



Northeastern Ontario
Multicultural Centre
Diversité Multiculturelle Services
Centre multiculturel
du Nord-Est de l'Ontario
Services d'Établissement pour les Immigrants

NORTH BAY LOCAL IMMIGRATION PARTNERSHIP STRATEGIC PLAN

2025 – 2028

DEVELOPED IN
PARTNERSHIP WITH





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ABOUT THE NORTH BAY LIP

AN OVERVIEW OF THE LIP

Local Immigration Partnerships (LIPs) are a mechanism through which Immigration, Refugees and Citizenship Canada (IRCC) supports the development of community-based partnerships and planning around the needs of newcomers.

LIPs bring together multiple settlement and non-settlement partners at the local level, including municipalities and other orders of government; settlement service providers; employers and Chambers of Commerce; school boards; Francophone Immigration Networks; health centers and networks; ethno-cultural and faith-based organizations; and other partners.

LAND ACKNOWLEDGEMENT

The North Bay LIP is situated on the traditional territory of the Nipissing First Nation Anishnabe. This territory is covered by the Robinson-Huron and Upper Canada Treaties.



VISION

A welcoming, inclusive, and collaborative North Bay where newcomers can thrive.



MISSION

To serve as a connector, advocate, and knowledge hub that cultivates newcomer belonging, strengthens community partnership, and advances equity and inclusion.

GUIDING PRINCIPLES

- Represent the vision and mandate of the North Bay LIP, while respecting IRCC's guidelines
- Prioritize building balanced, effective, and action-oriented partnerships that lead to meaningful outcomes
- Be respectful in both opinion and action towards others in the Partnership
- Use an Anti-Oppressive and Gender-based Analysis Plus (GBA+) approach when planning the North Bay LIP activities and setting strategic directions and priorities
- Embrace a collaborative approach to discuss issues and solutions
- Promote equity, honesty, accountability, and trust
- Be a champion for the North Bay LIP
- Maximize impact through leveraged resources and external funding partners, wherever appropriate and possible
- No single organization's mandate shall be prioritized in guiding the Timmins LIP's actions.



DEVELOPMENT OF THE STRATEGIC PLAN

In March 2025, the North Bay LIP issued a request for proposals (RFP) seeking research consultants to conduct community-based research. This research supported the renewal of community strategic priorities and informed future action plans to further support immigration and settlement in the community.

The Rural Development Network (RDN) worked on this research project titled Pathways to Inclusion: Enhancing Newcomer Integration in North Bay. As part of the project, RDN collected existing information from the LIPs, reviewed existing literature, conducted surveys and interviews, and collated all findings in a What We Heard report. The report provided an analysis of the context of each community, identified critical gaps in newcomer integration, and suggested potential partnerships and best practices to address those gaps.

This strategic framework for North Bay LIP is based on the recommendations laid out in the What We Heard report. This framework encapsulates the overall vision and direction for the North Bay LIP in the next three years (2025 to 2028).





SUMMARY OF STRATEGIC PRIORITIES, GOALS, AND ACTIVITIES

Overarching Goal: North Bay LIP is recognized as a trusted community connector and hub.

ORGANIZATIONAL CAPACITY & SUSTAINABILITY

**STRENGTHEN
NORTH BAY LIP'S
INTERNAL
STRUCTURE TO
ENSURE STABILITY,
EFFICIENCY, AND
IMPACT**



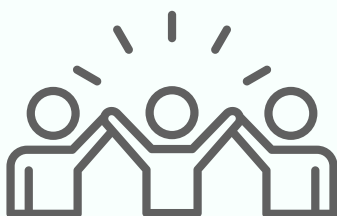
- Develop a **3-year action and evaluation plan** aligned with the IRCC funding cycle until March 2028
- Establish a **communications plan** to ensure members, partners, and relevant community organizations are consistently informed and engaged
- Explore **diverse funding opportunities** from government and community sources to expand staffing, programming, initiatives, and resources
- Explore involving **interns or volunteers** to support areas, such as communications, program delivery, data management, and event coordination

GOVERNANCE AND COMMITTEE PARTICIPATION

**ENHANCE THE
EFFECTIVENESS,
ACCOUNTABILITY,
AND INCLUSIVITY
OF THE NORTH BAY
LIP'S GOVERNANCE
STRUCTURE**



- Review and update the **Terms of Reference (ToR)** for Executive and Partner Members
- Implement the **communications plan** to keep all members informed and engaged
- Establish a **formal mechanism** to invite individuals to present to and participate in committee discussions
- Develop a **solid understanding** of the committee structures, including how they connect and interact with each other
- **Identify gaps** in committee composition and recruit members to fill those gaps
- Create a comprehensive **Committee Orientation Package** to be distributed as new members join committees





COLLABORATION AND PARTNERSHIPS

**STRENGTHEN
PARTNERSHIPS
BETWEEN NORTH
BAY LIP AND KEY
COMMUNITY
PARTNERS TO
CREATE A
COORDINATED
SUPPORT SYSTEM
FOR NEWCOMERS**

