in the region. Municipalities such as Carleton Place, Mississippi Mills, Perth, Lanark Highlands, and Pembroke have on-demand ride services managed in partnership with the municipalities and local organizations. There are several options for intermunicipal buses and trains connecting cities in the Lanark and Renfrew regions to nearby towns and other metropolitan areas. Lanark and Renfrew counties are also carrying out transit feasibility studies and public consultations to better understand the needs of the local population and develop solutions to address transportation gaps. Transit initiatives are crucial for attracting and retaining immigrant residents and supporting the community as a whole. In particular, international students, families with children, persons with disabilities, and the elderly could benefit the most from transit support.
- Government support - Federal and Provincial Governments have been supporting the region to facilitate newcomer integration and settlement, through community support and immigration initiatives. The Lanark and Renfrew Immigrant Settlement Services (LRISS) is an IRCC-funded program that offers supports immigration, referral to available services in the community, community events and in-school supports. The Regional Economic Development through Immigration (REDI) Pilot is an initiative part of the Ontario Nominee Program that offer a pathway to permanent residence for prospecting immigrants that have received full-time job offers. This one-year pilot project currently applies to the Lanark region. Together, these efforts reflect the commitment by the government to ensure newcomers settle and thrive in the community.

Threats

- Economic hardships and changes in immigration goals - Canada is currently facing economic uncertainties, including high cost of living, housing shortage, and youth unemployment. In addition, the Government of Canada has shifted immigration goals to support a more sustainable growth. This is a response to addressing housing affordability issues, as well as pressures in healthcare, social services and infrastructure. The changing landscape driven by economic constraints and changes in immigration policies may affect newcomers' abilities to afford their basic needs, find meaningful employment, and stay in the country permanently.
- Cultural isolation and acceptance – Immigrants in Lanark and Renfrew face issues with cultural isolation and hardships in being accepted and welcomed by the local population. Focus group participants reported the following as barriers to newcomers' integration in the region.
 - Absences of cultural gatherings
 - Established community leaders
 - Places of worship
 - Culturally diverse food options
 - Dedicated facility for hosting cultural events.

In addition to these gaps, participants noted that newcomers may continue to face challenges related to tolerance and acceptance. Supporting this concern, there seems to be a recent trend of increasingly negative views toward immigrants, fueled by concerns with housing affordability, population growth, and belief that the immigration system is not being properly handled.

- Access to services – Newcomers in the region continue to encounter barriers in accessing essential services, which hinder their ability to thrive. These services are related to child support, healthcare, immigration eligibility, language attainment, and culturally appropriate resources⁶. Committee members also indicated that there is a lack of culturally appropriate services to better serve newcomers. Addressing these service gaps is essential to promoting a more welcoming, inclusive and supportive environment for newcomers.

Weaknesses

- Access to information - Although LIP has been actively supporting immigrants by providing information, resources, and tools to facilitate their integration, many still face challenges accessing essential information. Focus group participants noted a lack of clarity about which organization is responsible for which services. Further, they reported that newcomers are often unaware of programs, opportunities and resources in the community, and there is a need to have a centralized platform to disseminate critical information. Bridging this knowledge gap is key to enhancing newcomers' adaptation and integration.
- Limited resources - LIP serves a broad geographic area, covering 10,500 square kilometres across 28 different municipalities. Our coverage area presents challenges in delivering consistent in-person services to all cities or maintaining a physical presence that is accessible to the serviced areas. LIP's ability to make use of resources is crucial to dealing with those limitations and making a positive impact in the community.
- Availability of volunteers – LIP engages volunteers from across the community, including newcomers, local residents, Indigenous Leaders, and community representatives, to support initiatives. These volunteers contribute meaningfully to our projects. However, recruiting and retaining volunteers can be challenging, as many have time constraints or other personal commitments. As a result, LIP programs may be affected, including community events, advisory committees, or research projects. LIP's ability to engage volunteers is crucial to sustaining our programs.

Strengths

- Collaboration - LIP collaborates with 50+ stakeholders on projects that benefit newcomers and the local community. LIP carries out initiatives with municipal partners (e.g. Mississippi Mills, Petawawa, Pembroke, and Perth) that promote spaces for cultural exchange and provide resources and information to facilitate integration. We also work closely with community organizations to leverage resources, share relevant information, and assist with planning and execution of activities that support newcomers. Our relationships with employers help us learn about labour market trends, connect newcomers and hiring managers, and deliver training to foster inclusive workplaces. These collaborations enable LIP to expand our reach and amplify our impact across the region.

- Established organization - LIP is a well-established organization in the region, with a strong structure administered by Algonquin College's Pembroke Campus and funded by IRCC. Since 2011, we have been active in the community, implementing several community projects, research studies, and training initiatives that benefit newcomers in Lanark and Renfrew counties. The structure provided by Algonquin College facilitates access to research participants, supports a rigorous ethics review process (Research Ethics Board), connects us with community partners, and offers staff opportunities for professional development. LIP's contributions in the region are recognized by stakeholders, newcomers, and the local population, who trust and value our work.
- Impactful projects – LIP has delivered impactful projects in the community that position us as a key integrator or a glue of local services and resources. Advisory members showed support for LIP initiatives during focus group consultations, including the Welcome Packs Welcome Wagon, Culture Connect and joint programs with public libraries⁷. In addition, one focus group participant raised that LIP acts as a glue for newcomer integration. In other words, LIP's strategic role in the community and our large network enable us to bridge service gaps and connect newcomer communities with a wide range of supports. This makes LIP a vital contributor to immigrant integration through meaningful initiatives and improved resource coordination across the region.

