

## Proactive Immigrant Recruitment to Thunder Bay: Potential Strategies and Solutions

By Margarita Wilson, prepared for Common Voice Northwest  
Updated by Mary Jane MacDonald

Thanks to Paula Haapanen and Piero Pucci for their input in the writing of this report.



Figure 1 Photo by Mary Jane MacDonald

### CURRENT DEMOGRAPHIC ISSUES

As the city of Thunder Bay finds itself facing a shortage of skilled workers, one that will be worsened in future by its aging population, increasing immigration to the region becomes all the more important to ensuring our city's economic viability. It is a well-known fact that the city's population is getting older: 31.5% of Thunder Bay's population will be above the age of 65 by 2041. The Ministry of Finance has predicted that the city's population will be reduced by 3500 by that same year if current demographic trends continue (Cuddy, 2015). The North Superior Workplace Planning Board (NSWPB), in their 2015-2017 Local Labour Market Plan, recommended a focus on increasing migration to the region to combat these trends. Youth migration is of particular importance in order to combat the effects of an aging workforce (Cuddy, 2015).

The NSWPB presents two possibilities for growth targets for the city in order to maintain an economically viable population: if we wish to maintain a demographic dependency ratio (DDR) of 0.5, meaning there is one individual of working age for every two individuals above or below working age, the city requires an additional 2000 people every year for the next 25 years. If we wish to keep pace with Ontario's DDR, we need to attract 1000 people every year for the next 14 years (Cuddy, 2015). According to NSWPB's community market labour report for Thunder Bay, however, annual net migration to the city, while moving towards positive levels (Cuddy, 2015), has remained

negative (with the exception of the 2011-2012 year), with the largest losses due to interprovincial migration (Martel & Noiseux, n.d.). Migration to the city has remained below 150 individuals per year (Cuddy, 2015), insufficient for either growth target presented. There is a need for immediate action.

## CURRENT LOCAL RECRUITMENT STRATEGIES

In recent years, much of Thunder Bay's immigration strategy has been focused on immigrant settlement rather than attraction and recruitment. For example, the Thunder Bay Multicultural Centre's services, such as the Newcomer Settlement Program and local antiracism initiatives, focus on benefitting those who have already chosen to come to the city ("Programs & Services", n.d.). The most active recruiters in the city are our post-secondary institutions, who have made progress in active recruitment of international students. In their 2010-2013 Strategic Plan, Lakehead University made an explicit commitment to recruiting more international students with the intention of providing a 'two-way' education in that international students would complete their degrees here and domestic students would be more exposed to multiple cultures (Lakehead University, 2009). It should of course be noted that this is recruitment of students as opposed to workers, and the majority of these students return to their home countries after their study sessions have concluded.

Currently, the city's primary attraction tool is the provincially- and federally-funded Northwestern Immigration portal, unveiled in 2010 (Rodya, 2011), and its affiliated ad campaign, including print media such as posters placed on Toronto transit. The portal features testimonials from successfully-integrated newcomers, multiple available languages, and over 600 pages' worth of information for prospective immigrants. It was noted in an article from 2011 that the immigrants brought in by the portal would take a few years to arrive in Thunder Bay, so an immediate spike in immigration levels was not to be expected (Rodya, 2011). Unfortunately, the portal has not led to positive net immigration levels even 7 years after its creation. Having a website available, regardless of how informative it may be, is simply not enough to bring significant numbers of immigrants.

However there are organizations in the city working hard to increase immigration to Thunder Bay. Through the creation of partnerships with organizations in other regions and the development of new promotional strategies they are hoping to entice recently landed immigrants as well as Canadian citizens in other regions to make the move to Thunder Bay. From organizations such as the Thunder Bay Multicultural Centre and Thunder Bay's Community Economic Development Commission (CEDC) there are many new initiatives that are showing promising results.

The CEDC works to promote Thunder Bay and showcase business opportunities to encourage immigration to the city. Through multiple platforms the CEDC reaches out to other

regions in Ontario and Canada as well as overseas to encourage settlement in Thunder Bay (Pucci, Piero, personal communication, Feb. 5 2018). The CEDC has produced a number of videos that air on the Canadian Cantonese language channel Fairchild TV. The episodes are approximately 15min in length and display the city's natural attractions, local food and restaurants, events and activities, the local Chinese community and the financial benefits of living in Thunder Bay (Fairchild TV). Fairchild TV has offices in Toronto, Calgary and Vancouver serving a large community of Chinese immigrants (Fairchild TV), who may be interested in living outside of Canada's large urban centres.

