

Choose London - Innovative, Vibrant and Global



City of London Newcomer Strategy
2018-2023

london.ca/NewcomerStrategy



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Message from Steering Committee Co-Chairs

Newcomers to Canada play a vital role in the country's economic, social and cultural success. Attracting, integrating and retaining Newcomers is key to propelling the country to sustainable economic prosperity. To successfully achieve this, a Newcomer Strategy cannot be the sole domain of the federal and provincial governments, but must also be forged and driven from the local level. Municipalities are at the heart of the newcomer experience and they, along with community partners, have important levers at their disposal to make a positive difference in attracting, integrating and retaining Newcomers. Adopting a strategy is a necessary step for cities to lead the way in making such a positive difference.

We commend London City Council for recognizing the importance of putting in place a Newcomer Strategy as an impetus for City Council, the Corporation of the City of London and the community at large to lead the charge at the ground level. This sends a strong message to all stakeholders that the City of London and its community stakeholders are committed to forging a strong economic, societal and cultural future

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for the city and region, fostering community and regional partnerships, and adopting best practices in attracting, integrating and retaining Newcomers.

This Newcomer Strategy, through a five-year plan, is a living document. The work plan will be reviewed annually to ensure the plan's vision, mission, and objectives are being achieved and remain supportive of the strategic priorities and targeted outcomes.

We wish to thank all of the members of the Newcomer Steering Committee, City of London staff, members of the Internal Staff Liaison Committee, and the multitude of stakeholders that generously gave of their time to meet with us during numerous consultation sessions and to provide input on the Strategy. This Newcomer Strategy would not have become a reality without their thoughtful input.

We also wish to thank the Ontario Ministry of Citizenship and Immigration for the funding provided, through the Municipal Fund – Innovative Immigration Initiatives, to support research activities and multiple consultations which informed the development of this Strategy.

Joaquim Ballès,
Chair of Immploy, and VP,
Business Development &
General Counsel at
Trudell Medical Limited

Dev Sainani,
Co-chair of the London & Middlesex
Local Immigration Partnership (LMLIP),
and Professor at Fanshawe College

“
Newcomers to
Canada play a vital
role in the country's
economic, social and
cultural success.”

Executive Summary

Between 2001 and 2016, the natural increase in net population growth in London, defined as the surplus of births over deaths, began to decelerate. Over the same period, London saw a decline in the number of workers in the labour force. This steady decline, which is expected to continue in the long term, highlights the importance of Newcomers in filling job vacancies and sustaining an overall positive population growth.

The *2015-2019 Strategic Plan for the City of London*, speaks to 'Growing Our Economy' as one of the areas of focus to strengthen London's workforce. With an aging population and declining birth rates, creating increased supports for the attraction, retention and integration of Newcomers, including international students, foreign-trained professionals and multigenerational immigrants, was identified by the City as a top priority for Londoners, City Council and Civic Administration.

While it is imperative to meet the quantitative labour and population growth needs of the city in order to ensure healthy economic growth, it is also important not to lose sight of the value of diversity of thought and the global outlook that Newcomers bring to the city. This enriches a society in so many ways beyond economics. There is also an opportunity to more effectively explore the skill sets that refugees bring with them and how those skill sets could be used to fill current labour market gaps.

Choose London – Innovative, Vibrant and Global: London's Newcomer Strategy is a community-driven strategy, led by the City of London. It is the product of a broad consultation process with multiple stakeholders and statistical and literature reviews. This consultation and review process revealed that although the City and community have multiple supports and resources aimed at the attraction, integration and/or retention of Newcomers, broad awareness of these supports and resources was low, access to these supports and resources face a number of barriers, and engagement among the various stakeholders in the city and region in attracting, integrating and/or retaining Newcomers should be greater and more strategic. The statistical review revealed that medium-sized cities, such as London, could benefit from access to more granular data and data published on a more frequent basis (i.e. yearly rather than every five years) to provide more guidance on policy decision making in this area and targeted outcomes.

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The Newcomer Strategy identifies three strategic priorities: Enhance Awareness, Facilitate Access and Active Engagement. Each of these strategic priorities is supported by the activities as set out in the work plan. The activities are aimed at creating a necessary impetus towards meeting quantitative targeted outcomes relating to Newcomer attraction and retention to sustain and increase economic growth. Collectively, the activities are only one of many factors that can influence the achievement of the targeted outcomes. There are many other factors beyond the control of the City such as changes to federal and provincial immigration policies. These other factors will need to be actively monitored annually in order to ensure the activities remain adequate to achieve their intended purpose and that the targeted outcomes remain achievable. If not, then modifications and adjustments may be required over the course of the five year time horizon of the Newcomer Strategy.



Background

1.1 The Impetus of the Newcomer Strategy

The impetus for the Newcomer Strategy is *London City Council's 2015 – 2019 Strategic Plan*¹, which speaks to 'Growing Our Economy' as one of its areas of focus. With an aging population and declining birth rates, Newcomers are expected to be a primary source of labour required to fuel the growth of the local economy. As such, creating increased supports for the attraction, retention, and integration of immigrants and newcomers, including international students, foreign-trained professionals and multigenerational immigrants, has been identified as a top priority for Londoners, City Council and Civic Administration.

In order to achieve this objective, City Council agreed that a Newcomer Strategy should be developed and implemented at the local level.

1.2 Steering Committee

A Steering Committee (Committee) was formed in March 2017 to develop the Newcomer Strategy. The Committee is comprised of 16 members, who are either Newcomers with lived experience or representatives of organizations with experience in attracting, integrating, and/or retaining Newcomers. The Committee is led by two co-chairs and is supported by two City staff members and an Internal Staff Liaison Committee. The names of all the Committee members and the organization they represent, as applicable, are set out below.

Co-chairs of the Steering Committee:

Joaquim Ballès
Chair of Immploy, and VP, Business Development & General Counsel at Trudell Medical Limited

Dev Sainani
Co-chair of the London & Middlesex Local Immigration Partnership (LMLIP), and Professor at Fanshawe College

Steering Committee Members:

Reem Alghooti
Newcomer Champion with lived experience

Alain Dobi
Director, Réseau de Soutien à l'immigration francophone du Centre-Sud-Ouest de l'Ontario

Robert Collins
Director, Workforce Development at London Economic Development Corporation (LEDC)

Wilma de Rond
Executive Director, WIL Employment Connections

Wendy Curtis
Executive Director, International; Advancement & Alumni - Acting, Fanshawe College

Carolyn Ford
Director, International Undergraduate Recruitment at Western International, Western University

Robert Downie
Manager, Institutional Research at Fanshawe College

Adam Garba
Newcomer Champion with lived experience and local Entrepreneur



Sidra Khan
Newcomer Champion
with lived experience

Gus Kotsiomitis
London Chamber of Commerce (Past
President) and VP, Commercial Financial
Services at the Royal Bank of Canada

Marilyn Mason
Vice-Principal, Enrolment Services and
Strategic Partnerships at
King's University College at Western
University with the support of
Tracy Cunningham, Associate Registrar
at King's University College

Yenny Medina
Newcomer Champion with lived
experience, Internationally Trained
Professional

Tuyen Nguyen
Newcomer Champion with
lived experience, local Entrepreneur
and Internationally Trained Professional

1.3 Newcomer Strategy Development Process

The Steering Committee first developed terms of reference, definitions for the terms “Newcomers,” “Immigrants,” and “Prospective Newcomers,” and a vision and mission to form the foundation for their work. From there, the Committee members engaged in numerous face-to-face and phone consultations with a multitude of stakeholders and sent a number of surveys to Newcomers. In addition, through support from City staff, the Committee carried out research on existing community programs targeted or useful to Newcomers, data on trends relating to Newcomers, pertinent literature, and consultations with City departments and outside experts.

