

LMLIP Strategic Plan 2016-2019



A Community Initiative of Individuals and Organizations

Funded by:  Immigration, Refugees and Citizenship Canada
 Financed par: Immigration, Réfugiés et Citoyenneté Canada
 Co-led by:  London

Submitted to: Immigration, Refugees and Citizenship Canada

Table of Contents

- I. Letter from the London & Middlesex Local Immigration Partnership (LMLIP) Co-chairs 2
- II. About the London & Middlesex Local Immigration Partnership..... 3
 - a. Purpose and Vision 3
 - b. Overarching Themes 4
 - c. Immigration, Refugees and Citizenship Canada (IRCC) Outcomes..... 5
- III. Highlights of the *LMLIP Strategic Plan 2013-2016* 6
- IV. Executive Summary: London & Middlesex Local Immigration Partnership Strategic Plan April 2016 – March 2019 8
- V. LMLIP Strategic Plans: 9
 - Central Council 10
 - Education Sub-council..... 16
 - Employment Sub-council 21
 - Health & Wellbeing Sub-council 25
 - Inclusion & Civic Engagement Sub-council 30
 - Justice & Protection Services Sub-council..... 34
 - Settlement Sub-council 38
- VI. Conclusion 43
- VII. Acknowledgements 43
 - LMLIP Members 44
 - Other Participants 45
 - Participating Organizations & Associations 48
- VIII. Appendices: 50
 - A. Summary: 2016 Community Capacity Report and Perception of the LMLIP 50
 - B. Updated Terms of Reference (April 27, 2015) 51
 - C. Expression of Interest 69

I. Letter from the Co-chairs

April 2016

The London & Middlesex Local Immigration Partnership has been funded since September 2009 to strengthen the community's capacity in facilitating the successful integration of immigrants in all aspects of life in our region.

One of our deliverables was the drafting of a local strategy that outlines priorities, gaps and opportunities for the successful integration of immigrants. In June 2010, the London & Middlesex Local Immigration Partnership (LMLIP) submitted its first *Community Immigrant Strategic Plan* to Citizenship and Immigration Canada. In December 2013, we submitted our community's second plan, *LMLIP Strategic Plan April 2013 - March 2016*.

For the last six years, LMLIP reached out to all sectors, ethno-cultural associations and faith groups to address issues that impede and or slow down the integration process of immigrants in our region. A number of projects have been implemented to ensure that our community is working in a collaborative way to address identified issues and maximize outcomes for the immigrants.

As our current plan was coming to an end in March 2016, over the last few months, LMLIP has consulted the community to identify gaps and opportunities to draft the third plan, *LMLIP 2016-2019 Strategic Plan*. The planning process included:

- ⇒ *LMLIP Mobilizing for 2016-2019* community event, October 21, 2015
- ⇒ Consultation with LMLIP members September 2015 through March 2016
- ⇒ Consultation with organizations funded by Refugees, Citizenship and Immigration Canada (IRCC), October 28, 2015
- ⇒ Consultation with ethno-cultural associations, December 3, 2015 and March 23, 2016
- ⇒ Further input from the system partners, March 22, 2016

We are pleased to present to you the *LMLIP 2016-2019 Strategic Plan*, on behalf of the London & Middlesex Local Immigration Partnership Council and the six issue specific Sub-councils. The new plan outlines our community's aspiration to further the successful integration of immigrants in our region.

We continue to count on our volunteer members and the in-kind support from our partners, which include settlement, employment, health, education sectors, and the three levels of government to create a more welcoming city and region. We sincerely thank our volunteers and partners for their commitment, engagement, and valuable contributions.

Thank you for your continued support.


 Elisabeth K. White
 LMLIP Co-Chair

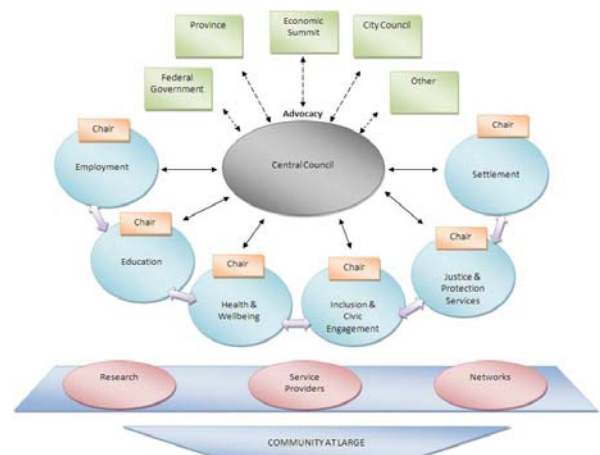

 Dev Sainani
 LMLIP Co-Chair

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

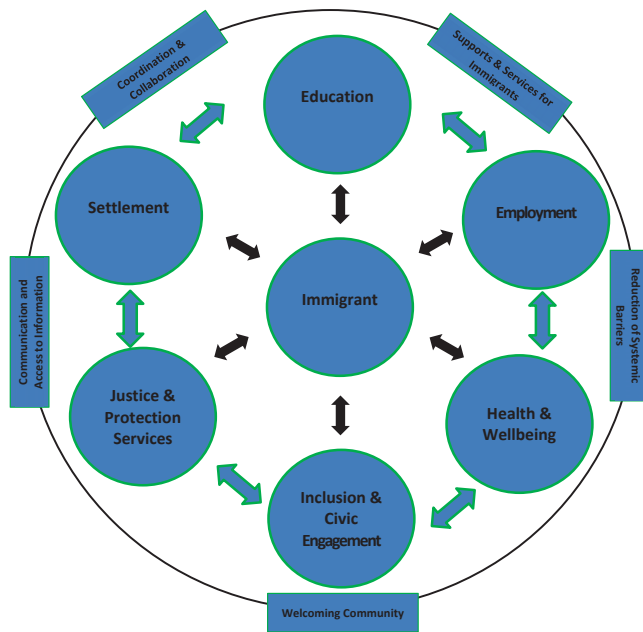
a. Purpose and Vision

The London & Middlesex Local Immigration Partnership is one of 34 Local Immigration Partnerships (LIPs) across Ontario, funded by Immigration, Refugees and Citizenship Canada. The work of the LIPs is supported by the Ontario Ministry of Citizenship, Immigration and International Trade 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 image reflects the following themes that will guide our work over the next three years:

1. **Welcoming community:** The London and Middlesex community appreciates diversity and actively supports immigrants. All residents have a positive attitude toward and, awareness and understanding of the need to engage in the full participation of immigrants into Canadian Society
2. **Communication and access to information:** Communication between and among Central Council, Sub-councils, all levels of government, the community, service providers and immigrants is easily accessible, timely, clear and relevant
3. **Coordination and collaboration:** Maximized outcomes for immigrants are achieved by improved coordination and collaboration among all service providers
4. **Supports and services for immigrants:** Immigrants have increased access to supports and services to ensure that they can fully and successfully participate in the community
5. **Reduction of systemic barriers:** All levels of government, funders and institutions are engaged in order to reduce the existing systemic barriers that impede immigrants' ability to successfully participate in the community

c. Immigration, Refugees and Citizenship Canada Outcomes

LMLIP Council and Sub-councils will strive to align their projects with the following Immigration, Refugees and Citizenship Canada (IRCC) outcomes, for the successful integration of immigrants:

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

III. Highlights of LMLIP Strategic Plan 2013-2016

The London & Middlesex Local Immigration Partnership is an established planning body for the successful integration of immigrants in the community. For the last six years, LMLIP has been recognized as a leader, catalyst, contributor and a promoter. With community input, LMLIP facilitated, coordinated, supported and promoted a number of projects and partnerships that aimed at creating better coordination among services across multiple sectors and within mainstream organizations; engaging all sectors including the three levels of government and finding local solutions to overcome challenges faced by immigrants in the process of their settlement integration. Below are some of the key activities from the most recent year of the *2013-2016 Strategic Plan*. For details on LMLIP activities during 2013-2016, please refer to the <http://immigration.london.ca/LMLIP/Publications/Pages/plans-n-reports.aspx>

Central Council

Governance & Partnerships:

- Partnered with the City of London, settlement sector, boards of education and faith groups to support the community to address the Syrian Refugees crisis

Multimedia Communication Strategy:

- To raise awareness about immigrants, available resources and to engage the host community, *We are London* TV show was created in partnership with Rogers TV, London. Funding from Ontario Trillium Foundation to the Elgin Middlesex Oxford Workforce Planning and Development Board, provided the opportunity to create the *We Are Middlesex, We Are Elgin* and *We Are Oxford* shows

Outreach and Advocacy:

- Provided information on cultural diversity and best practices in engaging ethno-cultural groups to a visiting scholar, Team Leader of Cultural Diversity & Community, Family Services for the City of Sterling, Australia
- Organized *LMLIP Information Session for Groups and Individuals Sponsoring Refugees* to provide private sponsors with information on resources to assist them in settling sponsored families