Opportunity-Strength Strategies - Using strengths to leverage opportunities

- Appreciation of diversity & Collaboration - There is an opportunity for LIP to engage with partners to offer more opportunities to develop cross-cultural competency and promote diversity. In fact, several members of our Advisory Council expressed willingness to partner and advance equity and inclusion and suggested that LIP implement activities such as diversity training, seminars on inclusive hiring practices, workshops on microaggression, among others.
- Transportation & Established organization - As an established organization, LIP can reach out to municipalities in the region to offer resources and expertise to better understand the transportation needs of local populations. LIP has the capacity to engage Advisory Council members to identify transportation gaps, advocate for transportation projects, offer cross-cultural perspectives on transit feasibility studies, and conduct research to gather the perspectives of recent immigrants, temporary workers, or international students on mobility needs.
- Government supports x Impactful projects - LIP can act as a central point of contact for immigrants and connect them to government-funded initiatives to better serve newcomers in the region. Through initiatives such as the Welcome Pack and Culture Connect, LIP showcases and provides referrals to the LRISS, partner with employers to assist with the adaptation of immigrants that arrive through the REDI (Rural Economic Development through Immigration) Pilot and raise awareness about other government-funded supports.

Opportunity-Weakness Strategies - Overcoming weaknesses by utilizing opportunities

- Government supports & Limited resources – Strengthening our partnership with the government would help LIP to elevate current initiatives and amplify our resources.
- Appreciation for diversity & Availability of volunteers – Through our partnerships with stakeholders, LIP could seek referrals to expand our volunteer network and engage with volunteers. LIP could also promote volunteering as a way to develop cross-cultural competencies for employers, service providers, and municipal staff.

Threat-Strength Strategies - Using strengths to avoid threats

- Access to services & Impactful projects - Although there may be some limitations of services available in Lanark and Renfrew counties, LIP's programs could help to address these gaps. For example, expanding LIP's Welcome Pack could help newcomers learn about and access services in the region. Moreover, our EDI training materials can help community providers, school staff, and municipal workers gain cross-cultural competencies and promote an inclusive environment for immigrants.
- Cultural isolation and acceptance & Collaboration – During our focus group consultations, a number of partners came up with ideas on how to address cultural isolation and acceptance issues. Collaborative projects are a great way to promote cultural exchange and inclusion. Some of the suggested activities include:
 - Offering more opportunities for newcomers to connect online or in-person (e.g. community socials, potlucks, programming with public libraries, resources to present cultures in the region)
 - Applying for funding in partnership with other organizations for cultural events
 - Hosting a multicultural food market with local businesses.

Threat-Weakness Strategies - Minimizing weaknesses to avoid threats

- Limited resources & Economic hardships and changes in immigration goals – Diversifying funding streams can allow LIP to efficiently apply resources and adapt to the changing economic situation and reduction in immigration. LIP can focus on collaborative, grant-funded projects, obtaining support from local and provincial governments, as well as boosting in-kind support to increase financial sustainability, overcome potential challenges, and diversify our programming.
- Access to information & Cultural isolation and acceptance – LIP can assist newcomers to become more connected by promoting cultural events, community programs, and attractions in the Lanark and Renfrew counties. Highlighting local initiatives can help newcomers to engage with the community and feel more connected.
- Availability of volunteers & Access to services – LIP could play a role in promoting volunteerism as a strategy to address service gaps and support in creating connections. By uplifting existing programs, such as the LRISS mentor/volunteer initiative, LIP helps strengthen community capacity while supporting newcomer integration.

What we have achieved:

- Over the past decade, LIP - Lanark & Renfrew has strengthened its network of community partners and advanced data-informed initiatives that support newcomer attraction, retention, and participation across the region. These efforts have led to impactful programming and collaborative strategies, including:

Research:

- International Student Longitudinal Research Project (2021–2024): Obtaining valuable data about the experiences of international students at Algonquin College's rural campuses.
- Eastern Ontario Newcomer Survey: Capturing the lived realities, needs, and priorities of immigrant populations in Lanark & Renfrew Counties.

Community Engagement:

- Culture Connect: An annual cultural event series, now in its fourth year, fostering cross-cultural connections and community celebration.
- #ShareYourStory Initiative: Providing newcomers with a platform to share personal experiences and perspectives.
- #CreatingConnections Challenge: Encouraging collaboration, learning and awareness across communities.
- LIP – Lanark & Renfrew Welcoming Network: A newcomer-led committee who support in guiding LIP priorities.
- Learning & Connections Circle Mentorship Program: Supporting newcomer integration through mentorship and relationship-building.

Knowledge Sharing:

- #ImmigrantsWork Campaign: In partnership with World Education Services, supporting employers wanting to recruit and retain global talent.
- Eastern Ontario Immigrant Attraction & Retention Strategy: Developed collaboratively with RSIFEO, SLRIP, OLIP, and the Eastern Ontario Training Board.
- Internationally Educated Health Professionals (IEHP) Recruitment & Retention Strategy: Addressing critical regional workforce gaps in healthcare.

Facilitation:

- Newcomer & Community Information Portals: Centralized, accessible platforms for settlement support and community resources.
- EDI and Cultural Diversity Workshops: Equipping community partners with knowledge and tools for inclusive practices.
- Intercultural Development Inventory: Providing high-level intercultural development opportunities to community members and organizations.
- Agricultural Hub (LIP Website): Providing information and resources for newcomer employment and engagement in agriculture.