In developing the Newcomer Strategy and work plan, the Committee also took into account various relevant City strategic documents, priorities and initiatives as described in Appendix A, which can be found at london.ca/NewcomerStrategy.



Definitions, Vision and Mission

2.1 Definitions

To develop a common understanding, and to be inclusive of all immigrant classes arriving to London, the Steering Committee agreed on the following defined terms.

The capitalized term “*Newcomers*” is often used in this paper and was defined by the Committee as follows:

- “...individuals who are Immigrants or are Prospective Newcomers.”

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The term “*Immigrants*” is defined as:

- “...individuals, including their accompanying family member(s), who, when they arrived to Canada from another country, were not citizens of Canada and are currently living in Canada as:
 - temporary residents, including all study and work permits;
 - permanent residents, all categories, including government-assisted and privately-sponsored refugees; or
 - new citizens of Canada.

The term “*Prospective Newcomers*” is defined as:

- “... individuals who are not living in or citizens of Canada and:
 - by virtue of their education, training, and/or business experience have skills that would be of benefit to London’s economic and social development; or
 - who are not living in or citizens of Canada and have the requisite academic and/or other credentials to gain admittance to a university, college or high school in London.

Depending on the context in which the term *Newcomers* is used in this paper, *Newcomers* may refer to *Immigrants* or *Prospective Newcomers*, or both.



2.1 Vision and Mission

The Vision and Mission of the Newcomer Strategy developed by the Steering Committee and in conjunction with Council's direction and feedback from the community, are as follows:

Vision

"Newcomers choose London as Canada's leading community to live, learn and work."

Mission

"To successfully attract, integrate and retain Newcomers, in particular, international students, skilled workers and entrepreneurs, to and into the local economy and society."

2.2 Newcomer Categories

Consistent with City Council's focus to create diverse employment opportunities through growing the local economy, the Newcomer Strategy is primarily directed at the attraction, integration, and retention of Newcomers who fall under the following three categories:

- secondary and post-secondary students,
- skilled workers, and
- entrepreneurs.

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London's Newcomer Landscape

3.1 City of London

London prides itself as an innovative, vibrant and global city. It provides the advantage of smaller community living, such as affordability, safety and sense of community, while still providing big city appeal. It is often cited as a great place to raise a family, work, and study. Housing is affordable and the average commute time is 15 minutes to anywhere in the city. London is currently the 11th largest census metropolitan area (CMA) in Canada, with a population of approximately 500,000. Its location and transportation infrastructure give residents and businesses easy access to multiple domestic and international destinations through air, bus, train, and car. With two leading regional hospitals, world-renowned research institutes and international medical firsts, London has also established a strong reputation when it comes to quality health care and medical innovation.

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London is home to more than 20,000 businesses across a wide variety of sectors, including advanced manufacturing, professional services, food and beverage processing, life sciences, and digital creative sectors, with access to more than 150 million consumers within a one-day drive. Many of these businesses are leaders in their sectors. In Deloitte's most recent ranking of Canadian digital tech companies, five London companies were ranked in the "Top 50 Canadian Tech Companies". One of the London companies was the top-ranked tech company. In the most recent fDi American Cities of the Future 2017/2018 rankings, London was ranked sixth for the most business friendly city in the mid-size city category.

London is also home to globally recognized educational institutions and is regarded as a centre of educational excellence. Through its educational institutions, London hosts and welcomes thousands of international students each year. In the 2016-17 academic year, these educational institutions hosted 11,000 international students. Western University together with its affiliated University Colleges — Brescia University College, Huron University College, and King's University College — offers learning experiences and attracts students and faculty internationally. Western University offers more than 400 different specializations, majors, and minors and the Ivey Business School remains Canada's preeminent business school. Fanshawe College is one of Ontario's largest colleges, with four campuses, 200-plus degrees, diploma, certificate, and apprenticeship programs. Collège Boréal offers French language post-secondary programs and services. London has more than 20 registered private vocational



schools that fuel the development of the future workforce. London offers quality primary and secondary school options with access to four school boards.

3.2 Newcomer Landscape

Note that the data provided throughout the report reflects either that of London's Census Metropolitan Area (CMA) or of the City Division level for the city of London.

A. General Overview

i. Components of Population Growth

Set out in the following table are the components of London's CMA population growth for the period of 2009-10 to 2015-16.

Table 1:

Components of Population Growth – 2009 – 2016 for the London (CMA)¹

Components of population Growth	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Births	5,127	5,125	4,941	5,130	5,174	5,223	5,285
Deaths	3,596	3,473	3,630	3,708	3,946	4,086	4,225
Immigrants	2,947	2,363	2,361	2,404	2,088	2,125	2,877
Emigrants	957	800	894	955	1,003	956	917
Returning emigrants	605	565	532	568	534	632	634
Net temporary migration	274	218	223	242	236	223	213
Net inter-provincial migration	-432	-379	-673	-1,080	-877	-680	337
Net intra-provincial migration	662	734	1,361	1,288	1,510	1,911	2,346
Net non-permanent residents	483	74	872	669	381	84	1,181

Over the period of 2009-2010 to 2015-2016, the natural increase in net population growth, defined as the surplus of births over deaths, began to slow down. There was a 31% decrease in net population growth for the 2015-2016 period compared to the 2009-2010 period; moving down from a surplus of 1,531 to a surplus of 1,060. This slow, steady, decline in the natural growth rate, which is expected to continue in the long term, will have multiple implications. Most relevant is the growing importance of Newcomers as a source of labour supply. As the domestic population shrinks due to lower fertility and age, London will increasingly depend on Newcomers to fill job vacancies and to sustain a positive population growth.

In 2015-2016, London CMA welcomed 2,877 direct immigrants and 2,683 secondary immigrants from other parts of Ontario and another

1,181 non-permanent residents, bringing the total number of immigrants to London CMA to 6,741. The net of emigrants (people leaving London CMA) for that same year was a total of 1,764; therefore, the total number of immigrants to London CMA received was 4,977.

When including births and deaths in the calculations, the total net population gain for London in 2015-2016 was at 6,037 people which is 2,682 more people than the 3,355 population gain in 2009-2010. This represents an 80% increase in population gain for 2015-2016 with the natural increase of 1,060 accounting for only 17.5% of the total net population gain in London CMA².

ii. Population by Visible Minority Group

Over the past decade, London has experienced some demographic changes which included welcoming over 1,181 Syrian Government Assisted Refugees, 382 Privately Sponsored Refugees, and 75 Blended Visa-Office referrals between November 2015 and the end of December 2016.

Over the period of 2011 to 2016, the visible minority population in London's CMA has grown by 28%, from 61,035 to 78,325³. South Asian, Chinese and Arabic visible minorities account for the majority of the increase in the visible minority population during this period.

iii. Languages & Top Places of Birth



As of 2016, the top three non-official languages spoken at home in London's CMA are Arabic, Spanish and Polish. If one only looks at the most recent immigrants over the period of 2011-2016, the top three non-official languages are Arabic, Spanish, and Mandarin.

Of the 11,955 direct immigrants that came to London CMA over the period of 2011-2016, the top place of birth is Syria (10%), followed by India (8.4%), China (7.9%), Iraq (7.6%) and Colombia (5.1%)⁴.