Education Sub-council

Parent Engagement:

- Delivered 500 copies of the *Welcoming All Voices* resource, including the DVD, to schools in London, Middlesex, Elgin and Oxford

Supports for Students:

- Delivered two workshops about welcoming Syrian students in the school system

Employment Sub-council

Employment and Education Joint Committee:

- Initiated a dialogue between Education and Employment Sub-councils to foster dialogue regarding the match between programs offered to job seekers and labour market needs

Communication/Integration:

- Coordinated an entrepreneurship session with the Small Business Centre for immigrants exploring starting their own business. Along with the Business Advisor from the Small Business Centre, a legal advisor, chartered accountant, and the Business Connector from Service London provided information on starting a business

Employer Connection:

- Organized an Employer Forum, in collaboration with the London-Middlesex Immigrant Employment Council, to inform employers about immigrant talents in the region

Health & Wellbeing Sub-council

Mental Wellness:

- Coordinated the development of *I am a Londoner, I am not alone* video about mental health, in collaboration with the Engaged Learning Program at Western University

Social determinant of health: Access to Interpretation:

- With financial support from United Way London & Middlesex, developed a position paper, *Speaking Freely: A Case for Professional Health Interpretation in London, Ontario* in support of professional interpretation and the profound positive impact on clinical outcomes in medical settings

Inclusion & Civic Engagement Sub-council

Community Engagement at all levels

Social/Civic/Political:

- Developed presentations and educated immigrant communities, using a train-the-trainer format, in four neighbourhoods about their rights and responsibilities as citizens with regard to municipal and federal elections

Connect, inform and enhance knowledge amongst host community to engage immigrants:

- Initiated a conversation with volunteer coordinators across the city in partnership with the London and Area Association for Volunteers, to raise awareness of available immigrant talent and the value of diversifying their pool of volunteers

Justice & Protection Services Sub-council

Engage and Inform:

- Through the LMLIP Family Settlement Collaborative, provided information on Children's Aid Society, Women's Community House, Neighbourhood Watch and the London Police

Enhance awareness of the justice system:

- Engaged four ethno-cultural communities in learning about the justice system, through the Immigrant Community Capacity Engagement Project, funded by Ontario Trillium Foundation, led by John Howard Society of London and District

Settlement Sub-council

Increased Access to Supports:

- Updated the brochure, *Welcome to London & Middlesex: A Guide to Settlement Services* (6,000 copies distributed locally and at Pearson International Airport)

Family Settlement Collaborative:

- Coordinated the delivery of 66 workshops about services and accessing them to adult English language learners at five Language Instruction for Newcomers to Canada (LINC) sites in collaboration with YMCA Western Ontario

Engaging Landlords and Tenants:

- Coordinated a forum for tenants and landlords to initiate ongoing communication, including a presentation about landlords and tenants roles and responsibilities

IV. Executive Summary: London & Middlesex Local Immigration Partnership Strategic Plan April 2016 – March 2019

In February 2010 and April 2013, our community identified five overarching themes; namely, advocacy/systemic change; communication and access to information; host community; supports and services for immigrants, and supports for service providers to guide us in planning for the successful integration of immigrants. As we embarked on drafting the 2016 - 2019 Strategic Plan, our community adapted the overarching themes to become a welcoming community, communication and access to information, coordination and collaboration, supports and services for immigrants, and reduction of systemic barriers. We will be guided by these overarching themes to continue our work in coordinating, facilitating and maximizing different approaches to effectively meet the needs of integration.

LMLIP Council and Sub-councils will strive to achieve the outcomes of Immigration, Refugees and Citizenship Canada as described on page 5 of this report.

In 2016-2019, LMLIP will work towards improving communication across sectors and enhanced understanding of available resources, enhancing intercultural competency skills for all, especially front line staff, strengthening relationships between the education and employment sectors to provide earlier access to employment and labour market information, and coordinating services that meets immigrants' needs for integration.

V. LMLIP Strategic Plans

The next three year plan of the Central Council and each of the issue specific Sub-councils is outlined in the following section. Council will continue to evaluate impact of the projects and initiatives undertaken by Council and Sub-councils and provide annual updates. We will also evaluate the impact of LMLIP in our community since its inception in 2009.

The strategic plan is the result of three consultations, four bimonthly meetings of each Sub-council, seven Central Council meetings and seven meetings of the Governance Task Group who led the planning process for drafting the plan.

Central Council Plan

April 2016 - March 2019

Planning Table Participants

Members at this table include:

LMLIP Co-Chairs
Sub-councils Chairs
Members-at-large
Research Liaison
United Way London & Middlesex
Réseau de soutien à l'Immigration francophone Centre-Sud-Ouest de l'Ontario
Immigration, Refugees and Citizenship Canada
Ministry of Citizenship, Immigration and International Trade
LMLIP Staff



LMLIP Central Council

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
Welcoming community: The London and Middlesex community appreciates diversity and actively supports immigrants. All residents have a positive attitude toward and, awareness and understanding of the need to engage in the full participation of immigrants into Canadian Society			
Strengthen understanding of and respect for diverse communities, and recognizing barriers faced by immigrants	<ul style="list-style-type: none"> Continue to support the <i>I am London</i> annual social media campaign 	2016-2019	Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society
	<ul style="list-style-type: none"> Continue to support <i>Journeys of Migration</i> annual event 	2016-2019	
	<ul style="list-style-type: none"> Use social media to raise awareness about the needs of immigrants and how they will need support Connect with the <i>London Strengthening Neighbourhoods</i> Strategy Evaluate the impact of LMLIP 	2018-2019	
Communication and access to information: Communication between and among Central Council, Sub-councils, all levels of government, the community, service providers and immigrants is easily accessible, timely, clear and relevant			
Align governance structure of LMLIP to most effectively meet the needs of our community	<ul style="list-style-type: none"> Ongoing review of LMLIP Terms of Reference Evaluate the function of LMLIP 	2016-2017 2017-2018 2018-2019	All IRCC Outcomes
Enhance the role of LMLIP as a conduit of information, (within LMLIP and the general community) about services, supports and supporting information coming from others	<ul style="list-style-type: none"> Review communication practices 	2016-2017	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
	<ul style="list-style-type: none"> Explore and develop enhanced communication, including newsletter Share information with elected officials, system partners, and other stakeholders regarding issues related to immigrants 	2017-2018 2016-2019	

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
	<ul style="list-style-type: none"> and provide update on current local challenges Broaden communication with the general public about available supports, statistics and resources Organize annual event to educate and inform members and community partners on issues related to immigrants 	2016-2019	
Coordination and collaboration: Maximized outcomes for immigrants are achieved by improved coordination and collaboration among all service providers			
Build and strengthen relationships with faith groups and ethno-cultural groups	<ul style="list-style-type: none"> Engage with faith and ethno-cultural groups to enhance awareness, support information-sharing, dispel myths and explore opportunities for cross-collaboration (across groups, sectors and LMLIP) 	2016-2019	<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>
Continue to educate service providers on available resources, services and issues related to immigrants and integration	<ul style="list-style-type: none"> Work with service providers, and systems to look for opportunities of systemic integration (e.g. the Child & Youth Network, the Police, School Boards, etc.) 	2016-2019	<p>Community partners are aware of newcomer needs and contributions and are engaged in newcomer settlement</p> <p>Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society</p>
Foster cross-system relationships and collaboration	<ul style="list-style-type: none"> Facilitate conversations among systems, government and other sectors to explore opportunities for collaboration in maximizing services Active participation at systemic tables, 	2017-2019	<p>Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society</p>

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
	including CYN, Age-Friendly London, Strengthening Neighbourhoods Strategy, etc.		
Support ongoing relationships with Francophone partners to ensure inclusion of Francophone perspectives and needs	<ul style="list-style-type: none"> Ongoing representation of the Réseau de soutien à l'Immigration francophone Centre-Sud-Ouest de l'Ontario on LMLIP Council and issue specific sub-councils Explore opportunity for LMLIP to be represented on francophone communities/ services in collaboration with the Réseau de soutien à l'Immigration francophone Centre-Sud-Ouest de l'Ontario 	2017-2019	All IRCC Outcomes
Ensure the effectiveness of LMLIP	<ul style="list-style-type: none"> Conduct a formal evaluation of processes and outcomes of the LMLIP since its inception in 2009 	2018-2019	All IRCC Outcomes
Supports and services for immigrants: Immigrants have increased access to supports and services to ensure that they can fully and successfully participate in the community			
Continue to develop an integrated & supportive system of services and supports for immigrants	<ul style="list-style-type: none"> Active participation at system tables, including CYN, Age-Friendly London, Strengthening Neighbourhoods Strategy, etc. Work with service providers and systems to look for opportunities of systemic integration 	2017-2019 2017-2019	<p>Community partners are aware of newcomer needs and contributions and are engaged in newcomer settlement</p> <p>Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society</p>

