



LONDON & MIDDLESEX  
LOCAL IMMIGRATION  
PARTNERSHIP

# LMLIP Strategic Plan April 2013-March 2016



Funded by:



Citizenship and  
Immigration Canada

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Co-led by:



United Way  
London & Middlesex  
Change starts here.



London  
CANADA

Submitted to:  
Citizenship and  
Immigration Canada

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## I: Letter from the London & Middlesex Local Immigration Partnership Co-Chairs

December 2013

In June 2010, the London & Middlesex Local Immigration Partnership (LMLIP) submitted its first *Community Immigrant Strategic Plan* to Citizenship and Immigration Canada. The Strategic Plan outlined our community's ambitious direction in creating opportunities over the next three years for the successful integration of immigrants in our society.

Since its submission, LMLIP has mobilized close to 500 community members from cross sectors to work together to implement a number of projects identified in the Plan. We have also produced and disseminated annual *Community Achievement Reports* that highlight our success.

Over the past few months, time and effort has been generously contributed by our community to develop our updated *LMLIP Strategic Plan for April 2013 - March 2016*. The process of updating the Plan included:

- An LMLIP community consultation held on March 27, 2013
- 2013 Community Capacity Report *and* Perceptions of the LMLIP
- LMLIP Council and Sub-councils meetings April through September 2013

With the submission of the updated *LMLIP Strategic Plan*, our community is once again on a three year journey to: establish collaborations and partnerships and explore opportunities to create a welcoming City and region.

On behalf of the London & Middlesex Local Immigration Partnership Central Council and the six issue-specific Sub-councils, we are pleased to present our updated *LMLIP Strategic Plan* for the next three years. Our sincere gratitude goes to all those individuals who continue to be part of this vital project and to the agencies and organizations for their continued support of the work of the LMLIP.

As we move forward, we hope that the updated *LMLIP Strategic Plan* will guide us and serve as our community's road map for the next three years. We will continue to look forward to our community's engagement in the journey to create an inclusive, successful and welcoming community.

Thank you for your continued engagement and support.



Elisabeth K. White  
LMLIP Co-Chair  
Manager, Employment & Strategic Initiatives  
Housing, Social Services and Dearness Home  
City of London



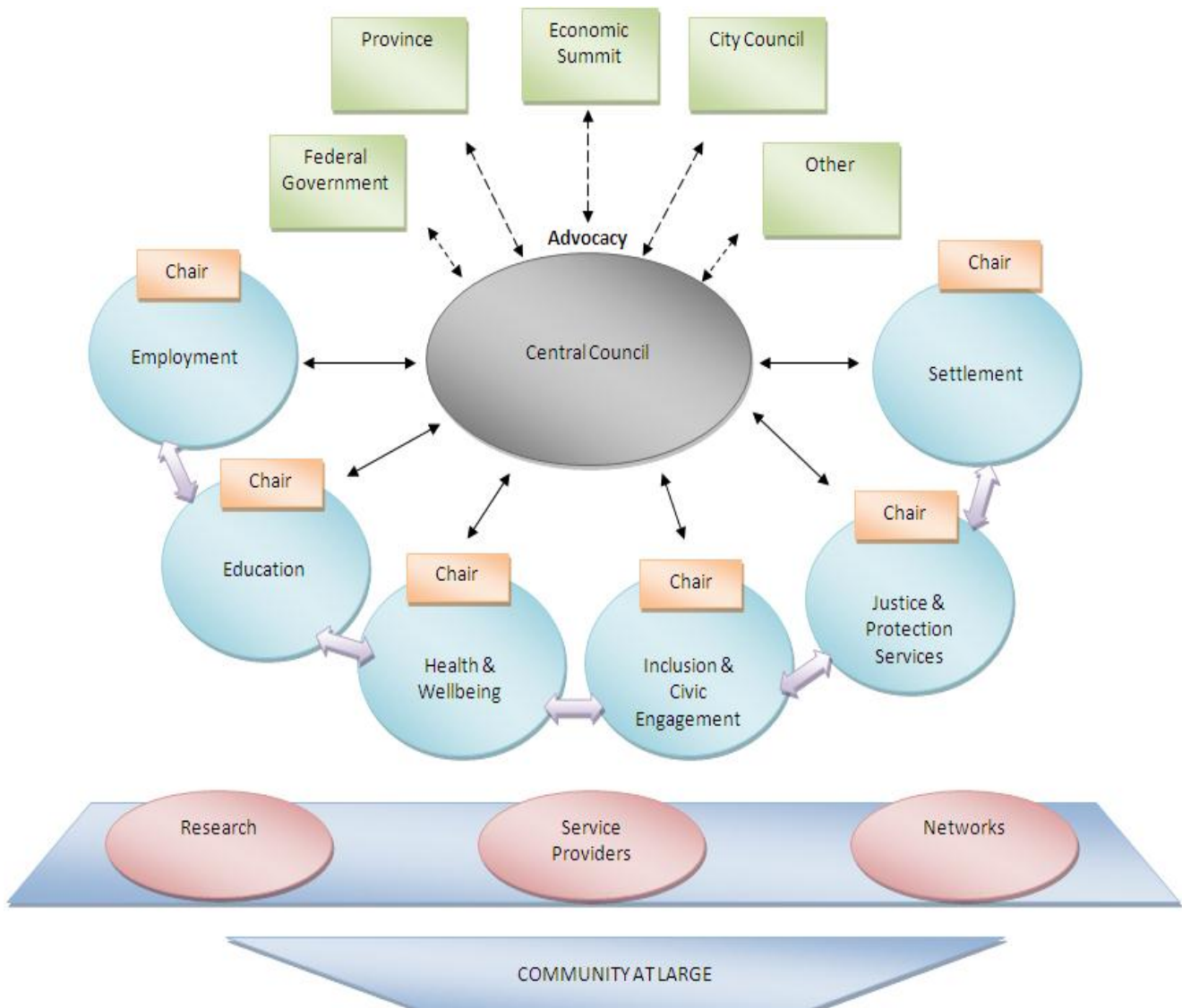
Janet Tufts  
LMLIP Co-Chair  
Director, Community Partnerships & Investment  
United Way London & Middlesex

## II: About the London & Middlesex Local Immigration Partnership (LMLIP)

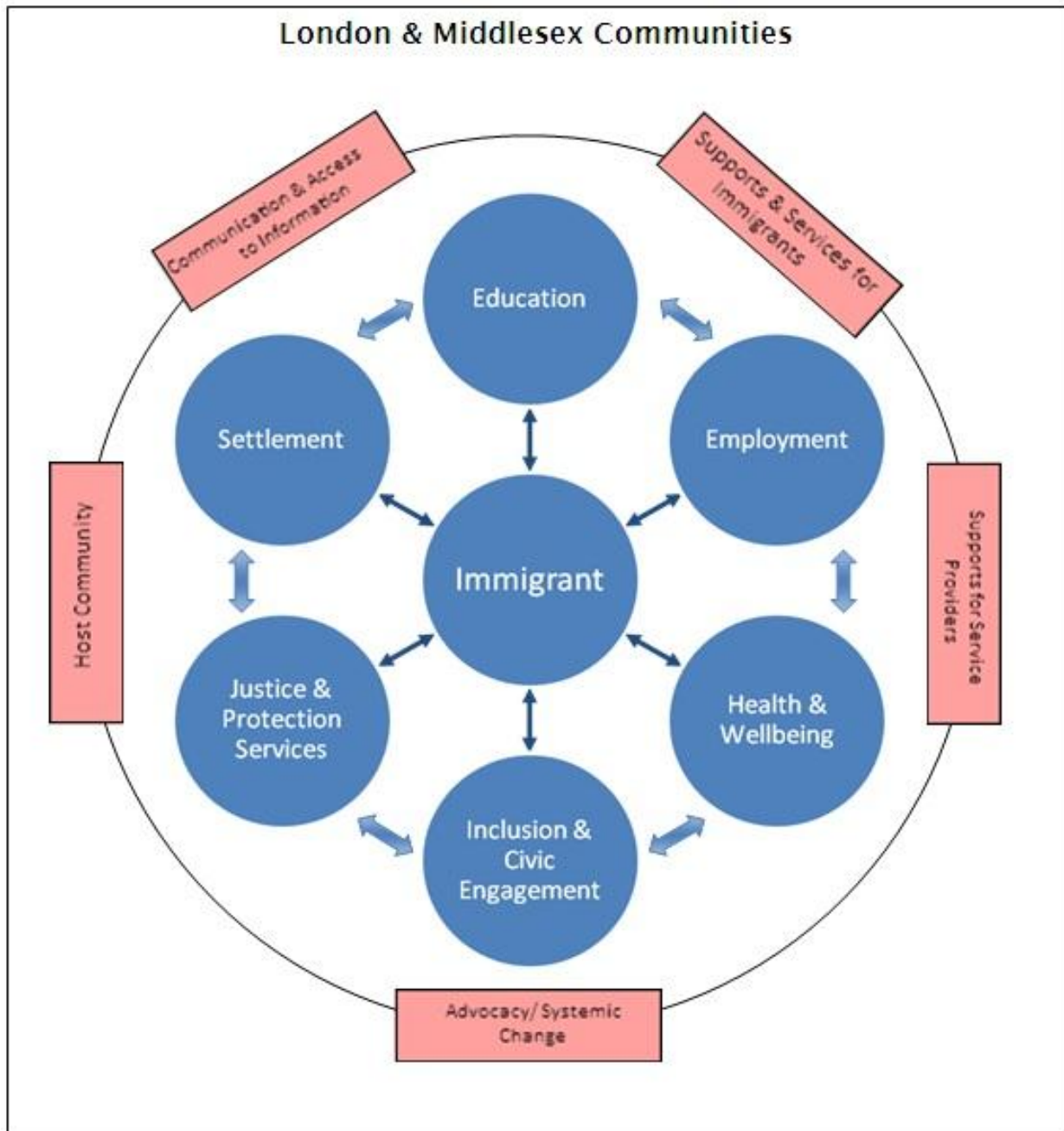
### a. Purpose and Vision

The London & Middlesex Local Immigration Partnership is one of 34 Local Immigration Partnerships (LIPs) across Ontario funded by Citizenship and Immigration Canada. The work of the LIPs is supported by the Ontario Ministry of Citizenship and Immigration and the Association of Municipalities of Ontario (AMO).

The LMLIP is a collaborative community initiative designed to strengthen the role of local and regional communities in serving and integrating immigrants. LMLIP is guided by a Central Council and six issue specific Sub-councils and is supported by our post-graduate institutions, community services and volunteers across sectors as outlined in the following image.