3.3 Economic and Student Immigration Landscape

A. Economic Class

i. Levels of Economic Immigrants

Economic immigration⁵ continues to be the top category of Newcomers arriving to London's CMA, with refugees in a close second. The following table indicates the levels of economic immigrants, along with their family, that have chosen London as their initial direct destination in Canada.

Table 2:
Admission Category and Applicant Type⁶

Admission category and applicant type	Total - Period of Immigration	1980 to 1990	1991 to 2000	2001 to 2005	2006 to 2010	2011 to 2016
Total - Admission category and applicant type	62,000	14,265	15,520	9,620	10,630	11,955
Economic immigrants	25,565	4,725	5,750	4,705	5,080	5,305
Principal applicants	8,805	1,775	2,070	1,475	1,505	1,975
Secondary applicants	16,760	2,950	3,680	3,230	3,570	3,335
Immigrants sponsored by family	15,545	3,680	4,535	2,300	2,510	2,520
Refugees	20,300	5,825	5,185	2,520	2,845	3,925
Other immigrants	585	40	50	95	205	205

Even though the economic immigration class remains at the top of the list, it has not seen a significant increase over the past five years.

The industries in which immigrants are most commonly employed is captured as a North American Industry Classification System (NAICS) code⁷. Table 3

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below shows the top six industries in London that hired immigrants in 1994, 2004, and 2014. In 1994 and 2004, education services outweighed the rest.

Table 3:
Direct Immigration to the City of London by Industry⁸

	1994	2004	2014
Accommodation and Food Services	50	50	30
Administrative and Support, Waste Management and Remediation Services	25	60	40
Agriculture, Forestry, Fishing and Hunting	20	< 5	< 5
Education Services	55	105	< 5
Health Care and Social Assistance	20	< 5	< 5
Manufacturing	20	30	< 5

- In contrast to employment industry, the following data in Table 4 captures the expected occupation at the time of landing⁹. Most direct immigrants reported expecting to work in the field of science, followed by business and finance.

Table 4:
Direct Immigration to the City of London by Occupation¹⁰

	1994	2004	2014
Business, Finance and Administration	65	65	< 5
Health	20	30	< 5
Management	20	45	< 5
Natural and Applied Sciences	100	145	25
Education, Law and Social, Community and Government Services	45	125	< 5
Sales and Service	60	25	< 5
Trades, Transport and Equipment Operators	65	20	< 5

ii. Admission Category

The following table shows the number of economic immigrants that chose London as their initial destination broken down by admission category and application type. The numbers indicate that London is attracting too few skilled trade workers¹¹ and that the number of direct immigrant entrepreneurs choosing London has also been on the decline over the last several years.

Table 5:
Number of Immigrants Choosing London CMA per Admission Category – 1980 – 2016¹²

Admission category and applicant type	2001 to 2005	2006 to 2010	2011 to 2016
Economic immigrants	4,705	5,080	5,310
Worker programs	4,325	4,315	4,505
Skilled workers	4,215	4,045	3,440
Skilled trades workers	< 5	< 5	< 5
Canadian experience class	< 5	65	740
Caregivers	105	205	310
Business programs	270	380	355
Entrepreneurs	135	50	50
Investors	90	300	280
Self-employed	40	30	20
Provincial and territorial nominees	115	385	450

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iii. Secondary Migration

An important source of Newcomers comes from secondary migration from other parts of Ontario. The most recent numbers indicate that secondary migration represents more than 50% of the net inflow of Newcomers to London. See tables 6 and 7.

Table 6:
Secondary Immigration to the City of London by Age¹³

Year	Under 20	20 to 44	45 to 64	Over 64
1994	20	730	85	< 5
2004	55	1,130	250	45
2014	35	1,320	465	115

Table 7:
Emigration from the City of London by Age¹⁴

Year	Under 20	20 to 44	45 to 64	Over 64
1994	< 5	765	80	25
2004	40	1,405	260	35
2014	25	1,230	410	80

Secondary migrants to the city of London tend to move from within Ontario. Most of these individuals move from Southwestern Ontario census divisions that are in close proximity to London. The other census divisions represented in the sample are some of Canada's largest, namely Vancouver, Montreal, and Ottawa. Those leaving London tend to go to the same destinations. See tables 8 and 9¹⁵.

Table 8:
Secondary Immigration to London by Top 10 Census Divisions

	1994	2004	2014
Toronto	225	405	400
Peel	55	145	230
York	25	50	150
Essex	45	70	90
Waterloo	35	60	80
Greater Vancouver	35	65	60
Montréal	60	50	45
Ottawa	30	55	50
Hamilton	25	50	60
Elgin	< 5	45	55

Table 9:
Emigration from London by Top 10 Census Divisions

	1994	2004	2014
Toronto	245	460	380
Peel	65	175	210
Waterloo	55	110	85
Greater Vancouver	75	80	85
York	35	75	115
Essex	55	95	55
Ottawa	40	85	75
Division No. 6 (AB)	< 5	55	80
Elgin	< 5	65	65
Hamilton	35	55	35

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iv. Retention of Economic Newcomers

The city of London loses more business class, skilled workers, and refugees through secondary migration than it receives. This is offset in part by the net growth of family-class and provincial nominees. See Tables 10 and 11 below¹⁶.

Table 10:
Secondary Immigration to the City of London by Immigration Class

Year	Business Class	First Class	Provincial Nominees	Refugees	Skilled Workers	Other
1994	60	200	< 5	330	250	< 5
2004	90	355	< 5	280	730	< 5
2014	80	450	120	395	875	< 5

Table 11:
Emigration from the City of London by Immigration Class

Year	Business Class	First Class	Provincial Nominees	Refugees	Skilled Workers	Other
1994	40	220	< 5	360	255	< 5
2004	100	345	< 5	485	785	20
2014	115	395	65	405	745	< 5

E. International Students

i. University and College

For the 2016-17 school year, Canada experienced a 40% increase in international student applications to its educational institutions. London's educational institutes continue to be ranked among the top learning institutions in Canada and the world. Through a survey conducted with local educational institutions, London has seen a jump in its international enrolment from 6,000 in 2013 to approximately 11,000 in 2017, an increase of 83 percent.

Fanshawe College has experienced a significant increase of international students choosing to attend their programs since 2013. The College has since opened its own international department, and continues to augment its partnerships and recruitment overseas. The table below shows the growth in enrolment since 2013.

Table 12:

Enrolment of International Students at Fanshawe College by Year - 2014 to 2016¹⁷

Year	# of International Students	Annual Growth Rate
2013-14	1,914	–
2014-15	2,174	13.6%
2015-16	2,693	23.9%
2016-17	4,243	57.6%

Western University and its affiliated University Colleges, King's, Brescia and Huron, have long-standing track records of welcoming international students into their programs. Each institute has an international department that is geared to attracting overseas students. The table below demonstrated the growth in enrolment since 2013.