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
	(e.g. the Child & Youth Network, etc.)		
Ensure the effectiveness of LMLIP	<ul style="list-style-type: none"> Conduct a formal evaluation of processes and outcomes of the LMLIP since its inception 	2018-2019	All IRCC Outcomes
Reduction of systemic barriers: All levels of government, funders and institutions are engaged in order to reduce the existing systemic barriers that impede immigrants' ability to successfully participate in the community			
Raise awareness among funders and decision-makers about the complexity and diversity of needs faced by immigrants and the need for continuum of services	<ul style="list-style-type: none"> Utilize opportunities to educate and inform evidence-based decision-making 	2016-2019	<p>Community partners are aware of newcomer needs and contributions and are engaged in newcomer settlement</p> <p>Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society</p>
Maintain active awareness of systemic barriers that impede immigrants' ability to successful integration	<ul style="list-style-type: none"> Scan for research regarding barriers faced by immigrants Ensure communication from Sub-councils to Council re: emerging themes and needs they are hearing 	2016-2019	<p>Community partners are aware of newcomer needs and contributions and are engaged in newcomer settlement</p> <p>Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society</p>
Address the broader identified system needs to effectively serve and support immigrants	<ul style="list-style-type: none"> Explore enhancing child care supports for programming and integration activities Launch the <i>Speaking Freely: A Case for Professional Health Interpretation in London, Ontario</i> paper 	2016-2017	Newcomers/immigrants are connected to the broader community and social network
	<ul style="list-style-type: none"> Develop responses to identified emerging issues 	2017-2018	Community partners are aware of newcomer needs and contributions and are engaged in newcomer settlement
		2016-2019	Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society
Engage in mental health and addiction system reforms	<ul style="list-style-type: none"> Raise awareness regarding supports needed for mental health issues 	2016-2019	Community partners are aware of newcomer needs and contributions and are engaged in newcomer settlement

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
	<ul style="list-style-type: none"> Explore system response and supports to mental health Monitor emerging needs and provide input to key agencies and community initiatives (e.g., London mental health and addiction plan, etc.) Support related initiatives such as the <i>Seeds of Change Project</i> 		
Ensure the effectiveness of LMLIP	<ul style="list-style-type: none"> Evaluate the impact of LMLIP 	2018-2019	All IRCC Outcomes

Education Sub-council Plan

April 2016 - March 2019

Planning Table Participants

Community partners at this table include:

Access Centre for Regulated Employment (ACRE)
City of London
Collège Boréal
Conseil scolaire Viamonde
Fanshawe College
London Cross Cultural Learner Centre
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

Goal

All immigrants successfully access relevant educational opportunities as needed, which may include children's schooling, English-language learning, employment training, and post-secondary education.



LMLIP Education Sub-council

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
Welcoming community: The London and Middlesex community appreciates diversity and actively supports immigrants. All residents have a positive attitude toward and, awareness and understanding of the need to engage in the full participation of immigrants into Canadian Society			
Strengthen the role of our community in serving and integrating immigrants, while keeping in mind that the receiving community and immigrants have limited understanding of transition and integration issues, such as the challenges faced by immigrants as they integrate into Canadian schools, and faced by school communities as they work to support the integration of newcomer and immigrant families	<ul style="list-style-type: none"> Share diverse resources about immigrant families with schools (e.g. workshops) Support initiatives that provide information to immigrants about Canadian education opportunities, processes, and institutions Access community resources such as neighbourhood centres, to facilitate education and integration opportunities Continue to support professional development opportunities, to promote increased understanding of immigrant family needs, by administrative, pre-service and regular teaching/non-teaching, and support staff, at all levels and types of education 	2016-2019 2017-2018 2018-2019 2016-2019	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 Newcomers/immigrants are connected to the broader community and social network
Employ social media strategically to its full potential, to facilitate educational supports and services for immigrants	<ul style="list-style-type: none"> Continue to collaborate with other Sub-council initiatives to showcase successful immigrants and communities (e.g. <i>I am</i> 	2016-2019	Community partners are aware of newcomer needs and contributions and are engaged in newcomer settlement

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
	<p>London, <i>Welcoming All Voices (WAV), Journeys of Migration</i></p> <ul style="list-style-type: none"> Support existing/new social media channels to enhance understanding by and reach to, both receiving community and immigrants, e.g. Twitter, Facebook, etc. Participate in social media campaigns to promote opportunities, activities, and services that are relevant to receiving and immigrant communities 	2017-2018 2017-2018	<p>Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society</p> <p>Newcomers/immigrants are connected to the broader community and social network</p>
Communication and access to information: Communication between and among Central Council, Sub-councils, all levels of government, the community, service providers and immigrants is easily accessible, timely, clear and relevant			
Optimize communication strategies in order to facilitate the work of the LIP within the LMLIP network, which includes the Central Council and the Sub-councils	<ul style="list-style-type: none"> Continue to provide monthly verbal and/or written reports to the LMLIP Central Council Leverage existing and implement new communication channels, e.g. e-newsletter, Facebook, etc. within the Education Sub-council network Establish and/or maintain communication channels with other sub-councils about issues, services, and events that are co-relevant 	2016-2019 2016-2017 2016-2017	<p>Community partners are aware of newcomer needs and contributions and are engaged in newcomer settlement</p> <p>Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society</p>

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
Coordination and collaboration: Maximized outcomes for immigrants are achieved by improved coordination and collaboration among all service providers			
Increase support for immigrants' access to the range of services and programs that enhance their employability and integration into the London community	<ul style="list-style-type: none"> Strengthen links between the Employment and Education Sub-councils in order to increase access to programs and services by immigrants Promote awareness and use of employment-based services, initiatives, and learning opportunities, such as <i>English for Employment and Language For/In the Workplace</i>, throughout the Education Sub-council network, e.g. raise awareness about job placement/ internships and mentoring programs 	2016-2019 2017-2018	Newcomers/immigrants are connected to the broader community and social network
Provide informational opportunities to service providers, who need to be knowledgeable about the full range of educational services that are available for immigrants	<ul style="list-style-type: none"> Develop informational opportunities to engage education partners and service providers to share knowledge and information about relevant educational services for immigrants, such as through workshops, networking opportunities for front-line staff, and information tools including social media 	2018-2019	<p>Community partners are aware of newcomer needs and contributions and are engaged in newcomer settlement.</p> <p>Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society</p>

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
Supports and services for immigrants: Immigrants have increased access to supports and services to ensure that they can fully and successfully participate in the community			
Assist with immigrant parents' school engagement, since immigrant parents want to engage more with their children's schools, and school staff want to increase immigrant parents' engagement	<ul style="list-style-type: none"> Continue to engage school-based parent groups to include immigrants, such as with the continuation of the <i>Welcoming All Voices</i> program 	2016-2017	<p>Newcomers/immigrants are connected to the broader community and social network</p> <p>Community partners are aware of newcomer needs and contributions and are engaged in newcomer settlement</p> <p>Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society</p>
Facilitate immigrant students' access to community-based educational services and programming, since immigrant students continue to need additional supports to be successful in school	<ul style="list-style-type: none"> Collaborate with local school boards and community-based groups, and organizations to facilitate students' access to community-based educational services and programming 	2018-2019	<p>Newcomers/immigrants are connected to the broader community and social network</p> <p>Community partners are aware of newcomer needs and contributions and are engaged in newcomer settlement</p> <p>Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society</p>

Employment Sub-council Plan

April 2016 - March 2019

Planning Table Participants

Community partners at this table include:

City of London
 Community Living London
 County of Middlesex
 Elgin, Middlesex Oxford Workforce Planning and Development Board
 London Economic Development Corporation
 London Employment Help Centre
 Réseau de soutien à l'immigration francophone Centre-Sud-Ouest de l'Ontario
 Western University
 WIL Employment Connections
 Two community members

Goal

Immigrants are successful in meaningful work in field of expertise or related field in commensurate employment supported through the collaborative work of community partners.