- Host **quarterly roundtables**, in collaboration with the Réseaux en immigration francophone (RIF) on key settlement issues and integration topics
- Participate in **community boards and task forces** to represent newcomer perspectives and the settlement sector
- **Increase awareness** of the North Bay LIP among local partners

EDUCATION, AWARENESS, AND BELONGING

**REDUCE RACISM
AND
DISCRIMINATION
WHILE
STRENGTHENING
INCLUSION AND
BELONGING
ACROSS NORTH
BAY**

- **Promote available training opportunities** on topics such as cultural competency, anti-racism, and equity, diversity, and inclusion (EDI).
- Develop **public awareness campaigns** to counter misinformation about newcomers and highlight the positive impact of immigration within North Bay and Canada
- Develop **programming and accessible online resources** that foster meaningful connections and deepen shared understanding between Indigenous Peoples, newcomers and other residents of North Bay.
- Facilitate the **co-creation of community events and spaces** where newcomers and long-term residents collaborate equally in design, decision-making, and cultural expression



ACCESS TO INFORMATION & COMMUNITY RESOURCES

PARTNERS ARE EQUIPPED WITH RESOURCES, TOOLS, AND INFORMATION THAT ENABLE THEM TO EFFECTIVELY SUPPORT NEWCOMERS' ACCESS TO SERVICES, COMMUNITY OPPORTUNITIES, AND INITIATIVES THAT ENHANCE WELL-BEING AND INCLUSION.

- Enhance and better promote a **Centralized Newcomer Information Hub**
- Update and strengthen the existing **Welcome Packages**
- **Promote existing calendars** to the newcomer network and encourage newcomer-related groups and clubs to populate events
- Serve as a **reliable source of immigration-related data and insights** for partners, providing information as needed to help inform programs, services, and decision-making





PRIORITY 1: ORGANIZATIONAL CAPACITY AND SUSTAINABILITY



Goal: Strengthen North Bay LIP's internal structure to ensure stability, efficiency, and impact.

KEY ACTIVITIES AND CONSIDERATIONS:

- **Develop a 3-year Action and Evaluation Plan** aligned with the IRCC funding cycle (to March 2028), broken down by fiscal year, with associated actions per year
 - Ensure all action plans are SMART (Specific, Measurable, Achievable, Relevant, and Time-bound).
 - Track metrics such as: newcomers accessing the Information Hub, partnerships formalized, workshops delivered, and newcomer leadership representation.
- **Establish a Communications Plan** to ensure members, partners, and relevant community organizations are consistently informed and engaged.
 - Include two types of communication
 - Regular or ongoing activities (e.g., scheduled meetings, updates, website updates, social media, newsletters).
 - One-time or event-based activities (e.g., training or workshop, advocacy campaigns, key celebrations).
 - Create standardized templates for communications
- **Explore diverse funding opportunities** from government and community sources to expand staffing, programming, initiatives and resources.
 - Potential funding sources include Federal Economic Development Agency for Northern Ontario (FedNor), Canada-Ontario Job Grant, and other public/private programs.
- **Explore involving interns or volunteers** to support communications, data management, and event coordination.
 - Partner with post-secondary institutions in the community (e.g., Canadore College, Nipissing University, Collège Boréal) for student placements.



PRIORITY 2: GOVERNANCE AND COMMITTEE PARTICIPATION



Goal: Enhance the effectiveness, accountability, and inclusivity of the North Bay LIP's governance structure.

KEY ACTIVITIES AND CONSIDERATIONS:

- **Review and update the Terms of Reference (ToR)** for Executive and Partner Members
 - Clarify roles and mandates.
 - Consider rotating chairs at meetings to increase engagement.
 - Encourage each organization to identify an alternate representative at meetings.
- **Implement the Communications Plan** to keep all members informed
 - Send meeting agendas in advance.
 - Provide minutes with clear action items, timelines, and assigned responsibilities to all committee members, including those who were unable to attend.
- **Establish a formal mechanism to invite individuals to present to and participate in committee discussions**, providing neutral guidance and fresh perspectives.
 - Providing feedback within the LIP can sometimes be challenging, limiting honest input. This practice helps encourage open, candid feedback during meetings and other engagement activities, strengthening governance discussions.
- **Develop a solid understanding of the committee structures, including how they connect and interact with each other** to better understand each committee's purpose, mandate, partnerships and roles within the LIP and greater community.
- **Identify gaps in committee composition** and recruit members to fill those gaps
 - Host an annual planning session with the Executive Committee to review yearly highlights and accomplishments, complete KPIs, plan future initiatives, and identify required partners, financial resources, and other supports to advance actions
 - Promote newcomer representation within LIP by establishing a newcomer advisory board.
- **Create a comprehensive Committee Orientation Package** to be distributed as new members join committees



PRIORITY 3: COLLABORATION AND PARTNERSHIPS



Goal: Strengthen partnerships between North Bay LIP and key community partners to create a coordinated support system for newcomers.