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Table 13:

Total Number of International Students in Western University by Year and Academic Level, 2013-2016¹⁸

Year	All Academic Level	Graduate Level	Undergrad	Medical Representatives	Annual Growth Rate
2012-13	2,371	1,006	1,257	108	–
2013-14	2,758	1,038	1,611	109	16.3%
2014-15	3,144	1,116	1,898	130	14.0%
2015-16	3,336	1,218	1,990	128	6.1%
2016-17	3,575	1,228	2,217	130	7.2%

As per the Provincial Strategic Mandate Agreements, 2017-2020, Fanshawe College achieved its 13% postsecondary international growth in 2017-2018 and has projected 5% cumulative growth in each of the subsequent two years. At Western University and affiliates, approximately 10% of the students at the undergraduate level and approximately 20% at the graduate level are international. Their projections are to maintain the graduate student proportion of international students and to gradually increase the undergraduate proportion to 15%¹⁹.

ii. Public and Private Secondary Schools

Public and private secondary schools are also attracting international students to their schools. According to the *Ontario's Strategy for K-12 for International Education*, released in 2015, the focus is to provide an integrated, coordinated approach that will link the continuum of learning from K-12 schooling to postsecondary education and training, to living and working in Ontario²⁰. The strategy's outcomes are to provide: enhanced course offerings and opportunities with an international context, to help Ontario K-12 students and educators build the global competencies, knowledge, and experiences needed to succeed in the worldwide economy; high-quality programs and services and a safe, welcoming environment for international students, to promote achievement and well-being and stimulate intercultural learning; opportunities to develop

and share expertise among Ontario and international educators; and pathways for international students studying in Ontario, from elementary/ secondary school to postsecondary education and beyond.

iii. Economic Impact of International Students

The economic impact of international students is significant to those communities where they live and study. According to a Foreign Affairs and International Trade Canada report published in 2012, the total expenditure of long-term international students in Canada amounted to an estimated \$6.9 billion in 2010. This translates to almost \$4.2 billion in Gross Domestic Product (GDP) contribution to the Canadian economy and represents about 7% of the GDP contributed by the overall education services sector in the Canadian economy. International education services serving these long-term students contributed to 70,240 jobs in the labour market. This represents about 5.7% of the total number of jobs in the overall education services sector in Canada²¹.

On average, living expenses, in London to cover items such as food, utilities, internet, phone, laundry, and entertainment can cost up to an additional \$18,000-20,000 per year, per international student. These expenses are in addition to tuition fees ranging from \$11,000 to \$31,000²², depending on the educational institution and level of study. This benefits the housing, retail, and dining sectors in particular.

The positive economic and societal impact is even greater if these students stay in London upon graduation. Their skills and talent can be used to expand the local business culture through their innovative ideas and global reach. In addition, these students will not need to go through the credential recognition process, having studied in a Canadian institution. On the societal front, these students add to the cultural diversity of London, further enriching the City's cultural fabric.



3.4 Job Vacancies

Between 2011 and 2016, the London CMA employment sector continued to experience strong to moderate labour force growth in a number of knowledge-based sectors including health care, professional, scientific and technical services, and educational services. During the past five years, the London CMA has also shown strong labour force growth in construction, retail trade, accommodation and food services, agriculture, and other services. Labour force growth in these sectors was largely offset by a decline in wholesale and trade, transportation and warehousing, manufacturing, and public administration²³. For 2019-2022, professional scientific and technical service sector is projecting an average annual compound growth of 2.2%; while the arts, entertainment and accommodation and food services sector are projecting an annual compound growth of 2.6%²⁴.

For 2017, job vacancy categories for London can be found below in Table 12 as per the North American Industry Classification System (NAICS). The NAICS is the standard used by federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy.

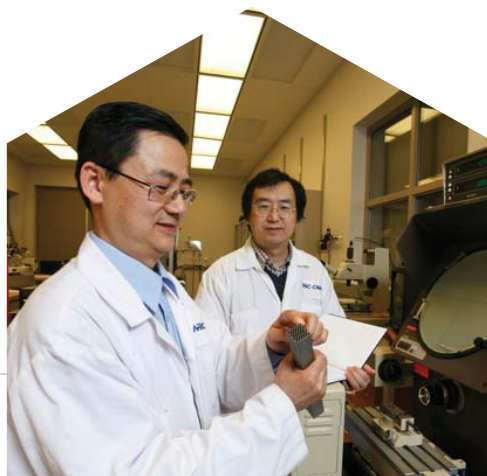


Table 14:
2017 - Job Vacancies for the City of London by NAICS Code²⁵

Name of the sector	NAICS	Total 2017
Total	0	10,255
Hidden Job market	0	10,255
Accommodation and Food Services	72	3,005
Administration and Support and Waster Management Remedial	56	2,888
Agricultural, Forestry, Fishing and Hunting	11	1,1780
Arts, Entertainment, and Recreation	71	1,508
Construction	23	1,255
Educational Services	61	1,213
Finance and Insurance	52	1,164
Health Care and Social Assistance	62	1,103
Information	51	983
Management of Companies and Enterprises	55	849
Manufacturing	31	800
Mining, Quarrying, and Oil and Gas Extraction		695
Other Services (except Public Administration)	81	645

These unfilled jobs represent approximately 5,000 positions a month that remain vacant which could be filled by Newcomer talent, including those already in London. The population and labour force base is aging across Ontario as well as at the regional level. Looking forward, the aging labour force base is anticipated to result in a gradual decline in the labour force participation rates over the first half of the forecast period (2016 to 2031) from 60% to 57%. To counterbalance this projected decrease, Newcomer talent is needed to fill these positions in an attempt to prevent this downward slide.



3.5 Programs, Services, Policy, and Initiatives

A. Community and Regional Programs and Services

As a community, London has a number of programs and services to support immigrants in attaining economic and social inclusion in the community. These include programs delivered directly or indirectly by the Municipality. In developing the Newcomer Strategy, the Committee felt it was important to take into account the existing support network and to ensure the priorities and work plan are supportive of, and not duplicative or inconsistent with, existing programs, services, and initiatives.

Over the last several years, the City has been working actively with local agencies, stakeholders, and other community partners. Two notable examples are the London & Middlesex Local Immigration Partnership (LMLIP) and IMMPLY.

The London & Middlesex Local Immigration Partnership is co-chaired by the City

of London and funded by Immigration, Refugees, and Citizenship Canada (IRCC), with support from the Ontario Ministry of Citizenship and Immigration (MCI) and the Association of Municipalities of Ontario (AMO). Since its inception in 2009, this partnership has brought together many sectors, volunteers, and immigrant communities to develop and implement locally-driven strategic plans for the successful integration of immigrants in London and Middlesex County.

On the employer side, the City sits as an ex-officio participant on IMMPLYO's (formerly the London Middlesex Immigration Employment Council) Leadership Council, which brings together employer representatives from London and region. IMMPLYO's mandate is to connect employers with immigrant talent to foster economic prosperity. Its two leading programs are Job Match and Mentorship. IMMPLYO is akin to an Immigration Employment Council (IEC). IECs are active across the country.

On the settlement front, the City works in partnership with the local settlement agencies that offer services for Newcomer families and children. These agencies include Centre Communautaire Régional de London, Cross Cultural Learner Centre, Collège Boréal, LUSO Community Services, South London Neighbourhood Resource Centre, and YMCA of Western Ontario.

The City has also been involved in organizing an annual welcome event for International Students which has included the local educational institutions.

See Appendix B part 1, 2 and 3 at london.ca/NewcomerStrategy for a more comprehensive listing of local community organizations and their programs aimed at the attraction, integration and/or retention of Newcomers. This list was derived in December 2017.

B. Federal and Provincial Funding Programs, Policy and Initiatives

There are several existing federal and provincial funding programs that the City and community organizations have been able to tap into to driving local programming supportive of the Newcomer Strategy. The City's Immigration Portal is one example of an initiative supported in large part by IRCC funding. The City has been effective in identifying and tapping into funding opportunities to support other programming aimed at Newcomers. Actively monitoring changes to funding, policy and initiatives will be important moving forward.