LMLIP Employment Sub-council

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
Welcoming community: The London and Middlesex community appreciates diversity and actively supports immigrants. All residents have a positive attitude toward and, awareness and understanding of the need to engage in the full participation of immigrants into Canadian Society			
Raise awareness of successes related to immigrant employment	<ul style="list-style-type: none"> Celebrate and recognize employers and immigrants who have successfully engaged in offering and securing meaningful employment within the community Identify best practices from employer and immigrant jobseeker point of view 	2016-2018	<p>Newcomers/immigrants are connected to the broader community and social network</p>
Communication and access to information: Communication between and among Central Council, Sub-councils, all levels of government, the community, service providers and immigrants is easily accessible, timely, clear and relevant			
Access to current and relevant information related to immigrant employment sector	<ul style="list-style-type: none"> Research facts for area Develop fact sheet on immigrant employment for London-Middlesex Distribute fact sheet to LMLIP Council and Sub-councils and other to be determined agencies and community members Distribute fact sheets to employers through appropriate business/employer conduits in the community at-large 	Share at Employer/Immigrant Jobseeker recognition events and activities in 2017-2019	<p>Community partners are aware of newcomer needs and contributions and are engaged in newcomer settlement</p>
Enhance communication within LMLIP, including LMLIP's Central Council and Sub-councils	<ul style="list-style-type: none"> Provide monthly verbal or written report to LMLIP Central Council Provide updates from Central Council and other Sub-councils at bimonthly meetings 	2016-2019	

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
	<ul style="list-style-type: none"> Provide updates on this Sub-council to the Immigration Portal as required 		
Coordination and collaboration: Maximized outcomes for immigrants are achieved by improved coordination and collaboration among all service providers			
Increase awareness of service providers knowledge of available resources in community to support immigrants successful employment	<ul style="list-style-type: none"> Identify gaps in knowledge – what is known, what is not, what is available and what is needed Facilitate informed discussion on how providers contribute to outcomes of LMLIP and enhance the experience of the immigrant's pathway to employment Include service providers as well as key Sub-councils Use formal and informal networks to support service providers in accessing information 	2016-2019	<p>Newcomers/immigrants are connected to the broader community and social network</p>
Supports and services for immigrants: Immigrants have increased access to supports and services to ensure that they can fully and successfully participate in the community			
Increase immigrant access to wrap-around employment, mentoring and licensure supports in the community to support successful labour market integration.	<ul style="list-style-type: none"> Map and share referral opportunities, eligibility criteria and processes to connect immigrants with available wrap-around supports and services Identify and map any gaps in service due to limitations of eligibility criteria by immigration status or funder requirements 	2017-2019	<p>Newcomers/immigrants are aware of or obtain the services they need</p>

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
Reduction of systemic barriers: All levels of government, funders and institutions are engaged in order to reduce the existing systemic barriers that impede immigrants' ability to successfully participate in the community			
Partner with government, their agencies and institutions to champion immigrant labour market integration	<ul style="list-style-type: none"> Support all three levels of government and their agencies in London & Middlesex in hosting information sessions on opportunities for immigrants to access employment, internships, placements and mentorship opportunities in public institutions Communicate with funders and government to highlight opportunities to expand eligibility criteria for services where system barriers exist 	2016-2019	<p>Community partners are aware of newcomer needs and contributions and are engaged in newcomer settlement</p> <p>Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian Society</p>

Health & Wellbeing Sub-council Plan

April 2016 - March 2019

Planning Table Participants

Community partners at this table include:

Canadian Mental Health Association Middlesex
 Centre for Addiction and Mental Health
 City of London
 Entite: Planning of Health Services in French
 Family Service Thames Valley
 London Cross Cultural Learner Centre
 London Health Sciences Centre
 Merrymount Children's Centre
 Middlesex-London Health Unit
 Muslim Resource Centre
 United Way London & Middlesex
 Two community members

Goal

Immigrant health and wellbeing is supported through community initiatives that nurture mental wellness, physical health and overall wellbeing.



LMLIP Health & Wellbeing Sub-council

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
Welcoming community: The London and Middlesex community appreciates diversity and actively supports immigrants. All residents have a positive attitude toward and, awareness and understanding of the need to engage in the full participation of immigrants into Canadian Society			
Enhance supports for newcomer seniors, consideration changing roles and impact of settlement on seniors' health and wellbeing	<ul style="list-style-type: none"> Sponsor <i>Opening Doors</i> workshop to provide key messages with peer and community leaders related to seniors Develop a toolkit for seniors (provided in different languages) focused on local community needs/experiences 	2016-2017 2017-2018	Newcomers /immigrants are connected to the broader community and social network
Communication and access to information: Communication between and among Central Council, Sub-councils, all levels of government, the community, service providers and immigrants is easily accessible, timely, clear and relevant			
Enhance communication within LMLIP, including LMLIP's Central Council and Sub-councils	<ul style="list-style-type: none"> Provide monthly verbal or written report to LMLIP Central Council Provide updates from Central Council and other Sub-councils to HWB at meetings and via email when timely Provide updates on this sub-council to the Immigration Portal as required 	2016-2019	All IRCC Outcomes
Foster information sharing with immigrants re: community spaces available for immigrant adults to interact	<p>Promote: <i>List of Low Cost/No Cost Community Spaces in London, Ontario</i></p> <ul style="list-style-type: none"> Post document on LMLIP website: http://immigration.london.on.ca/LMLIP Inform immigrants about the document Share document with ethno-cultural groups and service providers Update document 	2016-2017 2016-2017 2018-2019	Newcomers/immigrants are aware of or obtain the services they need
Support collaboration to increase	<ul style="list-style-type: none"> Promote, digitally, existing resources on health services 	2016-2019	Newcomers/immigrants are aware of or obtain the services they need

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
health service accessibility	<ul style="list-style-type: none"> Map the location of services to share with immigrants (student project) Prepare and distribute fact sheets on health services and share with partners including media 	2017-2018 2016-2017	
Coordination and collaboration: Maximized outcomes for immigrants are achieved by improved coordination and collaboration among all service providers			
Foster improved healthy eating and physical activity for immigrant children and youth	<ul style="list-style-type: none"> Support and engage with the Healthy Eating/Healthy Physical Activity Priority of London's Child and Youth Network Promote the ACT-i-Pass with immigrants Promote the deliverables from the Healthy Kids Community Challenge campaign 	2016-2019	Newcomers/immigrants are aware of or obtain the services they need
Increase collaboration with faith groups	<ul style="list-style-type: none"> Engage faith groups in supporting physical, emotional and mental wellbeing of immigrants Collaborate with the settlement sector and faith groups to share information about local services and accessibility 	2016-2018 2016-2019	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
Enhance supports to immigrant seniors	<ul style="list-style-type: none"> Create a joint task group <i>Health and Settlement</i> to raise awareness on supports for seniors; promote workshops that promote seniors' integration, etc. 	2017-2018	Newcomers/immigrants are aware of or obtain the services they need
Supports and services for immigrants: Immigrants have increased access to supports and services to ensure that they can fully and successfully participate in the community			
Promote mental health supports for immigrants	<ul style="list-style-type: none"> Continue to support <i>Seeds of Change</i> and other local mental health supports available in the community to raise awareness on mental health for immigrants 	2016-2019	Community partners are aware of newcomer needs and contributions and are engaged in newcomer settlement
Support enhanced access to	<ul style="list-style-type: none"> Promote the Language Cards created by the Access to Health Interpretation Work Group for 	2016-2017	Newcomers/immigrants are aware of or obtain the services they need

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
professional medical interpretation for immigrants	<ul style="list-style-type: none"> clients needing interpretation and agencies offering interpretation services Research electronic/digital options (i.e., apps) to notify health service providers that interpretive services will be required (student project) Develop multi-lingual fact sheets to inform immigrants they can request interpretive services; distribute with Language Cards 	2017-2018 2017-2018	
Support increased health literacy of immigrants	<ul style="list-style-type: none"> Collaborate with health professionals to increase health literacy across the life span (e.g., sharing raising awareness about nutrition, food labels, reproductive health and other identified health issues) 	2016-2019	Community partners are aware of newcomer needs and contributions and are engaged in newcomer settlement
Develop a clear and integrated communication strategy about opportunities and access to health services	<ul style="list-style-type: none"> Update the LMLIP <i>Guide to Your Health</i> brochure Digital distribution of <i>Guide to Your Health</i> brochure on LMLIP website Promote the resource with local agencies, service providers and faith groups 	2016-2017 2016-2017 2016-2017	Newcomers/immigrants are aware of or obtain the services they need
Reduction of systemic barriers: All levels of government, funders and institutions are engaged in order to reduce the existing systemic barriers that impede immigrants' ability to successfully participate in the community			
Enhance awareness of the need for professional health interpretation services for immigrants	<ul style="list-style-type: none"> Media launch of the <i>Speaking Freely: A Case for Professional Health Interpretation in London, Ontario</i> paper Develop communication plan for the position paper Develop marketing and promotion of the position paper (student project) 	2016-2017	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
Increase cultural competency regarding the	<ul style="list-style-type: none"> Promote local cultural competency resources to service providers and the 	2017-2018	Canadians provide a welcoming community to facilitate the full participation

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
mental health needs of immigrants especially immigrant youth	community (e.g., the Seeds of Change project, etc.)		of newcomers into Canadian society
Decrease stigma associated with mental health issues	<ul style="list-style-type: none"> Promote materials produced through the <i>Seeds of Change</i> project Promote LMLIP HWB video, "I'm a Londoner, I am not alone" Sponsor 'Opening Doors' workshop about mental health to provide key messages with peer and community leaders 	2016-2019	Newcomers/immigrants are aware of or obtain the services they need Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society

Inclusion & Civic Engagement Sub-Council Plan

April 2016 - March 2019

Planning Table Participants

Community partners at this table include:

City of London
London Cross Cultural Learner Centre
London Public Library
Merrymount Children's Centre
Pillar Non-Profit Network
Western University
Two community members

Goal

Promoting inclusion by educating the host community and ensuring immigrants have access to knowledge and opportunities around civic engagement that allow them to create social networks and to participate in the broader community.