## b. Overarching Themes



The above figure reflects the following Overarching Themes:

- **Supports and Services for Immigrants:** Immigrants have increased access to supports and services to ensure that they can successfully participate in all aspects of the community



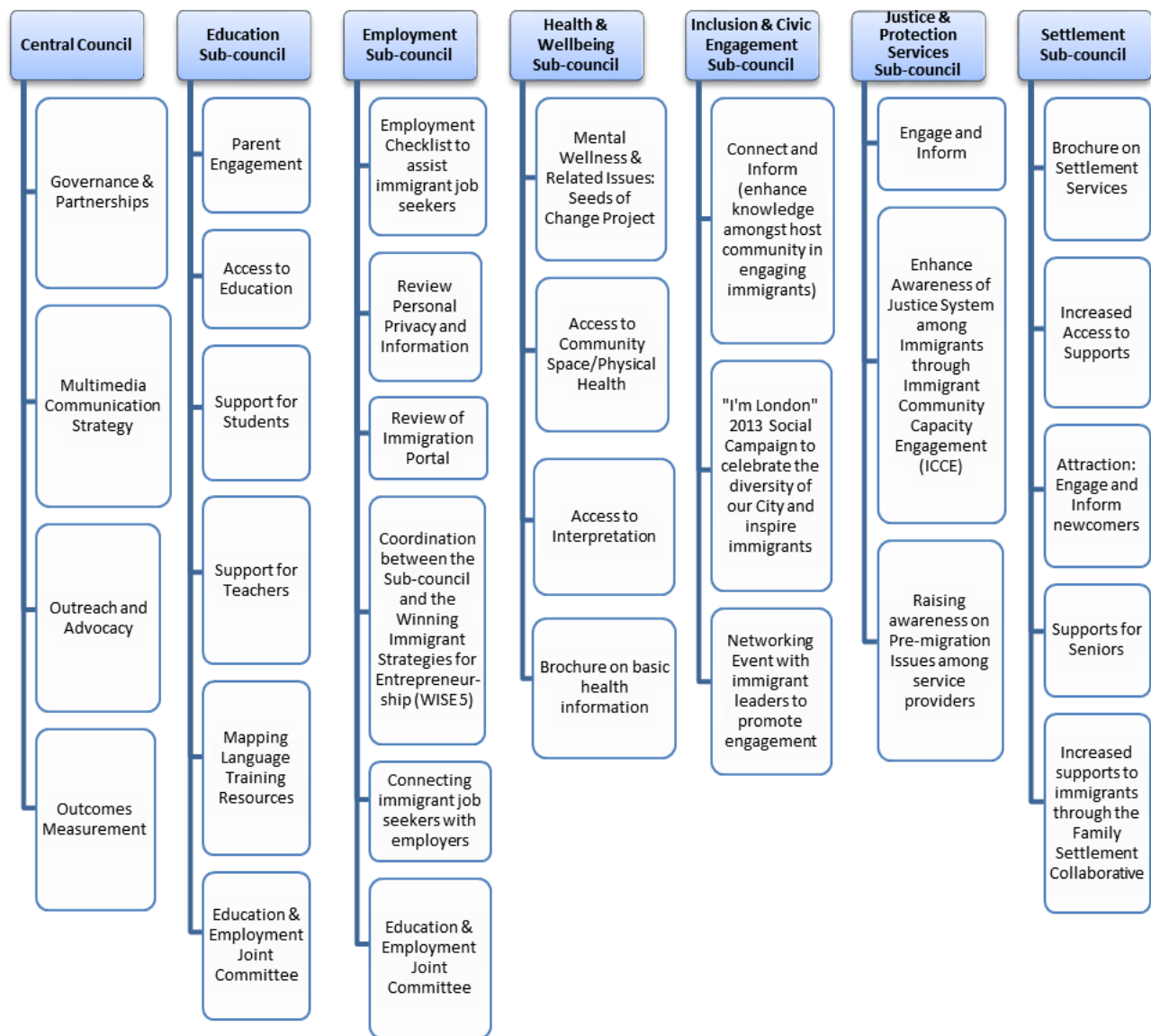
- **Communication and Access to Information:** Immigrants have increased access to information about available services, cultural expectations and how to access services and supports to successfully use the system in the community
- **Host Community:** London and Middlesex residents are exposed to, educated about and engaged in understanding and accepting diverse traditions, behaviours and experiences of all the cultures that make up the community
- **Supports for Service Providers:** Service providers and volunteers have increased access to sustainable funding, information on supports to collaboration, diversity training and resources to ensure timely, effective and responsive services for immigrants
- **Advocacy/Systemic Change:** Reduction of systemic barriers (i.e., local, provincial, federal and host community) that impede immigrants' ability to successfully engage in the community

The Overarching Themes were the result of: 1) community consultations; 2) a community capacity survey developed in partnership with the Centre of Migration and Ethnic Relations at Western University; and 3) LMLIP Central Council and Sub-councils' discussion throughout February and June 2010. According to the results, which we gathered and analyzed between April 2013 and October 2013, these themes will continue to be our main guiding themes for the next three years.

### III: Highlights of 2010 – 2013

Since the submission of our first Strategic Plan in June 2010 to Citizenship and Immigration Canada, LMLIP Central Council and its six Sub-councils have coordinated and/or facilitated the development of over thirty initiatives and provided opportunities to our community to building creative partnerships across sectors. The following figure reflects the work of the Working Groups from Central Council and the six issue specific Sub-councils.<sup>1</sup>

#### a. London & Middlesex Local Immigration Partnership (LMLIP) Priorities - 2010-2013



<sup>1</sup> For more details on the implementation of strategies, please visit our webpage for the annual Community Achievement Reports at [www.immigration.london.ca/LMLIP](http://www.immigration.london.ca/LMLIP)

## IV: Executive Summary: London & Middlesex Local Immigration Partnership Strategic Plan April 2013 – March 2016

The updated Plan reflects strategies from the previous Plan and new strategies that aim to create a welcoming community and assist in the delivery of integrated services to the immigrant communities. Some projects from the previous Plan will continue to be the focus of the working groups. Our priorities in the updated Strategic Plan reflect activities that will address the five overarching themes, namely, supports and services for immigrants, communication and access to information, host community, supports for service providers, and advocacy/systemic change.

Our desirable outcomes for the next three years will be based on Citizenship and Immigration Canada (CIC) Outcomes:

- **Immediate Outcomes:**
  - Newcomers/immigrants are aware of or obtain the services they need
  
- **Intermediate Outcomes:**
  - Newcomers/immigrants are connected to the broader community and social network
  - Community partners are aware of newcomer needs and contributions and are engaged in newcomer settlement
  - Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society

The Central Council and each of the six Sub-councils will develop annual implementation plans and lead the execution of their priorities while mindful of our community's capacity.

## V: LMLIP Strategic Plan

The following section highlights the content and work of the Central Council and Sub-councils and the planning process of updating the LMLIP Strategic Plan April 2013 - March 2016.

The planning process for setting plans and prioritizing actions included three bimonthly meetings of each Sub-council, five monthly meetings of the Central Council and a number of virtual meetings to finalize the drafts. The process also included information gathered from our fifth Community Event on March 27, 2013, as well as information from the updated 2013 Community Capacity Report *and* Perception of the LMLIP conducted in collaboration with Pathways to Prosperity, Western University.



# LMLIP Central Council Priority Setting Plan

April 2013 – March 2016

## Planning Table Participants

### Members at this table include:

LMLIP Co-chairs  
Six Sub-councils' Chairs  
Eight members-at-large  
Research Liaison  
Citizenship and Immigration Canada – Funder (ex officio)  
Ministry of Citizenship and Immigration – (ex officio)  
LMLIP Staff (ex officio)

## Our Priorities

- ⇒ Governance and Partnerships
- ⇒ Outreach and Advocacy
- ⇒ Outcome Measurement
- ⇒ Multimedia Engagement



Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
<b>Advocacy/Systemic Change: Reduction of systemic barriers (i.e., local, provincial, federal and host community) that impede immigrants' ability to successfully engage in the community</b>			
<b>Governance &amp; Partnerships</b>	<ul style="list-style-type: none"> <li>➤ Review the Terms of Reference once every two years</li> <li>➤ Modify Expression of Interest for recruiting members</li> </ul>	June 2013 - November 2013  Fall 2015	
	<ul style="list-style-type: none"> <li>➤ Develop leadership skills among Council members for future opportunities with regard to succession plan for Co-chairs</li> </ul>	2014-2015	
<b>Outreach and Advocacy</b>	<ul style="list-style-type: none"> <li>➤ Engage the three levels of government to plan for the integration of the immigrants</li> </ul>	Ongoing	
	<ul style="list-style-type: none"> <li>➤ Convene cross sectors services to engage in the integration process</li> </ul>	Ongoing	Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement
	<ul style="list-style-type: none"> <li>➤ Continue to explore strategic partnerships</li> </ul>	Ongoing	
	<ul style="list-style-type: none"> <li>➤ Educate the community through events</li> <li>➤ Partner with community on issues related to the advancement of the immigrant communities</li> </ul>	Ongoing	
<b>Outcome Measurement</b>	<ul style="list-style-type: none"> <li>➤ Measure outcomes and monitor progress across sectors</li> </ul>	2014-2016	
	<ul style="list-style-type: none"> <li>➤ Provide a mechanism to keep track of and record the impact of LMLIP in our community</li> </ul>		
<b>Host Community: London and Middlesex residents are exposed to, educated about and engaged in understanding and accepting diverse traditions, behaviours and experiences of all the cultures that make up the community</b>			
<b>Multimedia Engagement</b>	<ul style="list-style-type: none"> <li>➤ Continue to implement strategies from the LMLIP Multimedia Communication Strategy</li> </ul>	2014-2016	Newcomers/immigrants are aware of or obtain the services they need
	<ul style="list-style-type: none"> <li>➤ Partner with LMLIP Sub-councils for content and activities that will be showcased on TV</li> </ul>		
	<ul style="list-style-type: none"> <li>➤ Strengthen relationships with media outlets, both mainstream and ethnic</li> </ul>		

# LMLIP Education Sub-council Priority Setting Plan

April 2013 – March 2016

## Planning Table Participants

### Community partners at this table include:

Access Centre for Regulated Employment (ACRE)  
Chinese Canadian National Council, London Chapter  
City of London  
Cross Cultural Learner Centre  
Fanshawe College  
London Public Library  
LUSO Community Services  
Middlesex-London Health Unit  
Ontario Early Years Centre – Investing in Children  
South London Neighbourhood Resource Centre  
Thames Valley District School Board  
Western University  
YMCA of Western Ontario  
Two post-graduate students, Western University

## Our Priorities

- ⇒ Education and Information
- ⇒ Supports for Parents
- ⇒ Supports for Students
- ⇒ Supports for School Staff
- ⇒ Connect and Interact with the Host Community



Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
<b>Advocacy/Systemic Change: Reduction of systemic barriers that impede immigrants' ability to successfully engage in the community</b>			
<b>Education and Information</b>	➤ Respond to local emerging issues specific to immigrant parents and students	Ongoing	Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society
	➤ Educate and inform on the value of increased bridging programs that will enhance employability of immigrants	Ongoing	Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement
<b>Supports and Services for Immigrants: Immigrants have increased access to supports and services to ensure that they can successfully participate in all aspects of the community</b>			
<b>Supports for Parents</b>	➤ Expand the impact of Welcoming All Voices (WAV)	Complete by 2014	Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society
	➤ Expand the delivery of WAV workshops beyond Thames Valley District School Board and include evaluation component	Approach French language board - 2014  Follow-up contact with London District Catholic School Board (LDCSB) - 2014	
	➤ Translate WAV materials into French	Complete by Spring 2014	
	➤ Explore potential of offering adapted WAV workshop to Settlement Workers in Schools (SWIS)	Workshops available during the 2013-2014 school year	

Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
	<ul style="list-style-type: none"> <li>➤ Develop mechanisms to support ongoing delivery of WAV workshops and materials (includes video development, revision of resource binder, development of workshop planning manual, and accessing additional funding opportunities, such as Parent Reaching Out (PRO) grants, in order to develop WAV resources</li> </ul>	Complete by 2014	
<b>Supports for Students</b>	<ul style="list-style-type: none"> <li>➤ Develop homework help hub (Facebook page) - to provide links/post information about existing homework help initiatives</li> </ul>	Fall 2013 - Ongoing	<p>Newcomers/immigrants are aware of or obtain the services they need</p> <p>Newcomers/immigrants are connected to the broader community and social network</p>
	<ul style="list-style-type: none"> <li>➤ Develop resource guide to support the establishment of homework help programs that include a newcomer perspective (include best practices, models, how to support English language learners, communicate with parents, etc.)</li> </ul>	June 2014	Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement
<p><b>Supports for Service Providers: Service Providers and volunteers have increased access to sustainable funding, information on supports to collaboration, diversity training and resources to ensure timely, effective and responsive services for immigrants</b></p>			
<b>Supports for School Staff</b>	<ul style="list-style-type: none"> <li>➤ Be able to participate in the Thames Valley District School Board (TVDSB) race and ethnicity “kit” review and development</li> </ul>	Ongoing	Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement

Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
	<ul style="list-style-type: none"> <li>➤ Explore the development of a position paper outlining the benefit of diversifying the existing teacher workforce to be more reflective of the local population. Intended recipients include principals' association and local school boards</li> </ul>	Start Spring 2014	Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement
	<ul style="list-style-type: none"> <li>➤ Support professional development of non-teaching staff</li> </ul>	Development of workshop and support materials during 2013 (Year 1). Offer/provide workshops/training (2014-2015)	
	<ul style="list-style-type: none"> <li>➤ Explore/monitor issues related to guidance (represent the community voice), inclusive of all boards (public, separate, French)</li> </ul>	Ongoing throughout 2013-2016	
	<ul style="list-style-type: none"> <li>➤ Explore possible connections with early childhood education programs to enhance curriculum related to working with diverse populations within childcare settings</li> </ul>	Initiate contact in 2013	
	<ul style="list-style-type: none"> <li>➤ Develop repository of local resources on issues related to immigrants that support existing teachers</li> </ul>	Begin Fall 2015 with ongoing development until 2016	
	<ul style="list-style-type: none"> <li>➤ Liaise with Western University to provide pre-service teachers with workshops related to the immigrant community</li> </ul>	Begin 2013 and ongoing	



Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
<p><b>Host Community:</b> London and Middlesex residents are exposed to, educated about and engaged in understanding and accepting diverse traditions, behaviours and experiences of all the cultures that make up the community</p>			
<p><b>Connect and Interact with the Host Community</b></p>	<ul style="list-style-type: none"> <li>➤ Explore and nurture connections between the host community and newcomer families within the school system by collaborating with school-based community partners, such as the Settlement Workers in Schools</li> </ul>	<p>Ongoing</p>	<p>Newcomers/immigrants are connected to the broader community and social network</p>
	<ul style="list-style-type: none"> <li>➤ Coordinate with the Media Engagement Workgroup to provide content for Rogers TV programming, “We Are London”</li> </ul>	<p>Ongoing</p>	<p>Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement</p>

# LMLIP Employment Sub-council Priority Setting Plan

April 2013 – March 2016

## Planning Table Participants

### Community partners at this table include:

City of London  
Community Living London  
Elgin, Middlesex Oxford Workforce Planning and  
Development Board  
Hutton House  
London Economic Development Corporation  
London Employment Help Centre  
London Middlesex Immigrant Employment Council  
County of Middlesex  
WIL Employment Connections  
Two international students, Western University

## Our Priorities

- ⇒ Communication/Integration: To ensure that immigrants seeking employment may expect to receive accurate, timely and consistent information to support them in their job search
- ⇒ Employer Connections: Enhance the links between immigrants and London Middlesex employers leading to successful employment by supporting existing initiatives and by collegially identifying and developing new strategies
- ⇒ Reduction of System Barriers



Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
<b>Communication and Access to Information: Immigrants have increased access to information about available services, cultural expectations and how to access services and supports to successfully use the system in the community</b>			
<b>Communication/ Integration:</b>  <b>To ensure that immigrants seeking employment may expect to receive accurate, timely and consistent information to support them in their job search</b>	<ul style="list-style-type: none"> <li>➤ Collaborate with the Small Business Centre and the Employment Sector Council London Middlesex to deliver two information sessions for self-employment during the next three years</li> </ul>	Ongoing	Newcomers/immigrants are aware of or obtain the services they need
	<ul style="list-style-type: none"> <li>➤ Partner with the City of London and the Immigration Portal to develop an on-line searching tool</li> </ul>	2014	
<b>Supports and Services for Immigrants: Immigrants have increased access to supports and services to ensure that they can successfully participate in all aspects of the community</b>			
<b>Employer Connections:</b>  <b>Enhance the links between immigrants and London-Middlesex employers leading to successful employment by supporting existing initiatives and by collegially identifying and developing new strategies</b>	<ul style="list-style-type: none"> <li>➤ Collaborate with the Job Development Network, Employment Sector Council London Middlesex and the London Middlesex Immigrant Employment Council in the delivery of the Prosperity Plan</li> <li>➤ Continue to support existing initiatives and partner to provide content for Rogers TV to showcase capacities among immigrants</li> </ul>	2014-2015	Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement
	<ul style="list-style-type: none"> <li>➤ Partner with WorkTrends to ensure that a regular review of available local data market information is conducted in order to ensure that this information is conveyed to job seekers</li> </ul>	Ongoing	Newcomers/immigrants are connected to the broader community and social network
	<ul style="list-style-type: none"> <li>➤ Continue the dialogue with the Education Sub-council regarding the match between programs offered to job seekers and the current labour market</li> </ul>	Ongoing	Newcomers/immigrants are aware of or obtain the services they need

<b>Advocacy/Systemic Change: Reduction of systemic barriers, that impede immigrants' ability to successfully engage in the community</b>			
<b>Reduction of Systemic Barriers</b>	➤ Support and promote the Access Centre for Regulated Employment	Ongoing	Newcomers/immigrants are aware of or obtain the services they need
	➤ Support the Mentorship Program	Ongoing	Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement
	➤ Encourage all levels of government to become champions in support of full use of immigrant talents and skills	Ongoing	Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement

# LMLIP Health & Wellbeing Sub-council Priority Setting Plan

April 2013 – March 2016

## Planning Table Participants

### Community partners at this table include:

Family Service Thames Valley  
London Health Sciences Centre  
Merrymount Children's Centre  
Middlesex-London Health Unit  
Museum London  
Platinum Leadership Inc.  
Réseau de soutien à l'immigration francophone  
South West Regional Cancer Program  
United Way London & Middlesex  
Women's Community House  
An international student, Western University

## Our Priorities

- ⇒ Mental Wellness and Related Issues
- ⇒ Physical Health: Access to community space/physical health
- ⇒ Social Determinant of Health: Access to interpretation
- ⇒ Responding to the Needs of Refugee Health



Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
<b>Supports and Services for Immigrants: Immigrants have increased access to supports and services to ensure that they can successfully participate in all aspects of the community</b>			
<b>Mental Wellness and Related Issues</b>	<ul style="list-style-type: none"> <li>➤ Counter discrimination and stigma towards mental illness by:               <ul style="list-style-type: none"> <li>a. Continue partnership with the Seeds of Change Project</li> <li>b. Promoting the resources developed through the Seeds of Change Project</li> <li>c. Collaborating with the Media Engagement Work Group from Central Council and provide opportunities to raise awareness on mental wellness and related issues</li> </ul> </li> </ul>	Ongoing	<p>Newcomer/immigrants are aware of or obtain the services they need</p> <p>Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement</p>
<b>Physical Health: Access to community space/physical health</b>	<ul style="list-style-type: none"> <li>➤ Map facilities in London that are free or at low cost</li> </ul>	2014	Newcomer/immigrants are aware of or obtain the services they need
	<ul style="list-style-type: none"> <li>➤ Create a document to be shared with immigrants and service providers to facilitate access to spaces for recreational activities</li> </ul>		
	<ul style="list-style-type: none"> <li>➤ Explore opportunities to engage immigrants in physical/outdoor activities related to their own culture:               <ul style="list-style-type: none"> <li>a. Promote walking</li> <li>b. Promote neighbourhood activities such as soccer, or any family or community traditional activities or celebrations, i.e., collaborate with Our Street</li> <li>c. Collaborate with the Child and Youth Network to learn and implement the healthy eating, healthy physical activity initiatives</li> </ul> </li> </ul>	2014-2015	<p>Newcomers/immigrants are connected to the broader community and social network</p> <p>Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society</p>



Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
	<p>(e.g. High Five Health Pass for children, walking challenge app to be released October 2013)</p> <ul style="list-style-type: none"> <li>➤ Explore partnering with athletic clubs and non-profit organizations that promote physical activities (i.e., YMCA, Western University and Fanshawe College) in London to engage the immigrant youth</li> </ul>		<p>Newcomer/immigrants are aware of or obtain the services they need</p> <p>Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society</p>
<p><b>Social Determinant of Health:</b></p> <p><b>Access to interpretation</b></p>	<ul style="list-style-type: none"> <li>➤ Develop a resource which lists where medically related access to interpretation is available in the London area.</li> <li>➤ Explore methods (ie: electronic, print) to allow access to this resource to people who need to use interpretation services</li> </ul>	2014	
<p><b>Supports for Service Providers: Service providers and volunteers have increased access to sustainable funding, information on supports to collaboration, diversity training and resources to ensure timely, effective and responsive services for immigrants</b></p>			
<p><b>Mental Wellness and Related Issues</b></p>	<ul style="list-style-type: none"> <li>➤ Develop a resource (pamphlet, app or other electronic tools) to increase information and awareness of service providers to the predicaments of newcomers</li> <li>➤ Explore opportunity to partner with Healthline.ca</li> </ul>	2014 - 2015	<p>Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society</p>

Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
	<ul style="list-style-type: none"> <li>➤ Explore the possibility of partnering with other Local Immigration Partnerships to develop a video based on impact of Social Determinants of Health adapted to the “situations” of newcomers and immigrants in our area, based on the video developed by the Health Units in Ontario, “Let’s Start A Conversation About Health...And Not Talk About Health Care At All”</li> </ul>	2014	Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement
<b>Social Determinant of Health:</b>  <b>Access to interpretation</b>	<ul style="list-style-type: none"> <li>➤ Develop recommendations of key points which can be considered for inclusion when medical service provider agencies are developing or updating interpretation related policies and procedures</li> </ul>	2014-2015	Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement
<b>Advocacy/Systemic Change: Reduction of systemic barriers that impede immigrants’ ability to successfully engage in the community</b>			
<b>Responding to the Needs of Refugee Health</b>	<ul style="list-style-type: none"> <li>➤ Collaborate with the Middlesex-London Health Unit, medical students with regard to planning to meet the health needs of refugees</li> </ul>	2015-2016	Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement  Newcomer/immigrants are aware of or obtain the services they need
	<ul style="list-style-type: none"> <li>➤ Continue to inform health professionals of the Health Resource developed by community partners in response to the needs of refugee health</li> </ul>	Ongoing	Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement

Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
	<ul style="list-style-type: none"> <li>➤ Explore opportunities to collaborate with health providers to provide monthly or bimonthly mobile clinics in neighbourhoods based on the model of the Mobile Dental Clinic</li> <li>➤ Participate on the Media Engagement Work Group and provide content for the “<i>We Are London</i>” - Rogers TV Show</li> </ul>	2015	<p>Newcomer/immigrants are aware of or obtain the services they need</p> <p>Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement</p>

# LMLIP Inclusion & Civic Engagement Sub-council Priority Setting Plan

April 2013 – March 2016

## Planning Table Participants

### Community partners at this table include:

Childreach  
City of London  
Collège Boréal  
Cross Cultural Learner Centre  
Life Resource Centre  
London Intercommunity Health Centre  
London Public Library  
Museum London  
Pillar Non-Profit Network  
United Way London & Middlesex  
Western University  
Two volunteers from immigrant communities  
Two post graduate students, Western University  
An international student, Western University

## Our Priorities

- ⇒ Enhance Knowledge amongst Host Community in Engaging Immigrants
- ⇒ Community Engagement at all Levels
- ⇒ Fostering Social Capital
- ⇒ Learning Opportunities for Service Providers around Working with Diverse Populations



Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
<p><b>Advocacy/Systemic Change:</b> Reduction of systemic barriers that impede immigrants’ ability to successfully engage in the community</p>			
<p><b>Host Community:</b> London and Middlesex residents are exposed to, educated about and engaged in understanding and accepting diverse traditions, behaviours and experiences of all the cultures that make up the community</p>			
<p><b>Enhance Knowledge amongst Host Community in Engaging Immigrants</b></p>	<ul style="list-style-type: none"> <li>➤ Explore opportunities to partner with post graduate institutions to enhance the work of the Media Engagement Work Group</li> <li>➤ Coordinate with the Media Engagement Work Group to provide content for the LMLIP Show “<i>We are London</i>” on Rogers TV</li> <li>➤ Explore partnering with Arts and Cultural organizations to further promote positive portrayal and inclusion of immigrants</li> <li>➤ Partner with the Networking for an Inclusive Community (NIC); using both the NIC electronic bulletin board as well as their half day and full day information meetings to promote immigrants in the community</li> </ul>	<p>Ongoing</p>	<p>Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement</p>

Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
<p><b>Supports and Services for Immigrants:</b> Immigrants have increased access to supports and services to ensure that they can successfully participate in all aspects of the community</p> <p><b>Communication and Access to Information:</b> Immigrants have increased access to information about available services, cultural expectations and how to access services and supports to successfully use the system in the community</p>			
<p><b>Community Engagement at all Levels:</b></p> <ul style="list-style-type: none"> <li>• Social/Civic</li> <li>• Political</li> </ul> <p>a. Information b. Volunteerism opportunities c. Events d. Collaborate to engage Youth e. International Students</p>	<p>Strategies to engage immigrant communities at all levels will include:</p> <p><b>a. Information:</b></p> <ul style="list-style-type: none"> <li>➤ Provide immigrants with information related to engagement opportunities</li> </ul>	Ongoing	Newcomer/immigrants are aware of or obtain the services they need
	<p><b>b. Volunteerism:</b></p> <ul style="list-style-type: none"> <li>➤ Promote volunteerism and its benefits in collaboration with Pillar Non-Profit Network and London and Area Association for Volunteer Administration (LAVA)</li> </ul>	Ongoing	Newcomers/immigrants are connected to the broader community and social network
	<p><b>c. Events:</b></p> <ul style="list-style-type: none"> <li>➤ Hold 2-4 Networking Events between the host and the immigrant communities</li> <li>➤ Provide opportunities for immigrants to learn about politics and participation by holding “Meet the Candidates” sessions that will coincide with elections of the three levels of government</li> </ul>	2014-2016	Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society
		Summer 2014	Newcomer/immigrants are aware of or obtain the services they need



Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
	<p><b>d. Collaboration to engage Youth:</b></p> <ul style="list-style-type: none"> <li>➤ Collaborate with existing initiatives and organizations that target immigrant youth participation in civic and social engagement opportunities</li> <li>➤ Provide information related to meaningful engagement opportunities to immigrant youth</li> </ul>	<p>2014</p> <p>2014-2015</p>	<p>Newcomer/immigrants are aware of or obtain the services they need</p>
	<p><b>e. Reaching out to international students:</b></p> <ul style="list-style-type: none"> <li>➤ Coordinate with service providers and institutions to provide platforms for international students to be informed about resources and opportunities of engagement in the community</li> <li>➤ Explore building relationships with cultural clubs and their leaders</li> </ul>	<p>Begin 2014 and Ongoing</p> <p>Ongoing</p>	<p>Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society</p>

Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
<b>Fostering Social Capital</b>  (i.e. the value of social networks, bonding similar people and bridging between diverse people, with norms of reciprocity)	<ul style="list-style-type: none"> <li>➤ Explore opportunities of assisting immigrants to build on their social capital such as:               <ul style="list-style-type: none"> <li>▪ Explore partnering with Sunfest</li> <li>▪ Explore organizing an event with the London Diversity and Race Relations Advisory Committee in conjunction with other LMLIP Sub-councils</li> <li>▪ Promote Cultural Competency Training for service providers in collaboration with other LMLIP Sub-councils</li> </ul> </li> </ul>	2015  2015  2014-2016	Newcomers/immigrants are connected to the broader community and social network
<b>Supports for Service Providers: Service Providers and volunteers have increased access to sustainable funding, information on supports to collaboration, diversity training and resources to ensure timely, effective and responsive services for immigrants</b>			
<b>Learning Opportunities for Service Providers around Working with Diverse Populations</b>	<ul style="list-style-type: none"> <li>➤ Collaborate with Networking for an Inclusive Community to host an annual workshop for service providers on working with diverse populations</li> </ul>	Ongoing	Newcomers/immigrants are connected to the broader community and social network

# LMLIP Justice & Protection Services Sub-council Priority Setting Plan

April 2013 – March 2016

## Planning Table Participants

### Community partners at this table include:

Children's Aid Society of London & Middlesex  
Community Legal Services, Western University  
Cross Cultural Learner Centre  
Elizabeth Frye Society  
John Howard Society of London & District  
London Police Service  
Middlesex-London Health Unit  
Ministry of Community Safety and Correctional  
Services, Probation and Parole  
Somali Association of London  
St. Leonard's Community Services  
Women's Community House  
A volunteer from an immigrant community

## Our Priorities

- ⇒ Access to Information
- ⇒ Enhance the Awareness of the Justice System and the Community Based Services for both Intervention and Prevention
- ⇒ Enhance Education about Pre-migratory Experience and General Knowledge of Immigrants Needs and Issues amongst Service Providers
- ⇒ Connect and Interact with the Host Community



Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
<b>Communication and Access to Information: Immigrants have increased access to information about available services, cultural expectations and how to access services and supports to successfully use the system in the community</b>			
<b>Access to Information</b>	➤ Explore supporting community partners working immigrant youth in the court	Ongoing	Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement
	➤ Coordinate the delivery of information on Justice and Protection Services in the two official languages to settlement services that would be included in the welcome packages given to newcomers	2014-2016	Newcomers/immigrants are aware of or obtain the services they need  Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement
	➤ Explore developing an interactive training tool to engage immigrants of all ages (i.e., situational scenarios that will include challenges faced by youth, parents and seniors and the tool to address these challenges)	2015	Newcomers/immigrants are aware of or obtain the services they need  Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement
<b>Supports and Services for Immigrants: Immigrants have increased access to supports and services to ensure that they can successfully participate in all aspects of the community</b>			
<b>Enhance the Awareness of the Justice System and the Community Based Services for both Intervention and Prevention</b>	➤ Collaboration between the Children’s Aid Society, the Thames Valley District School Board - Adult Education and Women’s Community House, to develop outreach materials on child protection and family relationships	2014-2015	Newcomers/immigrants are aware of or obtain the services they need

Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
	<ul style="list-style-type: none"> <li>➤ Utilize resources developed through the Immigrant Community Capacity Engagement (ICCE) Project to further engage and inform other immigrant communities on the justice system</li> </ul>	Ongoing	Newcomers/immigrants are aware of or obtain the services they need
	<ul style="list-style-type: none"> <li>➤ Continue the partnership with the Immigrant Community Capacity Engagement ( ICCE) Project to further engage 4-6 communities</li> </ul>	Fall 2013 - 2016	
	<ul style="list-style-type: none"> <li>➤ Continue to be part of the Family Settlement Collaborative</li> </ul>	Ongoing	
	<ul style="list-style-type: none"> <li>➤ Explore partnerships with the Family Centres in neighbourhoods to provide 1-2 presentations annually in neighbourhoods on issues related to safety, prevention and Legal Aid</li> </ul>	2013-2016	
<p><b>Supports for Service Providers: Service Providers and volunteers have increased access to sustainable funding, information on supports to collaboration, diversity training and resources to ensure timely, effective and responsive services for immigrants</b></p>			
<p><b>Enhance Education about Pre-migratory Experience and General Knowledge of Immigrants Needs and Issues amongst Service Providers</b></p>	<ul style="list-style-type: none"> <li>➤ Immigrant communities will be invited to share their pre and post migration experiences with the justice and protection service providers</li> </ul>	Start January 2014	Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement
	<ul style="list-style-type: none"> <li>➤ Develop an information tool based on the learning from presentations by immigrants that will be posted on the LMLIP webpage for service providers</li> </ul>	2014-2015	Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement

Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
	<ul style="list-style-type: none"> <li>➤ Collaborate with post graduate institutions at Western/Fanshawe to do short videos on pre and post migration stories</li> </ul>		
	<ul style="list-style-type: none"> <li>➤ Leverage existing channels of support/resources (i.e., 211) and link to Immigration Portal to facilitate access by front line workers</li> </ul>	Ongoing	Newcomers/immigrants are aware of or obtain the services they need
	<ul style="list-style-type: none"> <li>➤ Develop partnership with faith groups and cultural organizations to further understand the needs of communities</li> </ul>	2014 onward	Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement
<b>Host Community: London and Middlesex residents are exposed to, educated about and engaged in understanding and accepting diverse traditions, behaviours and experiences of all the cultures that make up the community</b>			
<b>Connect and Interact with the Host Community</b>	<ul style="list-style-type: none"> <li>➤ Coordinate with the Media Engagement Work Group to provide content for the Rogers TV Show</li> </ul>	Ongoing	Newcomers/immigrants are connected to the broader community and social network
	<ul style="list-style-type: none"> <li>➤ Explore opportunities to partner with local radio stations to further inform and engage host community</li> </ul>	2014-2016	Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement

# LMLIP Settlement Sub-council Priority Setting Plan

April 2013 – March 2016

## Planning Table Participants

### Community partners at this table include:

ACFO de London-Sarnia  
Children's Aid Society of London & Middlesex  
City of London  
Cross Cultural Learner Centre  
London Employment Help Centre  
London Intercommunity Health Centre  
London Interfaith Refugee Sponsorship Alliance  
London Public Library  
LUSO Community Services  
YMCA of Western Ontario  
South London Neighbourhood Resource Centre  
A volunteer from the immigrant community

## Our Priorities

- ⇒ Engaging and Informing National and International Students
- ⇒ Increased Access to Supports/Information
- ⇒ Increase Supports for Service Providers
- ⇒ Connect and Interact with the Host Community





Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
<b>Communication and Access to Information: Immigrants have increased access to information about available services, cultural expectations and how to access services and supports to successfully use the system in the community</b>			
<b>Engaging and Informing National and International Students</b>	➤ Connect with Western University, Fanshawe College, City of London and other educational institutions to increase access to information for International students	Ongoing	Newcomers/immigrants are aware of or obtain the services they need
	➤ Review and edit existing Settlement Brochures	March 2014	
	➤ Develop Brochures on community services for national and international students	March 2014	
	➤ Prepare packages on services in the community to be shared at the Welcoming International Students Day	2014-2016	
	➤ Explore opportunities to participate in Western University/Fanshawe College Orientation	2014-2016	
	➤ Partner with community partners and the City of London to organize "Tour London day"	2014-2016	Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society
	➤ Provide information on community resources in student residences by partnering with the international students office	2014-2016	Newcomers/immigrants are aware of or obtain the services they need
	➤ Use social media to further connect and engage national and international students		Newcomers/immigrants are connected to the broader community and social network

Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
<b>Supports and Services for Immigrants: Immigrants have increased access to supports and services to ensure that they can successfully participate in all aspects of the community</b>			
<b>Increased Access to Supports/Information</b>	<ul style="list-style-type: none"> <li>➤ Family Settlement Collaborative continues to inform and expand its reach to present to all LINC sites in London, and connect with ESL classes available at Fanshawe College and the Thames Valley District School Board and the London District Catholic School Board</li> </ul>	Ongoing	Newcomers/immigrants are connected to the broader community and social network
	<ul style="list-style-type: none"> <li>➤ Continue connecting with Pearson International Airport and provide settlement information brochures</li> </ul>	Ongoing	Newcomers/immigrants are aware of or obtain the services they need
	<ul style="list-style-type: none"> <li>➤ Engage Landlord and Tenants by developing a DVD and continuing the conversations with both stakeholders</li> </ul>	Ongoing	Newcomers/immigrants are connected to the broader community and social network
	<ul style="list-style-type: none"> <li>➤ Collaborate with the Age Friendly Task Group to share information collected through the Mapping of Seniors Program in London</li> </ul>		Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement
	<ul style="list-style-type: none"> <li>➤ Explore opportunities to engage seniors in physical and social activities by collaborating with existing programs</li> </ul>		<p>Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement</p> <p>Newcomers/immigrants are connected to the broader community and social network</p>

Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
	➤ Support intergenerational programming between seniors and youth		Newcomers/immigrants are connected to the broader community and social network
<b>Supports for Service Providers: Service Providers and volunteers have increased access to sustainable funding, information on supports to collaboration, diversity training and resources to ensure timely, effective and responsive services for immigrants</b>			
<b>Increase to Supports for Service Providers</b>	➤ In partnership with the Community Care Access Centre and the Multicultural Committee of the Council for London Seniors, promote health information cards for seniors developed by Middlesex London EMS with regard to their health conditions in emergency situations		Newcomers/immigrants are connected to the broader community and social network
<b>Host Community: London and Middlesex residents are exposed to, educated about and engaged in understanding and accepting diverse traditions, behaviours and experiences of all the cultures that make up the community</b>			
<b>Connect and Interact with the Host Community</b>	➤ Explore and nurture connections between the host community and newcomer families within the school system by collaborating with school-based community partners, such as the Settlement Workers in Schools	Ongoing	Newcomers/immigrants are connected to the broader community and social network  Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement
	➤ Collaborate with the Media Engagement Work Group to provide content for the “We Are London” - Rogers TV Show	Ongoing	Community partners are aware of newcomer needs and contributions, and are engaged in newcomer settlement

Priority/Gap	Activity/Strategy	Timelines	CIC Outcome(s)
	<ul style="list-style-type: none"> <li>➤ Collaboration among all the settlement agencies to organize a host family and a peer mentor program targeting international students based on the model of the Host Program (Community Connections) run by the Cross Cultural Learner Centre</li> </ul>		<p>Newcomers/immigrants are connected to the broader community and social network</p> <p>Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society</p>

## VI: Conclusion

As we conclude our *Community Immigrant Strategic Plan (2010-2013)*, we recognize that a number of gaps and opportunities related to improving outcomes for immigrant communities and creating a more welcoming city and region are yet to be addressed. Moving forward, LMLIP has made a concerted effort to mobilize the community once again, through our updated Strategic Plan for the successful integration of immigrants.

LMLIP continues to be guided by a Central Council and six Sub-councils representing issues on Education, Employment, Health & Wellbeing, Inclusion & Civic Engagement, Justice & Protection Services, and Settlement. Over the next three years, the LMLIP Central Council and Sub-councils will continue the journey in coordinating, facilitating and leading the implementation of the recommended strategies from our new Plan. The LMLIP Central Council will further explore opportunities, strike new partnerships and mobilize the community in planning and finding local sustainable solutions that will improve outcomes for local immigrant communities. The LMLIP Central Council will also continue to engage the community with all its sectors and cultural communities to build a stronger and a more welcoming region.

## VII: Acknowledgements

The London & Middlesex Local Immigration Partnership is thankful to Citizenship and Immigration Canada for their continued financial support. Our thanks go to the leadership provided by the City of London and United Way London & Middlesex. LMLIP also acknowledges the continued support of Dr. Vicki Esses and her team from Pathways to Prosperity, Western University.

We thank the LMLIP members and all those who participated in any project facilitated by LMLIP, including the March 27<sup>th</sup> Community Event. Their time, contributions and commitment towards creating a welcoming city is highly appreciated.

We will continue to acknowledge our community's investment in the London & Middlesex Local Immigration Partnership. When we presented our first Annual Performance Review to our funder, we noted the tremendous in-kind contributions of our partners, an investment which amounted to 43% of our operating funds. This contribution is reflected in the staff time, venues for meetings, leading special projects, our presence on the Immigration Portal, among other activities. Sincere gratitude goes to all those partners; without their ongoing commitment and contributions, LMLIP would not have been recognized as one of the best LIPs across Ontario.

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## Participating Organizations & Associations

- Access Centre for Regulated Employment
- ACFO de London-Sarnia
- Across Languages
- African Canadian Federation of London & Area
- Boardwalk Rental Communities
- Boys and Girls Club of London
- Brescia University College
- Canadian Arab Society
- Canadian Cancer Society
- Canadian Council of Muslim Women
- Canadian Latin American Association
- Canadian Mental Health Association
- Carrefour des Femmes du Sud-Ouest de l'Ontario
- Centre for Addiction & Mental Health
- Centre for Lifelong Learning
- Childreach
- Children's Aid Society of London & Middlesex
- Child and Youth Network
- Chinese Canadian National Council (London Chapter)
- Christopher Uwagboe Law Office
- Citizenship and Immigration Canada
- City of London
- Collège Boréal
- Conseil scolaire de district des écoles catholiques du Sud-Ouest
- Conseil scolaire Viamonde
- Community Living London
- Community Legal Services, Faculty of Law, Western University
- County of Middlesex
- Cross Cultural Learner Centre
- Culture Office, City of London
- Deemalor Canada
- Diamond Digital Production
- Ed Corrigan Law Office
- Elgin Middlesex Oxford Workforce Planning and Development Board
- Elizabeth Frye Society
- Entité de planification des services de santé en français
- Ethno-cultural Council of London
- Faculty of Law, Western University, Canada
- Family Service Thames Valley
- Fanshawe College
- Health Nexus
- Goodwill Career Centre
- Huron University College
- Hutton House
- Investing in Children
- Islamic Centre of Southwest Ontario
- John Howard Society of London & District
- Kala Manjari
- Kings University College
- Landlord & Tenant Board
- Latino Canadian Development & Integration of London
- Life Resource Centre, North Park Community Church
- London District Catholic School Board
- London Economic Development Corporation
- London Employment Help Centre
- London Fire Department
- London Health Sciences Centre
- London Intercommunity Health Centre
- London Interfaith Refugee Sponsorship Alliance
- London Karen Support Program
- London Middlesex Immigrant Employment Council
- London Police Service
- London Public Library
- LUSO Community Services
- Merrymount Children's Centre
- Middlesex-London Health Unit
- Migration and Ethnic Relations (MER)- Western University
- Ministry of Community Safety and Correctional Services, Probation and Parole
- MP Irene Mathysen's Office
- Museum London
- Muslim Association of Canada
- Networking for an Inclusive Community
- New St. James Church, London
- Newcomer Settlement Services, South London Neighbourhood Resource Centre
- Nokee Kwe
- Oliver & Associates Real Estate Brokerage
- Ontario Early Years Centres
- Ontario Ministry of Citizenship and Immigration
- Over 55 Inc.
- Pakistani Canadian Association
- Pathways to Prosperity, Western University
- Pillar Non-Profit Network

- Platinum Leadership Inc.
- Realty Executive Elite
- Regional HIV/AIDS Connections
- Réseau de soutien à l'immigration francophone
- Salvation Army Centre of Hope
- St. Joseph's Health Centre
- St. Leonard's Community Services London & Region
- Somali Association of London
- South London Neighbourhood Resource Centre
- South West Community Care Access Centre
- South West Regional Cancer Program
- Thames Valley Council of Home and School Associations
- Thames Valley District School Board
- Thames Valley Parent Involvement Committee
- 3M Canada
- Timbercreek Communities
- United Way London & Middlesex
- Vanier Children's Services
- Western University Canada
- WIL Employment Connections
- Women's Community House
- YMCA of Western Ontario
- Youth Opportunities Unlimited

## Appendix A

# Summary: 2013 Community Capacity Report *and* Perceptions of the LMLIP <sup>2</sup>

- London and Middlesex is a community with many strengths in providing services to immigrants
- Universal, mixed, and immigrant-specific organizations provide services to immigrants and work collaboratively to do so
- More than half of the organizations who participated in the survey provide more than one type of service
- The most common services provided are community connections, social support services, employment assistance, and “other” services
- Based on the organizations who participated in the survey, services for seniors seem to be somewhat limited, particularly in the area of language training and education services
- A number of the organizations reported emerging plans to provide new services to immigrants, with examples including: pre-arrival and online information, interpretation and translation services, services targeting specific immigrant populations, and training sessions for local employers
- Many of the organizations participating in the survey reported being familiar with the London and Middlesex Local Immigration Partnership and believe that the LMLIP is relevant to the work going on in the community to support immigrants
- Many of the organizations see the LMLIP as having made at least somewhat of an impact on the supports for immigrants in the community and in making London and Middlesex a more welcoming community for immigrants
- In contrast, most organizations have not significantly changed their delivery of services in response to the strategic planning and activities of the London and Middlesex Local Immigration Partnership

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<sup>2</sup> For the detailed Report visit [www.immigration.london.ca/LMLIP](http://www.immigration.london.ca/LMLIP)

# Appendix B

## Updated Terms of Reference (Approved by Council on October 28, 2013)

### London & Middlesex Local Immigration Partnership Council (LMLIP)

#### Terms of Reference

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#### INTENT

The London & Middlesex Local Immigration Partnership Council is the strategic planning body that will ensure that multiple stakeholders participate in **planning and coordinating to enhance delivery** of integration services to **all** immigrants.<sup>3</sup>

The Council will develop and implement strategies to facilitate increased access to all services, and assist non-settlement service providers and the community to develop a greater understanding of immigrants' needs and services.

#### PRINCIPLES

The work of the Council will be guided by the following principles:

- **Inclusivity:** Our scope will be inclusive of all immigrants in London and Middlesex, regardless of their immigration status, citizenship, age, gender, health status, sexual orientation and number of years in our community.
- **Advocacy:** Advocacy for the integration of immigrants.
- **Collaboration:** There is an inherent mutual responsibility between our community and immigrants.
- **Diversity:** We respect diversity within immigrant communities and build understanding across immigrant communities and cultures.
- **Social Justice:** We will seek to promote inclusion and civic engagement of all immigrants and work toward changes to ensure their integration.
- **Client Centered:** The holistic needs of the individual are at the centre of our work.
- **Empowerment:** We will enhance and restore their capacity to live a healthy life and to enable them to make informed decisions.

#### AREAS OF FOCUS

It is acknowledged that the following areas of focus are not intended to be distinct from one another but rather are interconnected.

The primary areas of focus for the Council are as follows:

- **Education** - This includes English as a second language (ESL), Language Instruction for New Canadians (LINC), elementary, secondary and post-secondary education.

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<sup>3</sup> For the purposes of the LMLIP, an immigrant is identified as any individual who defines themselves as an immigrant; this includes but is not limited to: Canadian Citizens, Permanent Residents, Convention Refugees, Temporary Residents and individuals with no immigration status.

- **Employment** - This includes mentorship, bridging, job search programs, credential assessment, employment and employment supports.
- **Health & Wellbeing** - This includes but is not limited to, mental health, impact of trauma/war, access to services, recreation, nutrition and life skills.
- **Inclusion & Civic Engagement** - This includes all social, parental, child and cultural supports.
- **Justice & Protection Services** - This includes the police and preventative services such as criminal justice, child welfare, and other services.
- **Settlement** - This includes interpretation services, housing, transitional services, information and referrals.

## ANTICIPATED OUTCOMES

Our anticipated outcomes include:

- Improved access to services
- Coordinated provision of services
- Improved labor market outcomes
- Strengthened strategic capacity of municipality on immigration issues
- Increased community capacity to respond to emerging needs
- Increased community awareness of immigrant integration needs

## KEY STAKEHOLDERS

We believe the community-at-large has a shared responsibility. Among the key stakeholders for the Council and Sub-councils are:

1. Immigrants
2. Service providers in the following areas
  - i. Education
  - ii. Employment
  - iii. Health & well-being
  - iv. Inclusion & civic engagement
  - v. Justice & protection services
  - vi. Settlement
3. Government
4. Faith and ethno-cultural groups
5. Francophone community
6. Researchers

It is noted that other key stakeholders for the Council will include:

- Research liaison
- City of London as Corporation and a planning body
- United Way London & Middlesex representing community development
- Funders, as appropriate

## GOVERNANCE

The work of the LMLIP will be guided by a Central Council and six Sub-councils representing our community's six areas of focus.