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Main Findings

4.1 Main Findings on Review of Data

The development of this Newcomer Strategy is informed by the data that is available for the London community. Unfortunately, there is incomplete data on Newcomer arrivals, retention and participation in the workforce for mid-sized cities, such as London. There is also little data on the skill sets of Newcomers coming to the city (in particular as it relates to secondary migrants), how many choose the entrepreneurial path and how successful they are in following that path, how many international students stay in London after they have completed their studies, what the anticipated job vacancies will be in London in the short and long-term, and the skills and education refugees may have that could make them more readily employable. Furthermore, most of the pertinent data that is available is generated by Statistics Canada every five years and, once published, is dated by one or two years.

The main findings based on the data currently available to the Committee are summarized here.

- For the most recent period of 2011-2016, refugees represented the second largest percentage of Newcomers coming to London at 34%, after economic immigrants at 44%. All Newcomers bring a wealth of experience and skills that can be used to boost the local economy. The need to foster and support training programs to facilitate faster integration of refugees and economic immigrants already here is essential. By providing the right tools, programming, and language training, these Newcomers can be integrated into the local labour market faster and strengthen the workforce. It is increasingly important to assess the labour market potential of all Newcomers, especially refugees, as they are eager to work to support not only their families but the local community.
- The London CMA three-year retention rate²⁶ sits at around 79% of those who arrived directly to London in 2009. The 10-year retention rate of Newcomers who arrived directly to London in 2001 is 58.4%. When compared to other cities across Canada, London sits in 10th position, above Halifax at 46.1% and St. John's at 42.1%. The top cities with the highest 10-year retention rates of those who arrived in 2001 are Calgary with 77.1%, followed by Toronto at 76.9% followed closely by Edmonton at 76.1%, and Vancouver at 75.9%. London needs to look at ways to fully integrate Newcomers, especially into the labour market, to retain them long term.



- London lags behind its Canadian competitor cities in terms of the percentage of its population comprised of Newcomers at 22% compared to the Ontario average of 30%. Currently, London sits in the 9th place as seen in the comparison below:

Portion of Immigrants to the Total Population, 2016 Selected Cities Ontario

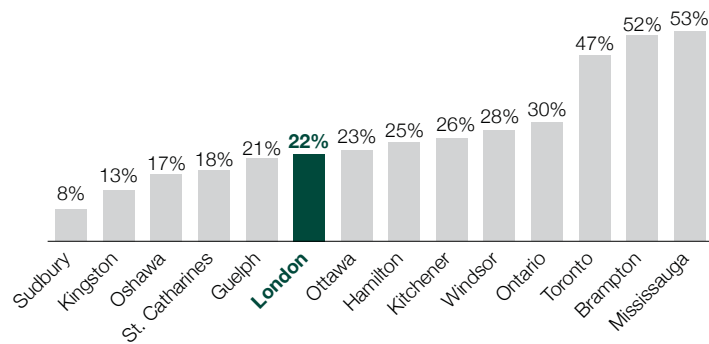


Table 15:

The following table shows where the London CMA sits compared to other CMAs in Southern Ontario²⁷

Year	Hamilton [CMA] (Ont.)	Kitchener - Cambridge - Waterloo [CMA] (Ont.)	London [CMA] (Ont.)	St. Catharines - Niagara [CMA] (Ont.)	Windsor [CMA] (Ont.)
Total Population 2016	747,545	523,894	494,069	406,074	329,144
Number of recent immigrants (2011 to 2016)	17,425	13,975	11,955	4,990	10,100
Percent immigrated (2011 to 2016)	9.8	11.8	12.6	52.8	13.6
Total Number of Immigrants	177,070	118,615	94,690	67,195	74,495
Economic immigrants - Principal	2,760	2,400	1,980	820	1,220
Economic immigrants - Dependent	4,315	3,370	3,335	1,235	1,665
Family Sponsorship	5,335	4,250	2,515	1,715	2,870
Refugees	4,540	3,735	3,925	850	4,130
Other Categories (ex. H&C)	470	220	205	280	225

- Using the reference population growth scenario provided by Watson & Associates Economists²⁸, an annual average growth rate of 0.9% to the year 2044 is forecasted. When broken down, this results in an annual average growth rate of 1.1% between 2016 and 2031, declining to 0.6% from 2031 to 2044. This reflects the aging population and therefore the decline in labour force. As highlighted above, population growth associated with a natural increase (births less deaths) is forecast to steadily decline, therefore making migration a primary driver of long-term population growth. When applying an average annual growth rate of 1% over the next five years, and taking into consideration an estimated annual decrease of 2% in natural population growth, London should look to attract and retain a minimum of 4000 net migrants annually to maintain a 1% population growth rate, as found at the end of Section 7. There should be a particular focus on retaining those Newcomers arriving between the ages of 20 and 44, as they compensate for the aging population and replace those exiting the labour force. This would work to prevent a decline below an annual growth

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rate of 1%, as projected from 2031 to 2044.

- There is a demographic and workforce imperative to attracting, integrating and retaining Newcomers to London to balance and compensate for the declining birthrate and the aging population of Canadians. Despite this, businesses often cite the lack of local talent as a major constraint to their growth. The growth rate of London CMA was only 4.1% between 2011 and 2016 which is lower than the Ontario average of 4.6%. London Economic Region²⁹ had a growth rate of only 3.6%. Of London's CMA total population, only 11,595 (3.1%)³⁰ are recent immigrants who arrived between 2011 and 2016.
- Due to lack of data collection and availability, it is not possible to measure how many Newcomer entrepreneurs have achieved success in London and the percentage of Newcomers obtaining commensurate employment. Without existing baseline datasets, it is difficult to strategically address and help to fill specific gaps in certain sectors.

At the end of its first annual review, the Strategy will be revisited to account for a forthcoming Statistics Canada Census release set for July 2018, which will provide more current data around the industry, occupation, and admission categories of Newcomers arriving to the London CMA between 2011 and 2016.

4.2 Main Findings from Literature

These main findings highlight some best practices outside of London and Canada that were identified in literature and that the Committee felt were relevant to the Newcomer Strategy.

A. Worldwide Examples

Relying on Immigrant Networks: Business Network (Aachen, Germany): Business Network Aachen has the goal of targeting innovative, and growth-oriented "ethnic" companies. Its aim is to combine regional economic expansion with the integration of migrants in the city. By developing a member-driven network of entrepreneurs, executives and leaders from trade associations, public institutions, and industry-

related organizations, the network stimulates the growth of business opportunities while changing public perceptions about immigrants and their contribution to the city.

There are regular networking events as well as workshops to discuss strategies, plans and goals to develop existing and new contacts for building business opportunities. Since the emphasis is on inclusion, not all members need to have an immigrant background. They only need to be interested in strengthening Aachen as an international business location to become a member of the voluntary network. To ensure success, other prominent organizations are also involved, such as the Aachen Chamber of Commerce and the RWTH Aachen University.

Mayor's Office of New Bostonians: An agency dedicated to helping the city's Newcomers connect with city government services (Boston, USA). The Mayor's Office of New Bostonians is the municipal agency dedicated to welcoming the city's Newcomers and getting them established. What makes it successful is the centralized coordination of services, including a pool of interpreters fluent in 17 languages available to 20 city departments and Newcomers, free legal advice relating to discrimination and English for Speakers of Other Languages (ESOL) classes offered by the city. The agency also conducts research and serves as an advocate for immigrants citywide. It is the go-to place where an immigrant can find help with practically any problem, confident that the city will respond.