The CEDC and the Thunder Bay Multicultural Association are working with the Rural Employment Initiative at the Newcomer Centre of Peel in southern Ontario. (CBC News). The REI's focus is to connect skilled newcomers to Canada living in southern Ontario with employment opportunities in smaller, rural communities across Ontario (Newcomer Centre of Peel). The REI aids newcomers in finding jobs and housing in rural communities and in turn helps these communities grow in economic prosperity (Newcomer Centre of Peel). Thunder Bay has already seen newcomers arrive in the city because of this initiative (Puuci, Piero personal communication, Feb. 5 2018) and the CEDC and TBMA continue to work with the REI to encourage more newcomers to the city.

The CEDC has also started a new promotional campaign called Go To Thunder Bay. The campaign website features promotional videos by local filmmakers showing off the best Thunder Bay has to offer including outdoor activities, cultural events, music, festivals, food, shopping and more ([gotothunderbay.ca](http://gotothunderbay.ca)). Along with enticing visuals the website offers practical information for prospective residents. It offers information on business and job opportunities, education and training, the cost of living, quality of life ([gotothunderbay.ca](http://gotothunderbay.ca)) and other relevant and thorough information newcomers need when moving to a new city. The website also includes testimonials from residents who left Thunder Bay for the GTA but whom eventually moved back, citing the unique benefits of creating a life in Northwestern Ontario rather than the GTA ([gotothunderbay.ca](http://gotothunderbay.ca)). The website does an excellent job of expressing what an appealing place to live Thunder Bay is while offering the relevant information needed for prospective newcomers to make decisions about moving to the area. The Go To Thunder Bay campaign is new but has already created many new inquiries from the GTA (Pucci, Piero, personal communication, Feb. 5 2018).

The Thunder Bay Multicultural Association has recently launched a pilot project to attract newcomers to Northwestern Ontario. The project will allow potential newcomers to connect with settlement workers at the TBMA online via the Thunder Bay Immigration Portal website. Potential newcomers will be able to communicate in real time with real people who can answer questions and provide immediate support to help guide them through the process of moving to Northwestern Ontario (CBC News Thunder Bay). Already, settlement workers

have been able to connect with 10 times more people than previously, averaging about 50 per day (CBC News Thunder Bay). This project is still in the early stages and the pilot will run till the end of March. The intention will be to increase services to potential newcomers and encourage more people to settle in Northwestern Ontario (CBC News Thunder Bay).

The continued creation and support of strong recruitment strategies along with excellent services for newcomers will expand our reach and demonstrate our commitment to providing the best possible experience for newcomers to the region and present Thunder Bay as a highly desirable place to live.

## SUCCESSFUL PROACTIVE RECRUITMENT STRATEGIES IN CANADA

Opportunities abound to reach out to immigrants looking for employment. As an example, in 2015 there were over 10 000 young Irish workers looking for employment abroad, many in highly-educated sectors such as the financial sector (Canadian Broadcasting Corporation [CBC], 2015). Skilled, young workers such as these are exactly what Thunder Bay requires to solve its demographic and employment issues. There are several examples of active recruitment strategies that could be studied and potentially emulated in order for this attraction to happen. Though the practices of recruiting immigrants and newcomers are typically much more proactive in nature in large urban centres rather than smaller cities and towns (HR Council, 2012), Canadian communities both large and small have employed successful recruitment strategies for attraction on a larger scale.

Manitoba is well-known for proactively recruiting immigrants. A major key to their success is the Provincial Nominee Program, or PNP, a product of the Canada Manitoba Immigration Agreement (Bonifacio & Drolet, 2017). The program allows the province to choose immigrants with skills identified as necessary for local labour markets and nominate them for permanent residence status (Bonifacio & Drolet, 2017). As part of the PNP, the province of Manitoba requires that applicants affirm that they intend to reside in Manitoba if selected (Immigrate Manitoba, n.d.). Between 2000 and 2010, immigration rates to Manitoba increased from 4635 individuals per year to 15809 per year, with three-quarters of 2009 immigrants arriving through the PNP program (Bonifacio & Drolet, 2017). Several Manitoba communities have made use of the PNP and other active initiatives to their benefit.