LMLIP Inclusion & Civic Engagement Sub-council

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
Welcoming community: The London and Middlesex community appreciates diversity and actively supports immigrants. All residents have a positive attitude toward and, awareness and understanding of the need to engage in the full participation of immigrants into Canadian Society			
Improve leadership development and supports for immigrants	<ul style="list-style-type: none"> Raise immigrants' awareness of and facilitate their integration through leadership opportunities Promote and support existing community initiatives for leadership opportunities 	2016-2019	Newcomers/immigrants are aware of or obtain the services they need
Strengthen community engagement at all levels (Social, civic, political)	<ul style="list-style-type: none"> Connect with ethno-cultural associations; Francophone communities, faith groups, immigrant youth and international students to educate and facilitate increased engagement in social, civic and political activities in the community Promote immigrant engagement in social, civic and political activities in the community Educate immigrants about the 2016 Census 	2016-2019 2016-2017	Newcomers/immigrants are aware of or obtain the services they need
Enhance knowledge within the host community about engaging immigrants	<ul style="list-style-type: none"> Promote and support the annual social media campaign <i>I am London</i> Educate the host community through the annual launch and implementation of the <i>I am London</i> social media campaign Continue to support the <i>Annual Journeys of Migration</i> event 	2016-2019	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

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
Enhance immigrants' knowledge about host community	<ul style="list-style-type: none"> Promote initiatives that educate immigrants about the host community Promote existing resources and intercultural competency education and training programs 	2016-2019	Newcomers/immigrants are aware of or obtain the services they need
Communication and access to information: Communication between and among Central Council, Sub-councils, all levels of government, the community, service providers and immigrants is easily accessible, timely, clear and relevant.			
Raise awareness of and access to supports for immigrants around inclusion and civic engagement	<ul style="list-style-type: none"> Promote Council's communication strategy to further drive both service providers and immigrants to the Immigration Portal for information 	2016-2019	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
Enhance communication among networks which include Council and Sub-councils	<ul style="list-style-type: none"> ICE Chair to provide monthly verbal or written reports of ICE activities to Central Council and Sub-councils Provide updates on the Immigration Portal regarding the activities of the Sub-council (as required) 	2016-2019	All IRCC Outcomes
Coordination and collaboration: Maximized outcomes for immigrants are achieved by improved coordination and collaboration among all service providers			
Increase knowledge about volunteerism in both the host and immigrant communities	<ul style="list-style-type: none"> Promote and support opportunities that facilitate the understanding of the value of engaging immigrants in volunteer activities Promote resources about volunteerism among immigrants 	2016-2019	Community partners are aware of newcomer needs and contributions and are engaged in newcomer settlement Newcomers/immigrants are aware of or obtain the services they need

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
Reduction of systemic barriers: All levels of government, funders and institutions are engaged in order to reduce the existing systemic barriers that impede immigrants' ability to successfully participate in the community			
Increase knowledge amongst organizations, community groups and service providers regarding strategies in reducing barriers to accessing their services/programs	<ul style="list-style-type: none"> Organize a community event for funders, institutions, government organizations to showcase the existing resources and strategies available in our community that address issues related to reducing barriers to social, political and civic engagement Promote resources and strategies that will assist community groups and service providers in reducing barriers and increasing accessibility 	2016-2019	Community partners are aware of newcomer needs and contributions and are engaged in newcomer settlement Newcomers/immigrants are aware of or obtain the services they need

Justice & Protection Services Sub-council Plan

April 2016 - March 2019

Planning Table Participants

Community partners at this table include:

City of London, Fire Department
Child and Youth Network, City of London
Elizabeth Frye Society
London Police Service
John Howard Society of London & District
Neighbourhood Watch
Somali Association of London
Women's Community House

Goal

Immigrants have an understanding of the Canadian Justice System and have access and supports to services



LMILP Justice & Protection Services Sub-council

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
Welcoming community: The London and Middlesex community appreciates diversity and actively supports immigrants. All residents have a positive attitude toward and, awareness and understanding of the need to engage in the full participation of immigrants into Canadian Society			
Provide information about the background and cultures to service providers	<ul style="list-style-type: none"> Continue the work of the Immigrant Community Capacity Engagement (ICCE) Using the resources created through the ICCE Project, coordinate the delivery of education sessions to service providers on 4-6 ethno-cultural groups Organize information session for service providers as per the need 	2016-2019	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
Engage the host community about the barriers immigrants face in the Justice System	<ul style="list-style-type: none"> Provide input to the London Police Service research on challenges faced by both police and immigrants Explore changing perspectives about immigrants in the media in a positive way in collaboration with the Communication Work Group Explore opportunities to work with students from Western University to identify strategies for enhancing the image of immigrants in media 	2016-2019 2016-2017	Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
Communication and access to information: Communication between and among Central Council, Sub-councils, all levels of government, the community, service providers and immigrants is easily accessible, timely, clear and relevant			
Enhance communication among networks including Central Council and Sub-councils	<ul style="list-style-type: none"> Continue to provide monthly verbal and/or written reports to the LMLIP Central Council/ Sub-council Provide input on this sub-council to the Immigration Portal as required 	2016-2019	All IRCC Outcomes
Coordination and collaboration: Maximized outcomes for immigrants are achieved by improved coordination and collaboration among all service providers			
Strengthen relationships with ethno-cultural and religious groups to support them in helping immigrants	<ul style="list-style-type: none"> Promote education opportunities for faith groups and ethno-cultural associations that help their communities in understanding the justice system Invite faith groups and ethno-cultural associations to share their perspective 	2016-2019	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
Supports and services for immigrants: Immigrants have increased access to supports and services to ensure that they can fully and successfully participate in the community			
Enhance the understanding of the justice system among immigrants	<ul style="list-style-type: none"> Provide information on the justice system through: <ul style="list-style-type: none"> The LMLIP Family Settlement Collaborative Coordination of sessions to immigrant communities in neighbourhoods Preparation of packages on the justice system/basic laws for immigrants in 	2016-2019	Newcomers/immigrants are aware of or obtain the services they need Newcomers/immigrants are connected to the broader community and social network

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
	collaboration with the Settlement Sub-council <ul style="list-style-type: none"> Engagement of immigrants in neighbourhoods to learn about and participate in existing programs such as Neighbourhood Watch 		

Settlement Sub-council Plan

April 2016 - March 2019

Planning Table Participants

Community partners at this table include:

ACFO de London-Sarnia
Collège Boréal
City of London
London Cross Cultural Learner Centre
London Public Library
LUSO Community Services
South London Neighbourhood Resource Centre
Volunteers from the community
YMCA of Western Ontario

Goal

Supports and services are accessed by all immigrants in a timely fashion; coordination and collaboration among the sector is enhanced and referrals are provided as needed



LMLIP Settlement Sub-council

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
Welcoming community: The London and Middlesex community appreciates diversity and actively supports immigrants. All residents have a positive attitude toward and, awareness and understanding of the need to engage in the full participation of immigrants into Canadian Society			
Involve established immigrants in the settlement process	<ul style="list-style-type: none"> Provide opportunities for established immigrants to assist newcomers Explore opportunities to provide training for established immigrants to help their newcomer peers in navigating services Engage immigrants and receiving communities in joint activities in neighbourhood Encourage applications to the Sparks funding to actively involve all residents in neighbourhoods across the city Connect with the Neighbourhood London Initiative to further engage all residents http://www.neighbourhoodlondon.ca/ Showcase immigrant stories (e.g., <i>I am London</i>) 	2016-2019	Newcomers/immigrants are aware of or obtain the services they need
Communication and access to information: Communication between and among Central Council, Sub-councils, all levels of government, the community, service providers and immigrants is easily accessible, timely, clear and relevant			
Inform immigrants about services and opportunities	<ul style="list-style-type: none"> Provide information on services and opportunities available in the city Continue delivery of information about services through the LMLIP Family Settlement Collaborative 	2016-2019	Newcomers/immigrants are aware of or obtain the services they need