The Philadelphia Story: Economic Integration through Integrated Services (Philadelphia, USA): Access to capital is a common challenge faced by immigrant entrepreneurs. While some business owners rely on informal lending circles for the financial stimulus they need, working outside the formal economy can also limit further growth. The City of Philadelphia works to bridge the divide between immigrant entrepreneurs and mainstream financial institutions. With a lending circle model familiar to many immigrant communities, the Rotating Savings and Credit Association (ROSCA) helps provide loans for microenterprises.

B. Canadian Examples (outside of London):

Improved Data Collection (British Columbia, Manitoba, New Brunswick): In an effort to improve timely, accurate, and up-to-date data on Newcomers, these provinces are launching pilot projects aimed at using Medicare Client Registries such as Medicare. These registries record useful information on all residents, including Newcomers, and can help track inter-provincial migration. This information

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can be potentially be updated regularly, as opposed to annually through tax filer data collection (with a minimum two-year lag).

Internships, 'Canadian' Experience and Employment (Montreal, Quebec): The City of Montreal, the largest employer in Montreal and the surrounding suburbs with more than 25,000 employees, recognized the lack of Canadian work experience as a barrier that was preventing many bright and talented individuals from fully participating in the Quebec labour force. To help Newcomers, as well as recent graduates, overcome that barrier and help the City be more reflective of the population it serves, the City launched the Professional Sponsorship Program (Programme de parrainage professionnel) in 2006. The program has a tripartite funding model. Emploi Québec provides a wage subsidy equivalent to the provincial minimum wage and the City of Montreal tops up the minimum wage to the appropriate compensation level based on the job. The province of Quebec's Department of Immigration and Cultural Communities finances an annual evaluation as well as the training for mentors and mentees.

Toronto Regional Immigrant Employment Council's Mentoring Partnership Program (Toronto, Ontario): The program matches recent skilled immigrants with mentors in their field. Operating in the Toronto region since 2004, TRIEC Mentoring Partnership has facilitated over 16,000 mentoring relationships between immigrant professionals and established Canadian professionals. The TRIEC Mentoring Partnership is delivered in collaboration with GTA-based companies and organizations (employer partners) and community agencies (community partners). Employer partners promote the mentoring opportunity internally to staff and identify suitable, qualified volunteer mentors. Community partners match these mentors with immigrant professionals and support the mentoring relationship over three months.

Thunder Bay's Annual Immigration Forum (Thunder Bay, Ontario): The Thunder Bay Local Immigration Partnership, along with the Northwestern Immigration Partnership, hosts a forum aimed at connecting and educating various individuals and organizations on issues pertaining to the current needs of Newcomers in the community. This is an annual conference and has been a success for 10 years, where local municipalities and organizations are able to discuss, assess and address their labour needs as gaps in skills and numbers continue to grow. Speakers and workshops address a variety of topics including an overview of pathways to immigration, forecasted employment trends for the region, and more.

4.3 Community Consultations

The main findings summarized below are based on feedback and information obtained from Committee members, stakeholder surveys, telephone and face-to-face consultations with various stakeholders, including Newcomers and a review of the literature on best practices and data on Newcomers. Refer to Appendix C at london.ca/NewcomerStrategy for a listing of organizations and individuals who participated in the consultation process.

4.4 Main Findings from Consultations

The following main findings identify what the Committee members, Newcomers and organizations who participated in the consultation process viewed as barriers and/or opportunities with regard to the attraction, integration and/or retention of Newcomers in London.

- A. Awareness of resources offered by the City and organizations available in London to help Newcomers integrate into the city's social, economic and cultural landscape is limited. This lack of awareness was not limited to Newcomers, but also to organizations which host or support Newcomers. The Immigration Portal was identified as a useful tool, but awareness of the portal was also limited and its navigation difficult.
- B. Greater participation, support, and engagement by the Mayor, City Council members, and/or City staff in local Newcomer events, such as events celebrating international students, is viewed as very important by both the organizations hosting the events and Newcomers, including family members. This has a positive effect and the more this can be done the better as it sends a positive message.
- C. In addition to ensuring the effective integration of the Newcomer, equal importance must be placed on integrating their family. Along with the inability of a Newcomer to find employment or obtain other workplace experience, failing to

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integrate the Newcomer's multigenerational family members was also identified as one of the primary reasons why a city fails to retain Newcomers.

- D. Messaging about London differs among the various stakeholders involved in attracting and/or retaining of Newcomers. A universal message and branding (i.e. municipality / Mayor) that all public, private and other stakeholders can use to promote the city to Newcomers would be beneficial in attracting, integrating and retaining Newcomers.
- E. Prospective Newcomers place considerable weight on word of mouth from fellow Newcomers in deciding where to work and/or study. Ensuring that Newcomers have positive experiences is critical, but promoting and highlighting those positive experiences through Newcomer testimonials, plays a vital role in a Newcomer's decision on where to settle.
- F. Educating all residents, including Canadian born, and non-Canadian born, employers, and educational institutions, about the advantages and contributions of Newcomers is important to ensure successful integration. Being proactive here is key, but reacting promptly to debunking myths and racist attitudes when they emerge in the community is also crucial.
- G. Integrating Newcomers into the economy is a high priority. Failure in this regard leads to low integration and retention. Giving Newcomers exposure to the workplace or business culture through workplace mentorships, business networking, volunteer or paid internships are important first steps. More needs to be done for greater participation in this area.
- H. Finding work that is commensurate with a Newcomer's skills and experience is also important in retaining the Newcomer. Attraction efforts should be aimed at Newcomers with skills and experience in demand or that are expected to be in demand in the near future. Ensuring that there is an appropriate link between these two will increase the probability of the Newcomer finding suitable employment.
- I. Generating more data and on a more regular basis (i.e. every year) about key trends relating to Newcomers in London and region is crucial to measuring success or failure of strategies, programs and services aimed at Newcomers

and to allow for prompt adjustments and changes to strategies, policies, programs and services. Some of this data may already be available from a collection of stakeholders, but has not been consolidated or the need to collect has not been recognized. This needs more attention and concerted action through supporting new initiatives. An example of this is the new partnership between the London & Middlesex Local Immigration Partnership and Calgary's Local Immigration Partnership's pilot project to improve access to and sharing of immigration-related data collection at a national level.

- J. Greater promotion of existing programs that bridge international students to employment-related supports that will help them secure employment post-graduation are needed in order to retain them in London. This also includes more focused efforts on informing and encouraging local employers to hire internationally skilled workers, international student graduates, and Newcomers in general.
- K. Greater regional cooperation is needed in order to ensure that Newcomers stay in southwestern Ontario (SWO). Retention in the region is also a benefit for all other cities and communities in SWO. A successful economy in Sarnia or Chatham, for example, creates important spinoffs of benefit to nearby cities, such as London and Windsor.
- L. There are numerous programs available to the general population to support entrepreneurs and those looking for employment. At issue is that these programs have not, for the most part, been adapted to be suitable for Newcomers with regard to their particular needs and circumstances. This includes stumbling blocks around policies and the parameters of the Canadian Experience Class for International Student Entrepreneurs.
- M. Transportation that is dependable and accessible is an area of concern, and must be revisited in order to develop new solutions.

A more detailed summary of the findings broken down under the subheadings Attraction, Integration and Retention can be found in Appendix D at london.ca/NewcomerStrategy.



Newcomer Strategy

5.1 Guiding Principles

This Strategy, along with identified priorities and proposed work plan, has been developed with the community and in consultation with key stakeholders and a broad cross-section of community members. There is a recognition that the City of London has a key role in directly and indirectly driving the vision and mission of this Strategy. Through the exercise of those levers, the City can play a leadership role in the attraction, integration, and retention of Newcomers and can drive the desired action by including its community stakeholders.