Thanks largely to the recruitment campaigns run by Maple Leaf Foods and other companies, the town of Brandon, Manitoba increased its immigration levels from around 70 individuals per year prior to 2001 to 1433 immigrants in 2010 (Bonifacio & Drolet, 2017). Though immigration levels have sunk back down to around 500 individuals per year (Bonifacio & Drolet, 2017), this is still a significant increase, demonstrating the important

role large companies can and should play in immigrant recruitment. Elsewhere in the province, the town of Pinawa, despite its small population of 1500, was recently successful in hosting potential investors and immigrants from Wenzhou, China for a two-day visit showcasing the opportunities present in the region. Among the delegates were representatives from the health care, real estate, and technology industries. Pinawa is planning on hosting even more delegates from other Chinese cities in the future (CBC, 2017). Pinawa is experiencing a similar situation to the one experienced by the Thunder Bay region - their median age according to the 2011 census was 57.1, as opposed to a provincial median of 38.4 ("Pinawa - local government district", n.d.). Their population is also declining; from 2001 to 2006 their population shrank by 3.3%, though this rate lowered to a decline of 0.4% between 2006 and 2011 ("Pinawa - local government district", n.d.). Yet through active outreach to larger communities and members of prominent industries, Pinawa is on its way to increasing immigration to the region.

Another promising initiative is the Morden Community Driven Immigration Initiative (MCDII) run by the Manitoba town of Morden (Reimer, 2016). The MCDII came about from a collaboration between the city of Morden and the Morden Community Development Corporation; the initiative makes use of the Provincial Nominee Program to nominate immigrants with relevant skills for permanent residency, but goes further by inviting potential applicants and their families to spend a week in Morden and experience life there before they make a final decision (Reimer, 2016). Morden is open to immigrants from every country; there are currently newcomers from over seventeen different countries. With a goal of bringing fifty families into Morden per year, thus far approximately thirty families have immigrated every year (Reimer, 2016).

Saskatchewan, in recent years, has also had notable examples of successful active immigrant recruitment. One of the most widely publicized instances was a 2008 barbecue hosted by Premier Brad Wall of Saskatchewan for the neighborhood of Thorncliffe Park in Toronto, which has a high number of newcomers to Canada and is generally a low-income area (Jiminez, 2009). Facing a shortage of 10 000 workers in Saskatchewan, Premier Wall himself led the outreach to a potential labour pool, offering newcomers the high-skilled jobs they were qualified for (more so than most Canadians) yet unable to find in Southern Ontario (Jiminez, 2009). Immigrants were also lured by the fact that average income levels for immigrants in 2008 were higher in prairie metropolises such as Calgary, Regina and Saskatoon than in Toronto. The province also put an increased emphasis on developing its knowledge-based and high-tech sectors through recruitment of newcomers in these fields (Jiminez, 2009).

Less than six months after the barbecue, Premier Wall and 50 Saskatchewan-based employers attended Toronto's annual National Job Fair in order to actively recruit workers. According to Rob Norris, who served as Saskatchewan's Minister of Advanced Education at the time, 10 000 individuals were expected to migrate to the province over the following year and a

half, which is a higher number than the total number of immigrants who came to Saskatchewan between 2001 and 2006 (Clipperton, 2009). Beside offers of higher-quality skilled employment than that found in the Toronto area, the province offered incentives such as tax rebates for recent graduates, including those coming from out-of-province, of up to \$20,000 (King, 2009). Rebates and incentives such as for travel could be employed by Thunder Bay to attract newcomers who would otherwise not consider moving to the region financially viable.

There is also the possibility of employing unique strategies to reach out to immigrants facing uniquely adverse circumstances. The federal Ministry of Immigration, Refugees, and Citizenship has recently partnered with the Vancouver-based Rainbow Refugee Society, which advocates and organizes funding for refugees who are fleeing persecution in their native countries due to their sexuality or gender identity. The IRCC aids in partially funding these refugees' housing, food, and basic household needs during their adjustment period. The RRS had coordinated the arrival of 81 refugees as of March 2017 ("Providing protection to LGBTQ2 refugees", 2017). A similar program being introduced to the city of Thunder Bay would not only increase our immigration levels but also provide positive publicity and an image of tolerance and acceptance, combating the negative perceptions held of the city in recent years.