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
Enhance communication among networks, service providers, Central Council and Sub-councils	<ul style="list-style-type: none"> Provide a monthly verbal or written report to LMUP Central Council and to Sub-councils Provide input to the Immigration Portal on this sub-council as required Explore the opportunity with Central Council to provide opportunities annually to interact with service providers and LMUP members 	2016-2019	All IRCC Outcomes
Continue to address Information gap for private sponsors	<ul style="list-style-type: none"> Organize information sessions for private sponsors to inform about services and supports to assist families Explore the opportunity to present to faith groups through the LMUP Family Settlement Collaborative 	2016-2018 2016-2019	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
Coordination and collaboration: Maximized outcomes for immigrants are achieved by improved coordination and collaboration among all service providers			
Enhance collaboration with the francophone immigration network	<ul style="list-style-type: none"> Explore opportunities to connect with francophone networks and service providers to address existing gaps 	2016-2019	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

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
Support professional development for front line settlement staff	<ul style="list-style-type: none"> Provide networking opportunities for front line staff in the sector Coordinate brownbag lunches using existing models to connect frontline settlement staff to learn and share 	2016-2019	Community partners are aware of newcomer needs and contributions and are engaged in newcomer settlement
Enhance supports to immigrant seniors	<ul style="list-style-type: none"> Create a joint task group "Health and Settlement" to raise awareness on supports for seniors; promote workshops that promote seniors' integration etc. 	2017-2018	Newcomers/immigrants are aware of or obtain the services they need
Collaborate with family centres to further inform and engage immigrants in neighbourhoods	<ul style="list-style-type: none"> Explore coordinating information sessions on services, resources and ways of accessing them at family centres in London 	2017-2018	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
Supports and services for immigrants: Immigrants have increased access to supports and services to ensure they can fully and successfully participate in the community			
Educate service providers and immigrants about housing challenges	<ul style="list-style-type: none"> Continue working with landlords and tenants to address issues that impede renting to new immigrants Bridge information gap on roles and responsibilities with regard to housing Explore best practices in addressing housing challenges to inform stakeholders 	2016-2019	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
Strengthen relationships with faith groups	<ul style="list-style-type: none"> Enhance the coordination with faith groups to engage established immigrants 	2016-2019	Newcomers/immigrants are connected to the broader community and social network Community partners are aware of newcomer needs and

Priority/Gap	Activity/Strategy	Timelines	Immigration, Refugees and Citizenship Canada Outcomes
			contributions and are engaged in newcomer settlement
Reduction of systemic barriers: All levels of government, funders and institutions are engaged in order to reduce the existing systemic barriers that impede immigrants' ability to successfully participate in the community			
Ensure immigrants from all categories and at all stages receive needed services	<ul style="list-style-type: none"> Support opportunities that provide continuum of services including newly arrived, recently arrived and those who have been here longer, recognizing that each group has a different need 	2017-2018	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
Ensure adequate supports for childminding for parents attending integration sessions	<ul style="list-style-type: none"> Explore opportunities to collaborate with programs funded to support childminding to facilitate immigrants access to information workshops and language classes Explore opportunities to collaborate with early childhood programs offered at Fanshawe, Collège Boréal, and the school boards to provide education placements for students in childcare/minding settings 	2016-2019	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

VI. Conclusion

Over the next three years, LMUP Council and Sub-councils will continue to enhance communication among and across sectors, among service providers, and ethno-cultural and faith groups to increase awareness on services, resources and access. We will focus on systemic coordination between stakeholders and explore innovative ways to address systemic issues.

In our role as the conduit for information, LMUP will promote, share with and inform the community of opportunities that will strengthen the community's role in serving immigrants, resulting in the creation of a more welcoming community in our region.

VII. Acknowledgements

The London & Middlesex Local Immigration Partnership is thankful to Immigration, Refugees and Citizenship Canada (IRCC) for their continued financial support. The City of London continues to play a crucial role in providing leadership and supports. We thank our research liaison, Dr. Vicki Esses and her team from Pathways to Prosperity, Western University, for her contributions and role in promoting our model outside the Province of Ontario.

Our sincere gratitude to our members on the Governance Task Group, the Central Council, the six Sub-councils (LMUP Members page 44) and work groups (Other Participants page 45) for their time, contributions and commitment. We also thank community members who have participated in the consultations on October 21, 2015 *LMUP Mobilizing for 2016-2019* event, consultation with agencies funded through the IRCC, meetings with System Partners and ethno-cultural groups. (Participating Organizations & Associations, page 48)

Our sincere gratitude to the organizations, ethno-cultural associations, and community partners for their immense in-kind donations and support (Participating Organizations & Associations, page 48).

LMUP, as a community based initiative, will continue to count on the support of the community and partnering agencies and organizations.

LMLIP Council Members

- Muriel Abbott
- Ayan Aden
- Sonali Advani
- Faranak Aeeni
- Dania Ajami
- Dr. Mohamed Al-Adeimi
- Dr. Saad Aldin
- Ahmed Yahya Ali
- Dr. Asmaa Al-Joudy
- Theresa Allott
- Nesrin Aly
- Pauline Andrew
- Rose Aquino
- Josh Archer
- Esra Ari
- Eman Arnout
- Robin Armistead
- Sahar Atalla
- Nazia Bano
- Kelly Barnes
- Mahnaz Beiraghdar
- Jean-Marc Boisvenue
- Katy Boychuk
- Sheila Carson
- Robert Collins
- Gerardo Crasto
- Tam Dam
- Maria D'Souza
- Wilma de Rond
- Kristibeth Kelly Delgado
- Christelle Desforges
- Xiaoxiao Du
- Denise Taylor-Edwards
- Melanie Elms
- Dr. Victoria Esses
- Alison Facey
- Gord Fansher
- Dave Flemington
- Sheila Foster
- Susannah Gergich
- Mahin Ghasemiyani
- Mark Gowing
- German Gutierrez-Sanin
- Nehad Hamoudi
- Gisele Hauser
- Heather Heatcote
- Anna Hendrixx
- Francis J. Hinnah
- Doreen Hodgkinson
- Jennifer Hollis
- Suzanne Huot
- Rifat Hussain
- Taghrid Hussain
- Huda Hussein
- Jo-Ann Hutchison
- Cecilia Inguane
- Rick Jefferson
- Mo Jeng
- Ana Enriquez-Johnson
- Grace Johnson
- Jessica Justrabo
- Kate Kennedy
- Neena Sharma-Kendrick
- Heather Kipp
- Dharshi Lacey
- Gabrielle Laurin
- Yvonne Lindsay
- Christina Lord
- Emily Low
- Ramona Lucan
- Dr. Gaston Mabaya
- Hanein Madlol
- Michele Manocchi
- Valerian Marochko
- Patricia Mazariegos
- Janet McAllister
- Meredith McHugh
- Nancy McQuillan
- Rita van Meyel
- Barbara Milanovic
- Kathy Milczarek
- Dr. Beth Mitchell
- Ayshin Mousavi
- Shezan Muhammed
- Speciose Mukakamanzi
- Phillipa Myers
- Mersija Nuric
- Lissette Ochoa
- Helen Patterson
- Karen Pennesi
- Ema Petrela
- Bill Pigram
- Simon Pont
- Janet Pinder
- Naeem Qureshi
- Amani Radhaa
- Roxanne Riddell
- Nathan Ross
- Jacquie Rumiell
- Dr. Dev Salnani
- Jayne Scarterfield
- Bharati Sethi
- Kelly Smith
- Nassisse Solomon
- Sharon St. Amour
- Jill Tansley
- Fatmata Tarawalley
- Dr. Shelly Taylor
- Arlene Thompson
- Clint Thomson
- Jan Tomlinson
- Maria Vasquez
- Corinne Walsh
- Janice Walter
- Elisabeth White
- Lana Winchester-Tucker
- Martin Withenshaw
- Gebre Woldemicael
- Melinda Zack
- Najwa Zebian