The Committee identified the following guiding principles based on some of the main findings:

- **Common Understanding:** There must be a two-way approach to immigration as there is a role for immigrants and a role for the community. It is recognized that both parties must be actively engaged in the process of welcoming, integrating and retention of Newcomers to the community and labour market.
- **Common Voice to Create Change:** There is a need to create a united voice to effect a bigger impact when approaching the federal and provincial governments with respect to policies. This could be an avenue to reducing barriers in attracting, integrating and retaining Newcomers, immigrants, and potential Newcomers.
- **Leadership:** The Corporation of the City of London should lead by example in supporting and engaging the community as a whole, and should also look to its own practices in hiring, mentoring and integrating immigrants. This example will help engage the rest of the community and its stakeholders to become more actively involved in implementing the proposed strategic activities.
- **Include Neighbouring Municipalities:** While this Strategy focuses on London, in the long term a regional approach would be of benefit, particularly in terms of attracting skilled workers to fill vacancies within the job market.

5.2 Strategic Priorities

The strategic priorities are framed broadly and intended to support the mission and vision of the Newcomer Strategy.

The following table provides an overview of the three strategic priorities for the Strategy along with recommended high-level activities. A more detailed work plan of activities, timelines, leads and performance metrics can be found in the work plan.

Some of the activities as set out in the work plan will require follow-up consultation with local community partners and agencies to clarify their abilities, interests, and roles



in moving certain activities forward. This will help identify funding needs that may be required to properly implement certain actions.

A year following the endorsement of this Strategy, a progress report, which will include next steps, action items, and detailed financial impacts, will be brought back and presented to City Council by Civic Administration for approval.

The Newcomer Strategy will have a five-year life-span to correspond with the next Statistics Canada Census set for release in 2023. The work plan will be reviewed annually to account for new data, other City and community initiatives, changes in federal or provincial policy direction, and other relevant factors to ensure that the activities remain adequate to support the achievement of the outcomes as identified in the next section.

Strategic Priorities	Recommended High-level Activities
<p>1. Enhance Awareness:</p> <p>Foster greater awareness of the city, the importance of Newcomers to the city, and programs, services, and opportunities aimed at the attraction, integration, and retention of Newcomers.</p>	<p>1.1 City Welcome Message</p> <p>1.2 Digital Strategies</p> <p>1.3 Welcome Centre for Newcomers</p> <p>1.4 City's Internal Education, Coordination, and Initiatives</p> <p>1.5 Improve awareness for local Employers and Newcomers</p>
<p>2. Facilitate Access:</p> <p>Foster greater access to programs, services and opportunities aimed at the attraction, integration, and retention of Newcomers.</p>	<p>2.1 Welcome and engage international students</p> <p>2.2 Increase community building</p> <p>2.3 Program funding</p> <p>2.4 Strengthen London's workforce through workplace connections</p>
<p>3. Active Engagement:</p> <p>Foster greater engagement with and/or among Newcomers, local, regional, provincial and federal stakeholders, and City staff/divisions to achieve a more coordinated and concentrated approach to the attraction, integration, and retention of Newcomers.</p>	<p>3.1 Data collection development, and coordinated advocacy</p> <p>3.2 Strengthen existing and create new partnerships</p> <p>3.3 Expand London's business and networking programs</p>



Targeted Outcomes

The targeted outcomes as set out here are based on the desired population growth of at least 1% to maintain and support economic growth.

A. Measurement Timeline:

Due to the delay in the City of London's ability to access complete and current data, the next Statistics Canada Census release dates, and the tax filer data release schedule, the outcomes for the first three years of the strategy will be measured at the end of the Strategy's five-year lifecycle. These outcomes will be measured against the current data set out in sections 3.2 and 4.1 around these indicators.

Through new partnerships and pilot initiatives, the City also hopes to improve its ability to track, update, and adjust, not only the majority of the targets set below but the work plan objectives, on an annual basis.

B. Targeted Outcome Measures for 2018-2023:

1. Achieve a net average annual Newcomer inflow to the London CMA of no less than 4,000 Newcomers (this includes international, inter- and intra-provincial migration).
2. Achieve an average proportion of Newcomers of working age, between 25 and 55 years of age, of no less than 60% through migration (this includes international, inter- and intra-provincial migration).
3. Maintain an average retention rate of 70% of Newcomers in London (i.e. skilled workers and entrepreneurs, and Newcomers between 25 and 55 years of age).
4. Maintain an average attraction level of international students attending local educational institutions of no less than 11,000 students a year.
5. a) Achieve an average annual employment rate for Permanent Residents that closely approximates and ideally is no less than the employment rate of Londoners overall.

b) Of the employment rate of all Permanent Residents in 5. a), at least 50% are appropriately employed in their chosen fields.

It should be noted that these targeted outcomes may be subject to factors outside the control of both the City and its community partners. These factors may have a positive or negative impact on the achievement of the outcome(s). This includes federal and provincial changes in policy.

Table 16:
1% Population Growth Model 2% Avg Decline in Natural Increase Forecast (f)³¹

	2017(f)	2018 (f)	2019 (f)	2020 (f)	2021 (f)	2022 (f)
Est. Natural Increase	1,039	1,018	998	978	958	939
Targeted Population Growth	4,935	4,984	5,034	5,084	5,135	5,187
Gap that needs to be covered by Net Immigrant Inflow to London	(3,896)	(3,966)	(4,036)	(4,107)	(4,177)	(4,248)



Work Plan

Twelve months following the endorsement of this Newcomer Strategy, an in-depth implementation plan along with an accompanying progress report of work accomplished within this timeframe, will be brought back and presented to Council by Civic Administration. This report will also identify next steps, and additional financial resources needed to support the implementation and ongoing support of the work plan's activities. The timeframe and milestones found below provide a high-level context around when and how each of the activities will be addressed through the next 12 months.

This Newcomer Strategy will work in collaboration with existing community stakeholder initiatives, and existing relevant City-led strategies. The successful implementation of the Strategy is, in part, dependent on various community stakeholders working together and may result in the modification of certain activities.

Strategic Priority 1: Enhance Awareness

The activities supporting this strategic priority are aimed at promoting and creating greater awareness of the City and programs, services and opportunities available to Newcomers and other applicable stakeholders.

The information to be disseminated to Newcomers in connection with or as a result of the activities described below, are to be disseminated, when possible, in both official languages, and, when feasible, other additional languages that are prevalent among the Newcomer population in London.