Destination Canada is a forum supported in a partnership with the Embassy of Canada in France and Immigration, Refugees and Citizenship Canada which enables employers to recruit French speaking (bilingual) skilled workers (Destination Canada 2017). Destination Canada hosts annual job fairs in Paris, Brussels and Tunis allowing Canadian employers offering jobs outside of Quebec to connect with Francophone applicants. In the last session over 80 employers participated and recruited applicants for over 1,200 jobs (Destination Canada, 2017). Employers are also able to post positions if they are unable to attend the fairs. Thunder Bay could take advantage of this and encourage employers to attend these forums or post their available positions through the Destination Canada website.

## POTENTIAL TOOLS IN INCREASING NEWCOMER RECRUITMENT

Several programs are available to aid in recruitment efforts, one of the largest being the Ontario Immigrant Nomination Program, or OINP. The OINP, like Manitoba's Provincial Nomination Program, allows for skilled immigrants to be nominated for permanent residence. There are various streams for applicants, such as the International PhD Graduate stream, the Ontario Express Entry Human Capital Priorities stream and the French-Speaking Skilled Worker stream. The OINP's 2018 allocation for nominees is 6,600, an increase of 600 from 2017 (Turner, Noah, Smith, Stephen and Katem, Eman, 2018). The OINP requires that employers nominate recruits for permanent residence (Ontario Ministry of Citizenship and

Immigration, n.d.a); therefore, there is potential for companies to do their own recruitment, perhaps incentivized by the city. This and other nomination programs are in high demand. Despite the cap of 6000 individuals per year in 2017 for the OINP, the Canadian Immigration website received over 117 000 visits in a single week (Reddekopp, 2017). However, the French-Speaking Skilled worker stream is consistently underutilized and has never reached its quota (Haapanen, Paula, personal communication, Jan. 2018). This is a stream that employers in Thunder Bay could focus their attention to for recruiting skilled workers. This could potentially increase the size of the Francophone population in Thunder Bay making it a more desirable destination for other French-speaking migrants.

The OINP, being designed to fill specific gaps in the labour force (Ontario Ministry of Citizenship and Immigration, n.d.a), could be of great use to the Northwest, which has needs not met by generic programs designed for larger urban centres such as those in Southern Ontario. The OINP has minimum education and work requirements in place of a Bachelor's degree or equivalent and one year experience respectively (Ontario Ministry of Citizenship and Immigration, n.d.b). This ensures that newcomers being nominated have skills that they can contribute to the economic growth and well-being of the municipality that nominates them. However, because employers utilizing the Job Offer stream are faced with certain requirements such as a minimum of three full-time employees and a minimum gross annual revenue of \$500 000 (Ontario Ministry of Citizenship and Immigration, n.d.c), many of the smaller businesses in the city would be ineligible for this program.

Mobilité Francophone falls under the International Mobility Program and aims to make the hiring process of French-speaking skilled workers outside of Quebec more straightforward (Canada Visa 2018). Employers wishing to recruit Francophone skilled workers through this program are not required to obtain a Labour Market Impact Assessment. Otherwise employers would be required to demonstrate efforts to recruit Canadian citizens and permanent residents and would include an assessment fee of \$1,000 (Canada Visa, 2018). Unlike other streams Mobilité Francophone has no restrictions based on age or nationality as long as the applicants' habitual language is French (Canada Visa, 2018). The applicant must have a job offer with a skill level of NOC ), A or B but the job description does not have to require French language ability (Canada Visa, 2108).

The North Superior Workforce Planning Board in Partnership with the Northern Policy institute has developed the pilot project Baakaakonanen Ishkwandemonun (Opening Doors for You). This projects focus is to diversify the workforce in Northwestern Ontario by supporting the hiring of Indigenous peoples and newcomers seeking employment in the region. The project will be working with employers in Thunder Bay, Terrace Bay and Greenstone and will involve education and training sessions focusing on best practices and provide resources to support the hiring of Indigenous peoples and newcomers (openingdoors4u.ca). To encourage

participation from employers, incentives have been established that will promote the businesses involvement while at the same time promote the Opening Doors for You project. Participating businesses will receive free online advertising and recognition through a mass social media campaign. There will be opportunities to be featured in various media outlets, and businesses can promote their involvement by receiving a recognizable logo to display at the business site ([openingdoors4u.ca](http://openingdoors4u.ca)).