Other Participants

- Susan Abdula
- Adnan Abed
- Rajaa Al-Abed
- Nancy Adams
- Surya Acharya
- Andrea Aguilar
- Hanadi Akkad
- Salah Al Jajah
- Saleh Alathamena
- Ahmad Alhout
- Ahmad Ali
- Malak Ali
- Osama Ali
- Ziyad Ali
- Subhi Al-Kutob
- Patricia Allison
- Dawood Al-Mousli
- Abdulhammed Al-Sammarraie
- Anne Alton
- Reem Al-Wani
- Moustapha Amadou
- Jill Andersen
- Rob Andersen
- Ashley Apthorp
- Esra Ari
- Teresa Armstrong
- Ibrahim Ashour
- Mai Ashour
- Luis Ayala
- Jean Bageire
- Vicky Baker
- Dawn Baetens
- Lori Baldwin-Sands
- Haifaa Ballo
- Jill Barber
- Bill Barbour
- Wendy Barbour
- Michelle Barkley
- Catalina Barrios
- Darlene Bellerose
- Sandra Datars Bere
- Jerusalem Berhane
- Godred Boateng
- Dianne Boniferro
- Jim Boniferro
- Dale Boost
- Pat Boost
- Lorna Bowman
- Alexandra Bozheva
- Gillian Brant
- Keith Brant
- Kathleen Brochur
- Andrea Brown
- Susan Bruyns
- Ruth Bullas
- Constanza Burucua
- Summer Burton
- Nicole Buteau
- Ashley Calhoun
- Jean Pierre Cantin
- Jennifer Carter
- Kristen Caschera
- Pearllette Cassells
- Adriana Castellanos
- Raya Chahbar
- Yolanta Chajder
- Diane Chick
- Vincent Chicoine
- Hope Aquino-Chien
- Michelle Cialacu
- Stephanie Circelli
- Joan Clayton
- Sarah Copely
- Marilyn Cook
- Dylan Cooke
- David Cottrill
- Bill Coxhead
- Emilie-Françoise Crakondji
- Jerome Crasto
- Ryan Craven
- Saouan Daouk
- Saleem Daya
- Wilma de Rond
- Arthur D'Souza
- Lynette D'Souza
- Carmina de Young
- Diyin Deng
- Sheila Densham
- Celina Dharamshi
- Adriana Diaz
- Kevin Dickins
- Sherry Dixon-Evans
- Stephanie Donaldson
- Julie Downes
- Phil Downes
- Anne Dyer-Witherford
- Don Efron
- Abdulla Elferra
- Sabrina Elejel
- Maysa El Sayegh
- Ibrahim Elsayegh
- Rana El-Shaer
- Fabiana Estrela

- Naeema Farooqi
- Alex Faysal
- Nancy Finnerty
- Jane Fitzgerald
- Marc Forrat
- Carin Fraser
- Karen Fuller
- Elaine Furie
- Barbara Gabriel
- Svetlana Galynskaya
- Adam Garba
- Helena Garcon
- Leslie Garrett
- Ian Gibb
- Wyn Gidney
- Peter Gilbert
- Bhupinder Gill
- Hanan Gindi
- Kim Godin
- Michael Goodmurphy
- Angela Greco Wilson
- Yam Gurning
- Daniela Guzzi
- Tendayi Gwaradzimba
- Hun-jong Ha
- Sue Haber
- Teqest (TG) Haile
- Jenna Haji
- Saadia Hameed
- Nooruddin Hamidi
- Mudrika Hamou
- Marni Harrington
- Martyn Hartley
- Monica Hassock
- Julie He
- Oxana Herbut
- Lina Hernandez
- Amanda Hicks
- Jacqueline Hoekstra
- Grant Hopcroft
- Cindy Howard
- Nancy Howard
- Mark Hryniw
- Melissa Hughes
- Hussein Hussein
- Eyad Ibrahim
- Natalie Iciaszczyk
- Lise Jamieson
- Debra Jared
- Jan Jasnos
- Joseph Jiltoovich
- Tristan Johnson
- Carol Johnston
- Ali Jomaa
- Jennifer Jones
- Tamara Kaattari
- Fouad Kaawach
- Martina Kaiser
- Arielle Kayabaga
- Patti Kemp
- Erica Kim
- Laverne Kirkness
- Sari Klaczkowski
- Chief John Kobarda
- Shareef Laith
- Kapil Lakhotia
- Guifang Lan
- Madiyyn Lavallee
- Mary Lee Felder
- Carole Leith
- Nancy Lemieux
- Paul Levac
- Mia Loebach-Readings
- Lynne Livingstone
- Heather Lokko
- Arla Longhurst
- Joe Lori
- Willie Lori
- Elizabeth Macdonald
- Kayley MacGregor
- Almerinda Machado
- Randy MacTaggart
- Anne Marie Madziak
- Sophia Maldonado de Ortiz
- Jack Malkin
- Janice Marchant
- Jo Marchant
- Paula Marcotte
- Vernon Martin
- Louise Mauffette-Leenders
- Diane Mavers
- Jo-Elle Mazur
- Willa McDiarmid
- Sallie McFarlane
- Gerry McKeon
- Jack McLachlan
- Cathy McLandress
- Deputy Chief Brian McLaughlin
- Linda McNeil
- Dalma Merino
- Randy Meyer
- Randa Moir
- Harina Mokbanan
- Hilary Moon
- Jesse Morrice
- Hassan Mostafa
- Debra Mountenay
- Yahya M. Mousa
- Erica Munoz
- Sebastian Munoz
- Jordan Murray
- Samra Nasser
- Nancy Needham
- Dough Nemeth

- Emily Nguyen
- Dr. Warren Nielson
- Jean-Baptiste Nitakoma
- Perpetue Nitunga
- Miriam Nixon
- Rosa Nobarani
- Mme Wivine Nyamuli
- Deb O'Brien
- Melanie O'Brien
- Betsy Odegaard
- Karen Oldham
- Linda Olson
- Ron Olson
- Tim Owen
- Cathy Park
- Jeremy Park
- John Park
- Clara Parra
- Veronica Parvu
- Beverley Payne
- Deb Peckham
- Harrison Pencser
- Julie Petruniak
- Victoria Pilon
- Solange Pimentel
- Maneesh Poddar
- Kayla Potts
- Brenda Qureshi
- Habib Radhaa
- Amad Radhaa
- Afshan Rais
- Sandra Ramirez
- Helen Riordon
- Claudia Rios
- Margo Ritchie
- Ana Rojas
- Elisabete Rodrigues
- Marian Roks
- Marlene Rowaan
- Lisa Rusal
- Stefan Sago
- Saeed Salem
- Sara Salem
- Doug Sands
- Peggy Sattler
- Tom Schinbein
- Jeff Schlemmer
- Mary Secco
- Betsy Secco
- Yanti Setiawati
- Mazen Shahatto
- Ron Shaker
- Suresh Shrestha
- Rowina Shum
- Emilian Siman
- Emma Sims
- Adrienne Small
- David Small
- Eileen Smith
- Jennifer Smith
- Monica Snow
- Pam Snyder
- Natasha Solomon
- Gabriella Solti
- Alex Solway
- Claudia Sossa
- Allan Ssemugenyi
- Louise Stevens
- Betty Tam
- Dawa Tamang
- Omar Tariq
- Henricus Terpstra
- Debra Therriault
- Karna Trentman
- Christine Troughton
- Janet Tufts
- Abd Twakkal
- Fatima Umuro
- Sr. Maria van Leeuwen
- Donna Vogel
- Holly Watson
- Joe Watson
- Margie Weinburg
- Jason Westbrook
- Rose Whalen
- Fr. Bill White
- Tracey White-Lockwood
- Sharon Wright-Evans
- Linda Whitney
- Rael Wienburg
- Amy Wilkinson
- Deputy Chief Steve Williams
- Judy Wright
- Ghada Yahia
- Mohammad Yassine
- Shelley Yoo
- Young Ho Yeon
- Melinda Zack
- Sara Zimmo
- Tina Zink-Brawn

Participating Organizations & Associations

- Access Centre for Regulated Employment
- ACFO de London-Sarnia
- Across Languages
- African Canadian Federation of London & Area
- Brescia University College
- Canadian Arab Society
- Canadian Cancer Society
- Canadian Council of Muslim Women
- Canadian Latin American Association
- Canadian Mental Health Association
- Canadian Syrian Council
- Carrefour des Femmes du Sud-Ouest de l'Ontario
- Centre for Addiction & Mental Health
- Centre for Lifelong Learning
- Child and Youth Network
- Childreach Centre
- Children's Aid Society of London & Middlesex
- Chinese Canadian National Council - London Chapter
- Immigration, Refugees and Citizenship Canada
- City of London
- Collège Boréal
- Community Living London
- Congress of Black Women
- Conseil scolaire catholique Providence
- Conseil scolaire Viamonde
- County of Middlesex
- Culture Office, City of London
- 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
- Family Service Thames Valley
- Fanshawe College
- Federation of Metro Tenants Associations
- Goodwill Career Centre
- Hutton House
- Investing in Children
- Islamic Centre of Southwest Ontario
- John Howard Society of London & District
- Kala Manjari
- King's University College
- Landlord & Tenant Board
- Latino Canadian Development & Integration of London (Latino –London) Corporation
- Life Resource Centre, North Park Community Church
- London Arts/Heritage Council
- London Cross Cultural Learner Centre
- 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 Middlesex Immigrant Employment Council (LMIEC)
- London Muslim Mosque
- London Police Service
- London Public Library
- LUSO Community Services
- Eritrean community
- African Caribbean Black community
- Merrymount Children's Centre
- Middlesex County Social Services
- Middlesex-London Health Unit
- Ministry of Community Safety and Correctional Services, Probation and Parole
- Museum London
- Muslim Association of Canada
- Muslim Resource Centre for Social Support and Integration
- Networking for an Inclusive Community (NIC)