Council members will be identified through a transparent, competency-based recruitment process with an open call for applications.

Members of the Central and Sub-councils will be asked to demonstrate their commitment to the LMLIP by signing a Letter of Understanding. This letter addresses willingness to support the Intent, Principles and Policies of the LMLIP in general, and specifically addresses the areas of LMLIP Code of Conduct, Conflict of Interest and Member Commitment. If a member cannot adhere to his/her commitment to the Council, the Chair may request their resignation.

Members (with the exception of funders) may not send delegates or substitutes from their respective organizations.

## **A. CENTRAL COUNCIL**

### **COMPOSITION<sup>4</sup>**

The Central Council will comprise members representing the following:

1. Chair of each Sub-council (6)
2. Members-at-large: Equal or greater number of individuals representing the lived experience of immigrants, noting that Members-at-large are in addition to those immigrants who may be sitting as Sub-council Chairs (8)
3. Research liaison from Pathways to Prosperity Partnership, Western University
4. Funders including, but not limited to, Citizenship and Immigration Canada and the Ministry of Citizenship and Immigration, Ontario
5. One of the Co-chairs will be from the City of London<sup>5</sup>; the second Co-chair will be a member of the Central Council, desirably an immigrant who meets the required qualifications and skills
6. LMLIP Staff (ex-officio)

Note: Members from community organizations will represent the sector not their individual organizations.

### **CENTRAL COUNCIL ROLES AND RESPONSIBILITIES**

#### **Strategic Planning and Evaluation**

1. Ensures that regular meetings are held
2. Ensures adherence to LMLIP Code of Conduct, Conflict of Interest and Member Commitment (to be consistent with above)
3. Reviews reports of Sub-councils and provides direction, endorsement and vision
4. Advances the strategic plan, including goals and objectives
5. Updates and monitors the strategic plan
6. Communicates with Chairs of the Sub-councils on a regular basis to ensure connectivity
7. Self-assessment of collaboration, outcomes and processes

#### **Community Involvement**

8. Consults with researchers and community on a regular basis to ensure current needs and gaps are identified
9. Prioritizes based on input from community meetings and gives direction to sub-councils on priorities
10. Communicates with the community regarding successes and opportunities for action

#### **Advice and Advocacy**

11. Advocates on immigrant issues on behalf of the community
12. Advises on needs and gaps to funders and policymakers

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<sup>4</sup> Funders are non-voting members of the Council

<sup>5</sup> United Way London & Middlesex will continue to co-chair for the next 1.5 years



### **Leadership and Succession**

13. Participates in the recruitment, selection, and orientation of new Council members
14. Promotes leadership through transparent, competency-based application and advancement processes

## **CENTRAL COUNCIL MEMBER ROLES AND RESPONSIBILITIES**

### **Co-chair(s)**

Two Co-chairs will provide strategic leadership to the LMLIP Council. The Co-chair leadership role will spread the leadership workload and ensure the LMLIP progresses in accordance with its community and funder(s).

**Time Commitment:** An average of 10 hours/week during business and non-business hours (meetings, preparation, consultation, special events)

**Term:** The Co-chair will serve for a two-year term, renewable by mutual consent two times to a maximum of six years.

**Accountability:** The Co-chair serves and is accountable to the LMLIP Council for his/her performance.

**Authority:** The Co-chair ensures that the work of the Council moves forward and is the spokesperson(s) for the Council. The Co-chair may not, on behalf of the LMLIP, enter into contracts or endorse funding without the knowledge and approval of the LMLIP Council.

**Responsibility:** The Co-chair is responsible for the effective functioning of the LMLIP Council in its role of governing the LMLIP. The Co-chair(s) shall be a member ex officio of all committees.

#### **Primary Duties:**

- Preside at all annual and special general meetings of members of the Council and preside at the meetings of the LMLIP Council
- Collaborate with the Project Coordinator in preparing Council meeting agendas
- Facilitate regular meetings of the LMLIP Council
- Help create a welcoming and appreciative environment conducive to governance dialogue
- Maintain rules of conduct as they apply to the LMLIP Council and its members
- Serve as a public spokesperson for the LMLIP
- Adhere to the LMLIP Communication Plan
- Represent the LMLIP to government officials
- Ensure full and timely communication with members of the LMLIP Council
- Mentor other Council members to assume the Co-chair's role for the purposes of succession planning
- Oversee contracts on behalf of the LMLIP
- Must have understanding and experience in community development, effective negotiation and conflict resolution
- Must be able to contribute 10 hours a week to LMLIP activities during business and non-business hours
- Must be willing to advocate on behalf of the sector (i.e., the immigrant)
- Attend meetings as per the Policies and Operating Procedures of LMLIP

#### **Secondary Duties:**

- Prepare recommendations for LMLIP Council consideration
- Be available to the Project Coordinator for consultation purposes
- Represent the LMLIP at meetings of stakeholders and funders and community functions

- Enhance relationships with other community groups and agencies
- Work to recruit and select new Council members
- Participate in the selection process for member-at-large

Additional: The Co-chairs must have an understanding of the role of the LMLIP Council and the Project Staff. The LMLIP Council may authorize the Co-chair to take on additional duties.

In-Kind Contribution: It is noted that at present the host organization provides in-kind contributions of both time and administrative costs in supporting the Co-chairs in their role on the LMLIP Council.

Qualifications: The Co-chair must:

- Be knowledgeable of effective meeting and facilitation practices
- Have demonstrated integrity, executive leadership experience, and communications ability
- Be able to inspire colleagues and keep them focused on the necessary effort to complete the initiative
- Have demonstrated experience in utilizing arm's length approach (i.e., neutrality)
- Have demonstrated understanding of immigration legislation
- Have demonstrated collaborative, system building experience
- Have demonstrated political acumen
- Have demonstrated knowledge of the LMLIP Strategic Plan

#### **Central Council Member: Researcher**

The Researcher is responsible for:

- Attending meetings as per the Policies and Procedures of the LMLIP
- Informing and educating on issues related to immigration
- Contributing in sharing the learning from the LMLIP with other researchers

#### **Members-at-large**

Time Commitment: Approximately 4 to 6 hours/month (meetings, preparation, consultation, special events)

Recruitment: The Members-at-large will be recommended by the Recruitment Group to the LMLIP Council for approval and selected accordingly

Term: Members will normally serve for a two-year term.

Members may be reappointed twice for a maximum of six consecutive years. No more than half of the members' terms will expire at the same time. Members must indicate their interest in being reappointed following completion of each two-year term.

The Member-at-large is responsible for:

- Attending meetings as per the Policies and Operating Procedures of LMLIP
- Contributing according to his/her [immigrant] experience with community needs
- Contributing to a more informed body of knowledge about immigration, particularly in London-Middlesex
- Creating and disseminating foundational knowledge of immigration and immigrants in London-Middlesex
- Seeking input from community-at-large and educating the community about immigrant issues
- Providing input to Council regarding strategic priorities and issues

Qualifications: The Member-at-large must:

- Demonstrate knowledge, expertise and/or commitment to serving and integrating immigrants
- Have lived immigrant experience
- Have a clear understanding of her/his roles and responsibilities on Council
- Have demonstrated understanding of immigration legislation
- Have demonstrated knowledge of the mandate of the LMLIP
- Have demonstrated knowledge of the LMLIP Strategic Plan
- Be involved in one of the LMLIP Sub-councils or an ongoing Working Group
- Represent and have some influence over the different levels of professional/life experience related to LMLIP priorities (versus representing the organizations with which they are affiliated)
- Have an understanding of conflict of interest (real and/or perceived) and where appropriate, declare this at meetings
- Be willing to commit to at least two years

### **Recruitment Process:**

Those interested in becoming a Member-at-large and/or Sub-council members will submit an Expression of Interest to the Recruitment Work Group through the Project Coordinator along with the following:

- A cover letter that demonstrates **all** aspects of qualifications, with examples
- A copy of their resume
- Two reference letters to address demonstration of expectations

The Recruitment Work Group will review the applications and the selected candidate will be contacted within three weeks after the submission deadline.

### **B. SUB-COUNCILS**

Sub-councils will represent each of the six areas of focus: Education, Employment, Health and Well-being, Inclusion and Civic Engagement, Justice and Protection Services and Settlement.

### **COMPOSITION**

Each Sub-council will be inclusive and open to anyone with a demonstrated commitment in the particular area. Sub-councils will include:

1. Members from established councils and networks
2. Individuals from community organizations (including ethno-cultural organizations) with experience, knowledge and skill related to the area of focus
3. Stakeholders representing diverse sectors of the community as identified within LMLIP community engagement processes
4. Individuals with lived immigrant/newcomer experience
5. Members of service and volunteer agencies that work with immigrants
6. Representatives from each key stakeholder group
7. Representation from London and, where possible, Middlesex County

### **SUB-COUNCIL ROLES AND RESPONSIBILITIES**

#### **Strategic Planning, Implementation and Evaluation**

1. Develops the strategies for the area of focus
2. Makes recommendations to Central Council
3. Consults with researchers on the issues related to the area of focus and communicates with Central Council

4. Shares best practices between Sub-councils
5. Identifies opportunities for collaborations between Sub-councils and Central Council
6. Implements the strategies for the area of focus
7. Self-assessment of collaboration, outcomes and processes

#### **Succession/Leadership**

8. Participates in the recruitment, selection, and orientation of new Sub-council members
9. Promotes Sub-council leadership through transparent, competency-based application and advancement processes

### **SUB-COUNCIL MEMBER ROLES AND RESPONSIBILITIES**

#### **Sub-council Chair**

The Sub-council Chair will be a sitting member of the LMLIP Central Council.

Time Commitment: Approximately 8 to 10 hours/month (meetings, preparation, consultation, special events)

Appointment: The Sub-council members will select a Chair from one of their members.

Term: Sub-council Chairs will normally serve for a two-year term. Chairs may be reappointed twice and must indicate their interest in being reappointed three months in advance to the Sub-council.

Accountability: The Sub-council Chair serves and is accountable to the Sub-council and the LMLIP Council for his/her performance.

Authority: The Sub-council Chair may not, on behalf of the LMLIP, enter into contracts. The Chair and Vice chair are actively engaged in supporting the work of the Sub-council.

The Sub-council Chair is responsible for:

- Speaking publicly, in consultation with the Co-chairs, on behalf of the specific issue the Sub-council she/he represents
- Attending meetings as per the Policies and Operating Procedures of the LMLIP
- Collaborating with the Project Coordinator in preparing Sub-council meeting agendas
- Facilitating regular meetings of the Sub-council
- Coordinating activities specific to individual Sub-council mandates
- Helping create a welcoming and appreciative environment conducive to dialogue
- Encouraging the capacity, skills and confidence of Sub-council members to participate
- Ensuring rules of conduct are respected and followed as they apply to the Sub-council and its members
- Reporting to fellow LMLIP Council members on the work undertaken in their Sub-councils and bringing forward any items requiring Council support and/or approval
- Arranging for the Vice-chair to Chair meetings in the absence of the Sub-council Chair

Qualifications: Sub-council Chair must:

- Have a firm understanding of the role of the LMLIP Council vis-à-vis the Project Coordinator
- Have an understanding of conflict of interest (real and/or perceived) and where appropriate, declare this at meetings
- Have demonstrated knowledge of the LMLIP Strategic Plan
- Be knowledgeable of effective meeting and facilitation practices
- Have to commit 8-10 hours a month to devote to his/her primary duties
- Demonstrate integrity, executive leadership experience, and communications ability
- Have demonstrated experience, expertise and/or commitment to the Sub-council strategic priorities and area(s) of interest

- Be able to inspire colleagues and keep them focused on the necessary effort to complete the initiative
- Must be willing to advocate on behalf of the sector (i.e., the immigrant)

### **Sub-council Vice-chair**

**Time Commitment:** Approximately 4 to 6 hours/month (meetings, preparation, consultation, special events)

**Appointment:** The Sub-council members will select a Vice-chair from one of their members.

**Term:** The Sub-council Vice-chair will normally serve for a two-year term and may be reappointed. Normally a Vice-chair assumes the role of Chair. It is expected that the Vice-Chair will indicate three months in advance his/her interest in reappointment and/or the role of Chair to the Sub-council.