## BARRIERS TO INCREASING NEWCOMER RECRUITMENT AND POTENTIAL SOLUTIONS

Several barriers still stand in the way of drastic increases in immigrant recruitment. One of the most obvious and prominent issues in attempting to increase immigrant intake is the lack of jobs offered to newcomers. It is no surprise to anyone that job opportunities are a large part of attracting newcomers; however, because so many jobs require being 'in the know' about local opportunities and being part of a network, it can be hard for newcomers to find such jobs (HR Council, 2012). Actively advertising job and volunteering opportunities (perhaps using location-specific channels and ethnic media) rather than simply directing newcomers to a website will improve awareness of these positions. Xenophobia, both internalized and openly expressed, is also partially to blame for difficulties in recruitment. In a 2016 poll by Environics, only 60% of Canadians expressed support for the federal government's immigration targets, while in the same survey 80% of Canadians expressed their belief that immigrants have a positive impact on the Canadian economy (Ibbitson, 2017). This disparity needs to be addressed, especially in regions with smaller newcomer populations. The work done by the Respect campaign can be pushed even further to ensure a supportive community for newcomers. Local businesses and organizations should be better educated on the benefits of hiring skilled immigrants as well as how best to handle cultural differences in the workplace. This last issue will be addressed through the Opening Doors for You project and will hopefully yield positive results in the city.

## CONCLUSION

Immigrant recruitment strategies in Thunder Bay thus far have not been enough to reach the population numbers required to achieve stability, or growth. We as a municipality and a region have an opportunity to welcome far greater numbers of newcomers, to both their benefit and ours. If the city can focus its efforts and take advantage of supports already in place such as the OINP French Skilled Worker stream and Destination Canada and create a unified strategy for immigrant recruitment the city could have the potential to see very positive results. By looking at the successful recruitment strategies implemented by other provinces and small communities such as those outlined in this report and adopting similar practices to

suit this city, Thunder Bay could have the potential to reach much higher immigration numbers. Combining a variety of tools and successful practices to create a streamlined recruitment strategy the city can have a better chance at increasing the number of newcomers thereby creating a strong and sustainable workforce.

## REFERENCES

Bonifacio, G. T., & Drolet, J. L. (Eds.). (2017). Canadian perspectives on immigration in small cities. Switzerland: Springer.

Canada, HR Council for the Nonprofit Sector. (2012). Recruitment and retention of New Immigrants and Members of Visible Minorities in the nonprofit sector's workforce (pp. 24-43). Ottawa, Ontario. Retrieved June 23, 2017, from [http://www.hrcouncil.ca/documents/recruitment\\_newimmigrants.pdf](http://www.hrcouncil.ca/documents/recruitment_newimmigrants.pdf)

Canada to Make it Easier to Hire French Speakers for Skilled Jobs Outside Quebec. CIC News. Canada Immigration Newsletter. March 22 2016. Retrieved from <https://www.cicnews.com/2016/03/canada-easier-hire-french-speakers-skilled-jobs-quebec-037478.html#gs.VrT2v8o>

Canadian Broadcasting Corporation. Irish immigrants seek jobs in northwestern Ontario. (2015, November 04). Retrieved June 16, 2017, from <http://www.cbc.ca/news/canada/thunder-bay/irish-immigrants-northwestern-ontario-1.3303829>

Canadian Broadcasting Corporation. Manitoba town woos investment, immigration from Chinese cities. (2017, June 19). Retrieved June 27, 2017, from <http://www.cbc.ca/news/canada/manitoba/pinawa-manitoba-wenzhou-china-1.4166871>

Clipperton, J. (2009, March 13). Sask. wants to lure laid-off Ontario workers. Retrieved July 06, 2017, from <https://www.theglobeandmail.com/news/national/sask-wants-to-lure-laid-off-ontario-workers/article955704/>

Cuddy, J. (2015). Building a Superior Workforce: 2015-2017 Local Labour Market Plan (Rep.). North Superior Workforce Planning Board.

Immigrate Manitoba. Frequently Asked Questions. (n.d.). Retrieved June 28, 2017, from <http://www.immigratemanitoba.com/category/faq/>

Government of Ontario, Ministry of Citizenship and Immigration . (2017, February 16). Ontario Continuing to Welcome Newcomers with Expanded and Modernized Immigration Program [Press release]. Retrieved June 16, 2017, from <https://news.ontario.ca/mci/en/2017/02/ontario-continuing-to-welcome-newcomers-with-expanded-and-modernized-immigration-program.html>

Ibbitson, J. (2017, June 19). Immigration, intolerance and the 'populist paradox' Retrieved June 22, 2017, from [https://www.theglobeandmail.com/news/politics/immigration-intolerance-and-the-populist-paradox/article35355350/?click=sf\\_globeffb](https://www.theglobeandmail.com/news/politics/immigration-intolerance-and-the-populist-paradox/article35355350/?click=sf_globeffb)