KEY ACTIVITIES AND CONSIDERATIONS:

- **Host quarterly roundtables in collaboration with the réseaux en immigration francophone (RIF)** on key settlement issues and integration topics.
 - Discuss issues affecting newcomer settlement and integration, such as housing, employment, healthcare, childcare, etc.
- **Participate in community boards and task forces** to represent newcomer perspectives and the settlement sector.
 - The LIP Coordinator is encouraged to sit on different boards and councils to act as a voice for newcomers and bring the settlement perspective.
- **Increase awareness of the North Bay LIP among local partners**
 - This can be achieved through an increased online presence, active participation in relevant community events and activities, and strong community partnerships.





PRIORITY 4: EDUCATION, AWARENESS, AND BELONGING



Goal: Reduce racism and discrimination while strengthening inclusion and belonging across North Bay.

KEY ACTIVITIES AND CONSIDERATIONS:

- **Promote available training opportunities** on topics such as cultural competency, anti-racism, and equity, diversity, and inclusion (EDI).
 - Engage diverse community sectors (education, health, law enforcement, local government, employers, housing local government)
 - Connect with organizations offering relevant workshops
 - Consider hiring external facilitators or subject matter experts to deliver the training or workshop.
- **Develop public awareness campaigns** to counter misinformation about newcomers and highlight the positive impact of immigration within North Bay and Canada at large.
 - Showcase newcomers' social, cultural, and economic impact using IRCC resources.
 - **Examples: Economic impact of immigration, How Immigration Contributes to North Bay's local economy**
 - Collect and share consented newcomer testimonials (written or video).
 - Support or amplify existing community initiatives promoting inclusion.
- **Develop programming and accessible online resources that foster meaningful connections and deepen shared understanding between Indigenous Peoples, newcomers and other residents of North Bay.**
 - Create a dedicated section on the LIP website offering these programs and resources.
- **Facilitate the co-creation of community events and spaces** where newcomers and long-term residents collaborate equally in design, decision-making, and cultural expression
 - Incorporate cultural performances, food, or storytelling from diverse communities.
 - Facilitate dialogue sessions between newcomers and long-term residents.
 - Offer multilingual event materials (signage, programs, presentations) to increase accessibility.
 - Conduct post-event surveys to assess participation, inclusivity, and impact.



PRIORITY 5: ACCESS TO INFORMATION AND COMMUNITY RESOURCES



Goal: Partners are equipped with resources, tools, and information that enable them to effectively support newcomers' access to services, community opportunities, and initiatives that enhance well-being and inclusion.

KEY ACTIVITIES AND CONSIDERATIONS:

- **Enhance and better promote a centralized newcomer information hub**
 - Conduct an audit of existing settlement and community resources to identify gaps.
 - Improve promotion of the **online platform** (e.g., webpage created by the City of North Bay) and incorporate multilingual options where possible.
 - Explore creating a **physical hub** (e.g., at the library) to increase accessibility and visibility of newcomer information.
 - Continuous collaboration with local organizations to ensure content on both the online platform and physical hub remains accurate and up-to-date.
- **Update and strengthen the existing comprehensive welcome packages**
 - Include essential information on settlement, housing, employment, healthcare, tenant rights, transportation, and cultural resources, and optional freebies or gift certificates from local businesses.
 - Design both print and digital versions and distribute through the Information Hub, LIP website, partner agencies, and newcomer events.
 - Gather feedback from newcomers for continuous improvement.
- **Promote existing calendars to the newcomer network and encourage newcomer-related groups and clubs to populate events**
 - Explore the possibility of collaborating with local organizations to collect and consolidate event information.
 - Promote through newsletters, social media, and community networks.
- **Serve as a reliable source of immigration-related data and insights for partners,** providing information as needed to help inform programs, services, and decision-making.



CONCLUSION

The 2025–2028 North Bay Local Immigration Partnership Strategic Plan reflects the community’s commitment to building a welcoming, inclusive, and collaborative North Bay, where all immigrants can thrive. Grounded in research, community input, and the collective expertise of partners across sectors, this framework offers a clear pathway to strengthening coordination, closing service gaps, and advancing belonging in the community.

Over the next three years, the North Bay LIP will focus on enhancing organizational capacity, deepening partnerships, improving governance and communication, expanding education and awareness efforts, and ensuring newcomers have better access to information and resources. These priorities are designed to elevate the LIP as a trusted community connector and knowledge hub: one that amplifies newcomer voices, supports service providers, and strengthens welcoming capacity of the City of North Bay.

This strategic plan is a commitment to continued collaboration, accountability, and shared vision among partners, across sectors, and between community members. By working together, North Bay can continue to grow as a place where diversity is valued, where newcomers feel a strong sense of belonging, and where all residents contribute to shaping a vibrant and inclusive community for all.





North Bay & Area Local Immigration Partnership

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