**Accountability:** The Vice-chair serves and is accountable to the Sub-council and the Sub-council Chair for his/her performance.

**Responsibilities:** Performing such duties and exercising such powers as the Sub-council Chair may delegate (see Sub-council Chair responsibilities), or as the Sub-council may prescribe.

The Vice-chair will:

- Perform Chair responsibilities when the Chair cannot be available (See Sub-council Chair role description)
- Attend meetings as per the Policies and Operating Procedures of the LMLIP
- Contribute according to his/her experience with community needs
- Have demonstrated knowledge of the LMLIP Strategic Plan
- Be familiar with Sub-council agenda items and activities to ensure full participation in meeting
- Commit 4-6 hours a month to devote to his/her primary duties
- Report to Sub-council Chair
- Work closely with Sub-council Chair and staff
- Have an understanding of conflict of interest (real and/or perceived) and where appropriate, declare this at meetings

### **Sub-council Member**

**Time Commitment:** A minimum of 4 hours/month (meetings, consultation, special events)

**Recruitment Process:** An Expression of Interest will be circulated twice a year (Spring and Fall) and candidates will go through a selection process. The Recruitment Work Group will review applications and selected candidates will be asked for an interview. The Chair of the specific Sub-council will be part of the recruitment process.

Sub-council member is responsible for:

- Attending meetings as per the Policies and Operating Procedures of LMLIP
- Contributing according to his/her experience with community needs
- Carrying out activities related to LMLIP strategic priorities within their own domain
- Implementing special projects in keeping with LMLIP strategic priorities
- Strengthening cross-sector partnerships
- Seeking input from community-at-large and educate community about immigrant issues
- Providing input to Sub-council regarding priorities and issues
- Providing multi-community and/or multi-sectoral representation in alignment with Sub-council priority areas identified in the LMLIP Strategic Plan

- Promoting general community awareness of the LMLIP and the Sub-councils
- Focusing on the deliverables within defined timeframes

Qualifications: Sub-council members must:

- Be results-oriented individuals who are able to inform the direction and accomplishments in identified areas of priority
- Have demonstrated knowledge of the mandate of the LMLIP
- Have demonstrated knowledge of the LMLIP Strategic Plan
- Represent and have some influence over the different levels of professional/life experience related to LMLIP priorities (versus organizations they are affiliated with)
- Have an understanding of conflict of interest (real and/or perceived) and where appropriate, declare this at meetings
- Be willing to advocate on behalf of the sector (i.e., the immigrant) and on the issue
- Be willing to commit to at least two years

## **POLICIES AND OPERATING PROCEDURES**

### **Meetings**

Purpose: To provide a framework for ensuring the effective and efficient management of meetings.

- Robert's Rules of Order provide for constructive and democratic meetings, and shall be the rules of conduct at LMLIP meetings in order to ensure consistent procedures for deliberation and debate
- LMLIP Meeting Guidelines will be followed
- For a proposed agenda to become the official agenda for a meeting, it must be adopted by the members at the outset of the meeting. At the time that an agenda is presented for adoption, it is in order for any member to move or amend the proposed agenda by adding any item that the member desires to add, or by proposing any other change

### **Emergency or Special Meetings**

Purpose: To define the terms under which an emergency or special meeting may be called.

Special Meeting:

- Council or Sub-council Chairs may call meetings to be held on a date other than the regularly scheduled meeting
- Action may be taken at this meeting
- Notice of these meetings must be posted 72 hours prior to the meeting

Emergency Meeting:

- Council or Sub-council Chairs may call meetings to address a situation that must be handled immediately
- Action may be taken at this meeting
- Notice of these meetings must be posted with at least 2 hours' notice to the membership

### **Attendance**

Purpose: To provide a framework for ensuring consistent and effective levels of LMLIP Council and Sub-council member involvement and participation in LMLIP agendas and activities.

- LMLIP Council and Sub-council members are expected to attend all meetings
- If members are unable to attend a meeting, they must notify the Project Coordinator with sufficient advance notice in order to prepare regrets
- After 2 consecutive absences, members will be requested to confirm continued interest/involvement in LMLIP Council and/or Sub-council
- If a member of a Sub-council misses two consecutive meetings without reasonable cause, the Chair will have a conversation with the member
- If a Council member misses two consecutive meetings without reasonable cause, one of the Co-chairs will have a conversation with the member
- An LMLIP Council/Sub-council member may be removed by majority vote if absent from three consecutive meetings without reasonable cause, or 50% of the total meetings annually are not attended
- The Chair may designate a replacement for the balance of the year from a pool of previously-nominated members
- A member may be granted a Leave of Absence when unable to perform Council or Sub-council duties for a defined period of time due to conditions found to be acceptable to the Chair. A Council Member can maintain formal membership during this Leave of Absence but will not be included for purposes of determining a quorum.

### **Decision-making**

Purpose: To provide a framework for effective and inclusive decision-making at LMLIP Council and Sub-council meetings.

- LMLIP Council and Sub-council decisions will reflect a consensual, open, and strategic approach to identifying and gathering input to address issues in accordance with the LMLIP Intent, Principles, and Strategic Directions
- LMLIP Council quorum will be fifty-one percent (51%) of the filled seats. A minimum of nine (9) voting members (including a Co-chair) must be present. This represents 50% of the membership plus one
- Voting members include: Co-chairs, Sub-council Chairs, Research liaison, Members-at-large
- All members are equal voting partners for decision-making that will be done on a consensus basis, seeking two-thirds of present members in agreement. In the event that consensus cannot be reached, a vote will take place with the final decision made by majority rule. Consensus decision-making is a process that seeks widespread or full agreement. Groups using consensus commit themselves to the goal of generating as much agreement as possible. Different groups may have different decision rules (standards for how much agreement is necessary to finalize a decision). Regardless of the ultimate decision rule, however, all groups using a consensus process strive for the full agreement of all participants.<sup>6</sup>

### **Council Relationship to Staff**

Purpose: To enhance organizational effectiveness and to establish clear guidelines regarding staff and Council member roles.

- Ensure people involved in LMLIP now, and in the future, refer to a consistent set of expectations about the division of responsibility between Council and staff
- Council and staff commit to a productive partnership
- Appreciation is shown for the contributions of staff, Council/Sub-council members, and other volunteers

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<sup>6</sup> <http://www.consensusdecisionmaking.org/>



- LMLIP Council members shall not direct staff unless such authority is explicitly delegated by the LMLIP Co-chairs
- Staff are encouraged and trusted to use their expertise and experience to carry out Council decisions
- Sub-councils and Working Groups are expected to be self-sufficient but from time to time, may request limited administrative support from LMLIP staff which may be negotiable

In general, Central Council is responsible for LMLIP governance, including:

- Provision of purpose, leadership and overall strategy
- Ensuring LMLIP is directed in accordance with its mission, the community it represents and funder mandate(s)
- Monitoring progress and evaluating performance
- Recruiting and appointing new Council members
- With Co-chairs, delegation of authority to Project Staff

In general, staff has delegated authority for LMLIP management, including:

- Supporting Council's planning function and implementing Council decisions
- Providing information to the Council, including recommendations for action
- Project and program execution
- Monitoring and managing daily operations
- Administrative tasks of the LMLIP
- Community engagement

Joint Council/Staff responsibilities include:

- Discussing ideas, planning organizational strategies and forming long-term goals
- Promotion of LMLIP
- Ensuring achievements and successes are recognized and documented

### **Media and Communications**

Purpose: To ensure effective and consistent communication to members and funders. As appropriate, communication with corporate entities, media and the public at large will be tailored to meet those particular communication needs.

- LMLIP, through consensus of the LMLIP Council, shall reserve the right to determine the intent, content and all matters pertaining to LMLIP communications. All decisions will be in keeping with the policies and principles of LMLIP
- LMLIP Council members shall exercise collective authority over the Council for interactions with the media, public or other entities regarding LMLIP business.
- LMLIP Council/Sub-council members shall review and adhere to the LMLIP Media Call Protocol when dealing with news media.
- Individual Council and Sub-council members do not have authority to speak on behalf of the LMLIP, unless given such authority by the LMLIP Council.

Central Council Co-chairs are:

- The primary conduits for all information about the LMLIP
- The primary spokespersons for the LMLIP
- Promoters of LMLIP to the larger community through presentations and events
- Respondents in respect to any questions regarding LMLIP's relationship with Municipal Council, the City and County, and other community partners and initiatives
- Contacts for any major media
- Respondents to all media calls concerning controversial or contentious issues regardless of the size of the media outlet, issues about the LMLIP, Council members, Council Chairs or staff

**Central Council Members:**

- May provide routine, factual information about the work of the Central Council, its mandate, scope, sphere of influence, etc.

**Sub-council Chairs:**

- May provide comment on overall mandate and activities of their specific Sub-councils – Education; Employment; Health & Wellbeing; Inclusion & Civic Engagement; Justice & Protection Services; and Settlement

**Project Coordinator:**

- Reporting on LMLIP activities and outcomes
- Collection and dissemination of information across Central and Sub-councils
- With Council Co-chairs, may serve as public spokesperson for the LMLIP
- Promoting LMLIP to the larger community through presentations and events

**Council/Sub-council Recognition**

Purpose: To demonstrate LMLIP’s appreciation for the commitment, support and contribution of Council and Sub-council members through the establishment of a recognition program.

- LMLIP values and appreciates the contributions of Council and Sub-council members and wishes to recognize those contributions through presentation of a plaque or certificate upon:
  - i. the completion of a Council or Sub-council member’s term; and/or
  - ii. the completion of a specific event where a Council or Sub-council member has provided far and above the normal amount of time and resources expected as per the Roles and Responsibilities
- Presentations of recognition will formally be made at Council meetings to which the intended recipient will be invited if not a member of the Council.

**CODE OF CONDUCT GUIDELINES**

LMLIP Council and Sub-council Members will adhere to a Code of Conduct, which is to be referenced in all meeting agendas

Members of the LMLIP Central and Sub-councils will:

1. Represent loyalty to the interests of the LMLIP community. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other committees, boards or staffs. It also supersedes the personal interest of any member acting as a consumer of the Council's services or as service agency staff. Members are representing the LMLIP, not their agencies.
2. Act in the best long-term interests of the LMLIP and the community and will bring to the task of informed decision-making, a broad knowledge and an inclusive perspective
3. Pursue open, disciplined and focused dialogue on those issues, which according to Council policy, clearly belong to the Council to discuss, debate and/or decide
4. Ensure that meeting time guidelines and ground rules are followed
5. Work as a team member and build collegial working relationships that contribute to consensus and support for Council/Sub-council decisions

6. Must attend more than 50% of the meetings. We encourage full and active participation of all members
7. Actively participate as a member which includes regularly attending meetings and special events, preparing sufficiently for and contributing to LMLIP Council/Sub-council discussions and decision-making processes, through reviewing and commenting on minutes and reports
8. Participate in reviews of LMLIP missions, objectives, and strategic plans
9. Monitor the performance of the organization in relation to objectives and core values
10. Participate in the recruitment of new Council and Sub-council members
11. Keep informed about community issues relevant to the vision and objectives of the LMLIP
12. Respect the confidentiality appropriate to issues regarding LMLIP business

Should an LMLIP Council/Sub-council member breach the Code of Conduct, then the following will result:

- a. The member shall receive a letter from the Co-chairs outlining that a breach has occurred
- b. If another breach occurs, the member will be asked to leave the LMLIP Council/Sub-council