Jimenez, M. (2009, March 31). Head west, Sask. premier tells new Canadians. Retrieved July 06, 2017, from

<https://www.theglobeandmail.com/news/national/head-west-sask-premier-tells-new-canadians/article1062947/>

King, T. (2009, April 10). Sask. Premier recruits at Toronto job fair. Retrieved July 06, 2017, from <https://www.theglobeandmail.com/news/national/sask-premier-recruits-at-toronto-job-fair/article1062947/>

Lakehead University Strategic Plan 2010 - 2013 (Rep.). (2009). Thunder Bay, Ontario: Lakehead University.

Martel, A., & Noiseux, J. (n.d.). Community Labour Market Report: City of Thunder Bay (pp. 19-21, Rep. No. 10). Northern Policy Institute.

Newcomers to Canada Could Fill Northern Ontario's Employment Gap, Rural Job Agency Says. CBC News. Sept. 21 2017. Retrieved Feb. 6 2018 from [www.cbc.ca/news/canada/thunder-bay/northern-ontario-employment-gap-1.4299223](http://www.cbc.ca/news/canada/thunder-bay/northern-ontario-employment-gap-1.4299223)

Ontario Ministry of Citizenship and Immigration. (n.d.). About Ontario Immigrant Nominee Program (OINP). Retrieved June 28, 2017, from [http://www.ontarioimmigration.ca/en/pnp/OI\\_PNPABOUT.html](http://www.ontarioimmigration.ca/en/pnp/OI_PNPABOUT.html)

Ontario Ministry of Citizenship and Immigration. (n.d.). Ontario Immigrant Nominee Program Updates. Retrieved July 04, 2017, from [http://www.ontarioimmigration.ca/en/pnp/OI\\_PNPNEW.html](http://www.ontarioimmigration.ca/en/pnp/OI_PNPNEW.html)

Ontario Ministry of Citizenship and Immigration. (n.d.). Who Can Apply? Retrieved July 12, 2017, from [http://www.ontarioimmigration.ca/en/pnp/OI\\_PNPEMPLOYERS\\_SUPPORT.html](http://www.ontarioimmigration.ca/en/pnp/OI_PNPEMPLOYERS_SUPPORT.html)

Pinawa - Local government district, Manitoba, Canada. (n.d.). Retrieved June 27, 2017, from <http://www.city-data.com/canada/Pinawa-Subdivision.html>

Programs & Services. Retrieved June 23, 2017, from <http://www.thunderbay.org/programs-services/>

Providing protection to LGBTQ2 refugees. (2017, May 10). Retrieved June 16, 2017, from [https://www.canada.ca/en/immigration-refugees-citizenship/news/2017/05/providing\\_protection\\_to\\_lgbtq2\\_refugees.html](https://www.canada.ca/en/immigration-refugees-citizenship/news/2017/05/providing_protection_to_lgbtq2_refugees.html)

Reddekopp, L. (2017, February 25). Website problems with popular immigration program a 'disaster,' foreign student says. Retrieved June 28, 2017, from <http://www.cbc.ca/news/canada/toronto/website-problems-with-popular-immigration-program-a-disaster-foreign-student-says-1.3999085>

Reimer, D. (2016, April 1). Immigration Helping Morden Grow. Retrieved June 16, 2017, from <https://www.pembinavalleyonline.com/local/49433-immigration-helping-morden-grow>

Rodya, C. (2011, May 05). Northwestern Ontario Immigration Portal a triumph. Retrieved June 16, 2017, from <https://www.northernontariobusiness.com/regional-news/thunder-bay/northwestern-ontario-immigration-portal-a-triumph-367503>

Rural Employment Initiative (REI). NCP. Retrieved Feb. 6 from [www.ncpeel.ca/index.php/services/look-for-employment](http://www.ncpeel.ca/index.php/services/look-for-employment)

Turner, Noah, Smith, Stephen and Katem, Eman. Ontario Announces Increased Allocation for 2018 and Reopens Human Capital Priorities Stream. CIC News. Canada Immigration Newsletter. Jan. 18 2018. Accessed from <https://www.cicnews.com/2018/01/ontario-announces-increased-allocation-for-2018-and-reopens-human-capital-priorities-stream-0110095.html#gs.iZAB01g>