- New St. James Church, London
- Newcomer Settlement Services, South London Neighbourhood Resource Centre
- Neighbourhood Watch
- Ontario Early Years Centre
- Ministry of Citizenship, Immigration and International Trade, Ontario
- Over 55 London Inc. Association
- Pakistani Canadian Association
- Pathways to Prosperity, Western University
- Pillar Non-Profit Network
- Platinum Leadership Inc.
- Réseau de soutien à l'Immigration
- francophone Centre-Sud-Ouest de l'Ontario
- Rogers TV
- Salvation Army Centre of Hope
- Somali Association of London
- South London Neighbourhood Resource Centre
- South West Regional Cancer Program
- St. Joseph's Health Centre
- St. Leonard's Community Services London and Region
- Thames Valley District School Board
- Thames Valley Parent Involvement Committee
- Thames Valley Council of Home and School Associations
- The Canadian Arab Society
- The Healthline and Information London
- United Way London & Middlesex
- Vanier Children's Services
- Village Green LINC
- Western University
- WIL Employment Connections
- Women's Community House
- Workforce Planning & Development Board
- World Education Services
- YMCA of Western Ontario
- YMCA, YMPA, YWCA
- Youth Opportunities Unlimited

VIII. Appendices

A. Summary: 2016 Community Capacity Report and Perceptions of the LMLIP

- Participation in the 2016 wave of the *Community Capacity and Perceptions of the LMLIP* survey was lower than in 2013
- For the organizations who responded to the survey, perceptions of the LMLIP are quite positive, and some positive changes are evident between 2013 and 2016:
 - Most of the organizations in 2016 report having familiarity with the LMLIP, and show moderate levels of participation with the LMLIP
 - Almost all organizations in 2016 report that the LMLIP has relevance and has played a moderate role in shaping service delivery
 - A sizeable proportion of organizations in 2016 report that the LMLIP has increased the coordination of services
 - A sizeable proportion of organizations in 2016 report that the LMLIP has improved services available in London and Middlesex
 - Most organizations in 2016 report that the LMLIP has improved the extent to which London and Middlesex is a welcoming community to immigrants
 - Most organizations in 2016 report that the LMLIP has changed the way in which their services are delivered
- Almost half of the organizations surveyed report providing services to immigrants (i.e., they provide at least some immigrant-specific services) with a subset of these organizations serving immigrants exclusively
- London and Middlesex remains a community with many strengths in providing services to immigrants, with Community Connections as the most provided service for immigrants
- Along with the services each organization provides, many organizations report having connections with each other and referring immigrants to other organizations in order to best meet their needs
- Nearly 9 in 10 organizations evaluate the services they provide and have specific action plans to improve their services
- Additionally, the community has noted gaps in services provided for immigrants and newcomers to London and Middlesex, including a need for increased training, education, and networking opportunities to help immigrants attain meaningful jobs
- Organizations have also reported that more action should be taken to celebrate cultural diversity in London, and also to link new immigrants with immigrants who are long-time

B. Updated Terms of Reference (April 27, 2015)

Amendments

Central Council approved the following changes to the Terms of Reference from February 2014 to April 2015:

- The Terms of Reference are now considered a living document.
- The word "Central" has been added before "Council" throughout the document.
- Under 'Composition' (Page 5) United Way has been added as No. 6, followed by ex-officio members Réseau de soutien à l'Immigration francophone Centre-Sud-Ouest de l'Ontario as No. 7 and the LMLIP as No. 8.
- The process of recruiting a Central Council Co-chair has been amended (Page 7).
- The time-frame for recruitment (Page 10) has been extended. "An Expression of Interest will formally be circulated twice a year (Spring and Fall) and candidates will go through a selection process. Applications received throughout the year will be considered when submitted. 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.
- Quorum for Sub-council meetings has been modified (Page 12). "Quorum will be whoever is present at the second meeting if the first could not be held due to a lack of quorum."
- The recruitment process for Sub-council members has been amended (Addendum, Page 18)

London & Middlesex Local Immigration Partnership Central Council (LMLIP) Terms of Reference

INTENT

The London & Middlesex Local Immigration Partnership Central 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.¹

The Central 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 Central 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 Central 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.
- **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.

¹ 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.

- **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 Central 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 Central 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.

Central and Sub-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 Central or Sub-council, the Chair may request their resignation.

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

CENTRAL COUNCIL

COMPOSITION

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, Immigration, Refugees and Citizenship Canada and the Ontario Ministry of Citizenship, Immigration and International Trade
5. One of the Co-chairs will be from the City of London; the second Co-chair will be a member of the Central Council, desirably an immigrant who meets the required qualifications and skills
6. United Way London & Middlesex²
7. Réseau de soutien à l'Immigration Francophone
8. 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

6. 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

² United Way London & Middlesex will remain as a key stakeholder on Central Council in the capacity of community development partner as well as the researcher and funder

Advice and Advocacy

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

Leadership and Succession

13. Participates in the recruitment, selection, and orientation of new Central 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 Central 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 Central Council for his/her performance.

Authority: The Co-chair ensures that the work of the Central Council moves forward and is the spokesperson(s) for the Central 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 Central Council.

Responsibility: The Co-chair is responsible for the effective functioning of the LMLIP Central 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 Central Council and preside at the meetings of the LMLIP Central Council
- Collaborate with the Project Coordinator in preparing Central Council meeting agendas
- Facilitate regular meetings of the LMLIP Central Council
- Help create a welcoming and appreciative environment conducive to governance dialogue
- Maintain rules of conduct as they apply to the LMLIP Central 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 Central Council
- Mentor other Central 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 Central 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 Central 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 Central Council and the Project Staff. The LMLIP Central 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 Central 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

Recruiting Co-chairs:

A nomination committee, chaired by the Co-chair from the City³ and members from the Central Council will be struck to screen applications. Members on Central Council may nominate themselves or be nominated. The selected candidate will present to Central Council before being approved.

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

³ The City of London will continue to be one of the Co-chairs since the City holds the contract for LMLIP. Approved by Central Council on November 17, 2014.

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 Central 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 Central 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 Central 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.

A. SUB-COUNCILS

Sub-councils will represent each of the six areas of focus: Education, Employment, Health & Wellbeing, Inclusion & Civic Engagement, Justice & 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 Central 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 Central Council members on the work undertaken in their Sub-councils and bringing forward any items requiring Central 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 formally be circulated twice a year (Spring and Fall) and candidates will go through a selection process. Applications received throughout the year will be considered. 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 Central Council and Sub-council member involvement and participation in LMLIP agendas and activities.

- LMLIP Central 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 Central Council member misses two consecutive meetings without reasonable cause, one of the Co-chairs will have a conversation with the member
- An LMLIP Central 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 Central Council or Sub-council duties for a defined period of time due to conditions found to be acceptable to the Chair. A Central 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 Central Council and Sub-council meetings.

- LMLIP Central 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 Central Council and Sub-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. However, if a meeting cannot be held due to lack of quorum, members present at the next meeting will be considered quorum regardless of numbers.
- 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.⁴

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
- 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

⁴ <http://www.consensusdecisionmaking.org>

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:

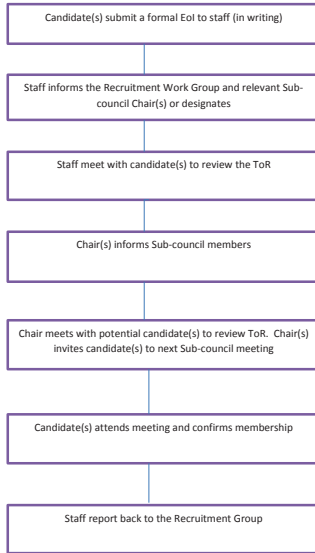
- The primary conduits for all information about the LMLIP
- The primary spokespersons for the LMLIP
- Promoters of LMLIP to the larger community through presentations and events
- Respondents in respect to any questions regarding LMLIP's relationship with Municipal Council, the City and County, and 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

Addendum to London & Middlesex Local Immigration Partnership Terms of Reference

Recruitment Process for Sub-council Members: Amended on February 24, 2014

The recruitment process has been amended to capture the Sub-councils' needs. The following chart outlines the recruitment process for Sub-council members, giving more ownership to the Sub-council Chairs while ensuring that staff and other key stakeholders are kept adequately informed.

Formal Expression of Interest (Eoi) call (twice per year)



C. Copy of Expression of Interest

Application for becoming a volunteer member on the London & Middlesex Local Immigration Partnership Sub-councils

Name: _____

Email: _____

Telephone Number: _____

Please submit your request by completing ALL the following questions:

1. Why are you interested in joining the LMLIP? Please provide a brief comment about how your experience will contribute to the objectives of the LMLIP.

2. Please tell us more about yourself.

3. Which **Sub-council** would you like to be involved in? Please check one or more.

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

4. Comments: _____