#### **CONFLICT OF INTEREST GUIDELINES**

All members represent the issue and not their organizations. Nevertheless, conflict of interest may arise during the process of assessment or decision-making. Therefore, all members are required to comply by the following guidelines:

- a. All members of the committee will act in a manner so scrupulous that the Council's recommendations will withstand the closest public scrutiny
- b. Central Council members must provide full disclosure of the various professional relationships both with each other and in the community that may create a conflict of interest
- c. Members should declare the conflict of interest if the outcome of the decision and/or assessment is benefiting their organization, directly or indirectly. If a proposal pertaining to the member's agency is assessed, the member should refrain from attending the meeting
- d. Members should ensure that conflict does not exist or appear to exist between their private interests and their duties as a member of the Council
- e. Members should disclose any areas of conflict prior to becoming Council members and should continue to disclose any potential areas of conflict that may arise later
- f. Members should remove themselves from any assessment where a member of a family or close acquaintance may benefit from
- g. It is understood that, given the compositions of Council and Sub-councils and the need to have members with certain expertise, potential conflicts will arise. When a potential conflict does arise, the member shall immediately advise the Council of the conflict, refrain from

discussing with any other member of the Council the matter with respect to which he/she has a conflict and refrain from voting with respect thereto. The member should excuse himself / herself from the council while the matter that gave rise to the conflict is under consideration

- h. LMLIP does not promote nor endorse any individual person, group, product or service, for any purpose, without express agreement of the LMLIP Council

#### **TIMELINES & MEMBERSHIP FORMATION FOR COUNCIL AND SUBCOUNCILS**

Membership formation is based on the principle of inclusivity and will be open to any individual, group or organization with an interest in immigrant issues in London and Middlesex. The membership process for the Council and Sub-councils will be as follows:

1. As vacancies warrant, the LMLIP Council and Project Coordinator will develop and issue an Expression of Interest (EOI) to be sent out to the community. There will be a broad distribution of submission of EOI through emails to existing networks, ethno-cultural groups, faith groups and advertisement in local media and the Immigration Portal website. The EOI will detail time commitment, objectives and roles for the Central Council and/or Sub-council membership.
2. All interested parties will submit their response indicating their area of interest, expertise and knowledge to the LMLIP, in care of the Project Coordinator, according to application deadlines.
3. Individuals may self-select the Sub-council that aligns with their interest and expertise.
4. New LMLIP Council/Sub-council members will be asked to indicate their commitment to the LMLIP by signing a Letter of Understanding.

## LETTER OF UNDERSTANDING

As a member of the LMLIP Central Council and/or Sub-council, I voluntarily agree that:

- I understand, support and will be guided by the LMLIP's stated Intent, Principles, Policies, and Strategic Directions.
- I have read and I am committed to the LMLIP Terms of Reference.
- I abide by the Policies and Operating Procedures of the LMLIP.
- I am committed to the LMLIP Code of Conduct and will represent loyalty to the interest of the LMLIP.
- I confirm that I am not currently involved (nor will I become involved while a member) in any personal activity or activity that has a direct conflict of interest with my LMLIP responsibility, according to the LMLIP Conflict of Interest Guidelines.
- I understand that participation as an LMLIP Council member requires a commitment of time to attend regularly scheduled LMLIP meetings.
- I agree to inform the Chair of the LMLIP Council or Sub-council should I need to step down or be replaced.

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LMLIP Council Member

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Date

-----  
Witnessed By

-----  
Date

Funded by:

Financé par:

Co-led by:



Citizenship and  
Immigration Canada

Citoyenneté et  
Immigration Canada



United Way  
London & Middlesex  
Change starts here.



London  
CANADA

## Appendix C

# Updated Expressions of Interest

### A. Expressions of Interest for LMLIP Sub-council Member

**The London & Middlesex Local Immigration Partnership (LMLIP) Council is currently seeking Expressions of Interest from volunteers to join the LMLIP issue specific Sub-councils, namely: Education, Employment, Health & Wellbeing, Inclusion and Civic Engagement, Justice and Protection Services and Settlement Sub-councils**

#### **INTRODUCTION: LONDON & MIDDLESEX LOCAL IMMIGRATION PARTNERSHIP (LMLIP)**

The London & Middlesex Local Immigration Partnership Council, established in 2010, is the strategic planning body that ensures that multiple stakeholders participate in **planning** and **coordinating to enhance delivery** of integrated services to all immigrants<sup>7</sup>. It is funded by Citizenship and Immigration Canada, supported by Ontario Ministry of Citizenship and Immigration and the Association of Municipalities of Ontario (AMO). It is volunteer-driven council co-chaired by the City of London and United Way London & Middlesex.

LMLIP is comprised of a Central Council and six Sub-councils for:

- Education
- Employment
- Health and well being
- Inclusion & civic engagement
- Justice & protection services
- Settlement

LMLIP Central Council is comprised of the following:

- Chairs of the LMLIP Sub-councils (6)
- Research liaison
- Members-at-large (8)
- Co-chairs (2)
- Citizenship and Immigration Canada
- Ontario Ministry of Citizenship and Immigration
- LMLIP Staff (ex-officio)

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<sup>7</sup> For the purposes of the LMLIP, an immigrant is identified as any individual who defines themselves as an immigrant; this includes but is not limited to: Canadian Citizens, Permanent Residents, Convention Refugees, status and/or individuals with no immigration status and Temporary Residents.

## **Roles and Responsibilities:**

Time Commitment: A minimum of 4 hours/month (meetings, consultation, special events)

Term: Members will normally serve for a two-year term. Members may be reappointed twice for a maximum of six consecutive years. No more than half of the members' terms will expire at the same time. Members must indicate their interest in being reappointed following completion of each two-year term.

Sub-council member is responsible for:

- Attending meetings as per the Policies and Operating Procedures of LMLIP
- Contributing according to his/her experience with community needs
- Carrying out activities related to LMLIP strategic priorities within their own domain
- Implementing special projects in keeping with LMLIP strategic priorities
- Strengthening cross-sector partnerships
- Seeking input from community-at-large and educate community about immigrant issues
- Providing input to Sub-council regarding priorities and issues
- Providing multi-community and/or multi-sectoral representation in alignment with Sub-council priority areas identified in the LMLIP Strategic Plan
- Promoting general community awareness of the LMLIP and the Sub-councils
- Focusing on the deliverables within defined timeframes

## **Qualifications**

Sub-council members must:

- Be results-oriented individuals who are able to inform the direction and accomplishments in identified areas of priority
- Have demonstrated knowledge of the mandate of the LMLIP
- Have demonstrated knowledge of the LMLIP Strategic Plan
- Represent and have some influence over the different levels of professional/life experience-related to LMLIP priorities (versus organizations they are affiliated with)
- Have an understanding of conflict of interest (real and/or perceived) and where appropriate, declare this at meetings
- Be willing to advocate on behalf of the sector (i.e., the immigrant) and on the issue
- Have demonstrated knowledge of the LMLIP Strategic Plan
- Be involved in one of the LMLIP Sub-councils or an ongoing Working Group
- Be willing to commit to at least two years

## **HOW TO APPLY:**

If you are interested in becoming a LMLIP member on any of the six Sub-councils, please submit your Expression of Interest to the Recruitment Work Group through the Project Coordinator (Huda Hussein at [hhussein@lmlip.ca](mailto:hhussein@lmlip.ca)) or by mail to The Skill Centre, 141 Dundas Street, Third Floor, London, ON N6A 1G3) along with the following:

- A cover letter that demonstrates all aspects of qualifications, with examples
- A copy of their resume
- Two reference letters addressing demonstration of expectations

Expressions of Interest will be considered in confidence by the LMLIP Recruiting Work Group. Interested individuals will review the attached LMLIP Policies and Procedures and the Letter of Understanding.

## **RECRUITMENT PROCESS:**

Expressions of Interest will be accepted twice a year (Spring and Fall)

The Recruitment Work Group will review the applications but only candidates selected for an interview will be contacted. Candidates will be contacted within three weeks of the submission deadline.

### **B: Expressions of Interest for a Member-at-large**

**The London & Middlesex Local Immigration Partnership (LMLIP) Council is currently seeking Expressions of Interest from volunteers from the immigrant communities to fill one position on the LMLIP Central Council**

## **INTRODUCTION: LONDON & MIDDLESEX LOCAL IMMIGRATION PARTNERSHIP (LMLIP)**

The London & Middlesex Local Immigration Partnership Council, established in 2010, is the strategic planning body that ensures that multiple stakeholders participate in **planning** and **coordinating to enhance delivery** of integrated services to all immigrants<sup>8</sup>. It is funded by Citizenship and Immigration Canada, supported by Ontario Ministry of Citizenship and Immigration and the Association of Municipalities of Ontario (AMO). It is volunteer-driven council co-chaired by the City of London and United Way London & Middlesex.

LMLIP is comprised of a Central Council and six Sub-councils for:

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- Health and well being
- Inclusion & civic engagement
- Justice & protection services
- Settlement

LMLIP Central Council is comprised of the following:

- Chairs of the LMLIP Sub-councils (6)
- Research liaison

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<sup>8</sup> For the purposes of the LMLIP, an immigrant is identified as any individual who defines themselves as an immigrant; this includes but is not limited to: Canadian Citizens, Permanent Residents, Convention Refugees, status and/or individuals with no immigration status and Temporary Residents.



- Members-at-large (8)
- Co-chairs (2)
- Citizenship and Immigration Canada
- Ontario Ministry of Citizenship and Immigration
- LMLIP Staff (ex-officio)

### **MEMBER-AT-LARGE: ROLES AND RESPONSIBILITIES**

Time Commitment: Approximately 4 to 6 hours/month (meetings, preparation, consultation, special events)

**Term:** Members will normally serve for a two-year term. Members may be reappointed twice for a maximum of six consecutive years. No more than half of the members' terms will expire at the same time. Members must indicate their interest in being reappointed following completion of each two-year term.

### **THE MEMBER-AT-LARGE IS RESPONSIBLE FOR:**

- Attending meetings as per the Policies and Operating Procedures of LMLIP
- Contributing according to his/her experience with community needs
- Contributing to a more informed body of knowledge about immigration, particularly in London-Middlesex
- Creating and disseminating foundational knowledge of immigration and immigrants in London-Middlesex
- Seeking input from community-at-large and educating the community about immigrant issues
- Providing input to Council regarding strategic priorities and issues

### **QUALIFICATIONS: THE MEMBER-AT-LARGE MUST:**

- Demonstrate knowledge, expertise and/or commitment to serving and integrating immigrants
- Have lived immigrant experience
- Have a clear understanding of her/his roles and responsibilities on Council
- Have demonstrated understanding of immigration legislation
- Have demonstrated knowledge of the mandate of the LMLIP
- Have demonstrated knowledge of the LMLIP Strategic Plan
- Be involved in one of the LMLIP Sub-councils or an ongoing Working Group
- Represent and have some influence over the different levels of professional/life experience - related to LMLIP priorities (versus representing the organizations with which they are affiliated)
- Have an understanding of conflict of interest (real and/or perceived) and where appropriate, declare this at meetings
- Be willing to commit to at least two years

**HOW TO APPLY:**

If you are interested in becoming a Member-at-large, please submit an Expression of Interest to the Recruitment Work Group through the Project Coordinator (Huda Hussein at [hhussein@lmlip.ca](mailto:hhussein@lmlip.ca) or by mail to The Skill Centre, 141 Dundas Street, Third Floor, London, ON N6A 1G3) along with the following:

- A cover letter that demonstrates all aspects of qualifications, with examples
- A copy of their resume
- Two reference letters addressing demonstration of expectations

Expressions of Interest will be considered in confidence by the LMLIP Recruiting Work Group. Interested individuals will review the attached LMLIP Policies and Procedures and the Letter of Understanding.

**RECRUITMENT PROCESS:**

The Recruitment Work Group will review the applications but only candidates selected for an interview will be contacted. Candidates will be contacted within three weeks of the submission deadline.