1.1 Welcome Message & Value Message			
Action(s)	Lead(s) and Support(s)	Timeframe/ Milestones	Measures
<ul style="list-style-type: none"> Create, disseminate, and maintain a City of London branded Welcome Message aimed at all Newcomers. Ex. Create, disseminate and maintain a City of London branded message on the value of Newcomers to employers and other local and regional stakeholders. 	<p><u>Lead:</u></p> <ul style="list-style-type: none"> City of London (COL) Immigration Specialist <p><u>Internal Support:</u></p> <ul style="list-style-type: none"> COL Manager of Strategic Programs and Partnerships in Social Services, and COL Communications <p><u>External Support:</u></p> <ul style="list-style-type: none"> The London Economic Development Corporation (LEDC), London & Middlesex Local Immigration Partnership (LMLIP), IMMPLOY, college, university and other local stakeholders as identified by lead. 	<ul style="list-style-type: none"> Create welcome and value messaging within six months. Disseminate via various digital and non-digital media, in particular website, social media and hard copy within 12 months. Complete and implement ongoing review, maintenance, and evaluation process within 18 months. 	<p><u>Quantitative Website Traffic Analytics:</u></p> <ul style="list-style-type: none"> Visits to welcome message and value message (#'s, unique visitors, returning visitors, demographics) <p><u>Qualitative:</u></p> <ul style="list-style-type: none"> The extent to which the messaging is adopted and incorporated into messaging package of other local stakeholders. Annual feedback meeting with stakeholders

1.2 Digital Strategies			
Action(s)	Lead(s) and Support(s)	Timeframe/ Milestones	Measures
<ul style="list-style-type: none"> Update, improve and maintain current digital platforms, such as London & Middlesex's Immigration Portal. <p>Eg. Update, disseminate and maintain a roadmap of program services and resources available to Newcomers.</p>	<p><u>Lead:</u></p> <ul style="list-style-type: none"> COL Immigration Specialist <p><u>Internal Support:</u></p> <ul style="list-style-type: none"> COL Communications, and Manager of Strategic Programs and Partnerships in Social Services <p><u>External Support:</u></p> <ul style="list-style-type: none"> LEDC; other local stakeholders as identified by the lead 	<ul style="list-style-type: none"> Complete internal discussions and costing of options to update, promote and maintain the portal within six months. Identify and apply for funding sources to help support the costs of development within eight months. Launch new or updated site with promotional campaign within 16 months. Complete maintenance and evaluation process within 18 months. 	<p><u>Quantitative Portal measures:</u></p> <ul style="list-style-type: none"> Google Analytics: Visits to Portal (#'s, unique visitors, returning visitors, demographics, top pages viewed) <p><u>Qualitative:</u></p> <ul style="list-style-type: none"> Quarterly meetings with the London & Middlesex Immigration Portal Steering Committee Annual stakeholder feedback meeting.

1.2 Digital Strategies			
Action(s)	Lead(s) and Support(s)	Timeframe/ Milestones	Measures
<ul style="list-style-type: none"> Create a Mobile App for the London & Middlesex Immigration Portal (such as ALEXA™ and GOOGLE™ HOME). 	<p><u>Lead:</u></p> <ul style="list-style-type: none"> COL Immigration Specialist <p><u>Internal Support:</u></p> <ul style="list-style-type: none"> COL Communications, and Manager of Strategic Programs and Partnerships in Social Services <p><u>External Support:</u></p> <ul style="list-style-type: none"> LEDC; other local stakeholders as identified by the lead 	<ul style="list-style-type: none"> Complete internal discussions and costing options to create App within six months. Identify funding sources to help support the costs of development within six months. Create at least one App within 12 months. Launch App with promotional campaign within 15 months. Complete maintenance and evaluation process within 18 months. 	<p><u>Qualitative App measures:</u></p> <ul style="list-style-type: none"> To be developed in partnership with the App developer with support from the identified internal supports and in collaboration with an external support group.
<ul style="list-style-type: none"> Improved visibility of London overseas through other online resources and pre-arrival services. <p>Eg. Destination Canada Webinars in both official languages</p>	<p><u>Lead:</u></p> <ul style="list-style-type: none"> COL Immigration Specialist <p><u>Internal Support:</u></p> <ul style="list-style-type: none"> COL Manager of Strategic Programs and Partnerships in Social Services <p><u>External Support:</u></p> <ul style="list-style-type: none"> Réseau de soutien à l'immigration Francophone, and others to be identified by the lead 	<ul style="list-style-type: none"> Complete preliminary discussions with identified external supports within six months. Identify additional steps within 12 months. 	<p><u>Quantitative:</u></p> <ul style="list-style-type: none"> Census (2023) To be determined <p><u>Qualitative:</u></p> <ul style="list-style-type: none"> Annual meetings with stakeholders

1.3 Welcome Centre for Newcomers			
Action(s)	Lead(s) and Support(s)	Timeframe/ Milestones	Measures
<ul style="list-style-type: none"> Pilot Welcome Centre at an existing high traffic and accessible location(s) in London. 	<p><u>Lead:</u></p> <ul style="list-style-type: none"> COL Immigration Specialist <p><u>Internal Supports:</u></p> <ul style="list-style-type: none"> COL Manager of Strategic Programs and Partnerships in Social Services, Service London <p><u>External Support:</u></p> <ul style="list-style-type: none"> To be identified by the lead 	<ul style="list-style-type: none"> Complete discussions within six months Complete and present internally action plan and financial impacts/ budget within 12 months. Launch pilot Welcome Centre within 18 months. Complete maintenance and evaluation process within 18 months. 	<p><u>Qualitative:</u></p> <ul style="list-style-type: none"> Stakeholder feedback and use of Welcome Centre as a point of information dissemination.

1.4 City's Internal Education, Coordination, and Initiatives			
Action(s)	Lead(s) and Support(s)	Timeframe/ Milestones	Measures
<ul style="list-style-type: none"> Staff education and awareness on the benefits, needs, and cultural differences of Newcomers 	<p><u>Lead:</u></p> <ul style="list-style-type: none"> COL Human Resources <p><u>Internal Supports:</u></p> <ul style="list-style-type: none"> COL Immigration Specialist, COL Manager of Strategic Programs and Partnerships in Social Services, COL City Manager's Office. 	<ul style="list-style-type: none"> Complete discussions on the action plan with lead and Internal supports within three months. Complete action plan and begin execution within 12 months. 	<p><u>Quantitative</u></p> <ul style="list-style-type: none"> The number of information and training sessions delivered. The number of employees trained. The higher degree of engagement by personnel as supported by participation in programs, such as IMMPLOY's mentorship program.
<ul style="list-style-type: none"> Support the Internal City working group that champions the vision and mission of the Newcomer Strategy within all City departments. <p>Eg. City's Human Resources Diversity and Inclusion Recruitment Outreach Strategy</p>	<p><u>Lead:</u></p> <ul style="list-style-type: none"> COL Human Resources <p><u>Current and continual representation:</u></p> <ul style="list-style-type: none"> COL Immigration Specialist <p><u>Internal Supports:</u></p> <ul style="list-style-type: none"> COL Manager of Strategic Programs and Partnerships in Social Services 	<ul style="list-style-type: none"> Immediate and ongoing. Identify additional steps within 12 months 	<p><u>Quantitative:</u></p> <ul style="list-style-type: none"> The number of City departments that seek input and participation of Immigration Specialist. The number of annual information sessions organized by the City and open to all local communities on the hiring practices of the City. The number of Newcomers applying for City positions.

1.5 Improved awareness for local employers and Newcomers			
Action(s)	Lead(s) and Support(s)	Timeframe/ Milestones	Measures
<ul style="list-style-type: none"> Work with community stakeholders to coordinate and build Newcomer employment components into existing events and activities <p>Eg. For employers: Process to hire, both local Newcomers and international students.</p> <p>For Newcomers: How to access employment services and supports</p>	<p><u>Lead:</u></p> <ul style="list-style-type: none"> TBD <p><u>Internal Support:</u></p> <ul style="list-style-type: none"> COL Immigration Specialist, and COL Manager of Strategic Programs and Partnerships in Social Services <p><u>External support:</u></p> <ul style="list-style-type: none"> To be identified by the lead 	<ul style="list-style-type: none"> Identify additional steps within 12 months. 	<ul style="list-style-type: none"> TBD

Strategic Priority 2: Facilitate Access

The activities supporting this strategic priority are aimed at increasing the visibility of City officials and/or Council members to Newcomers and to facilitate access to programs, services and opportunities directed at Newcomers.

2.1 Welcome and engage international students			
Action(s)	Lead(s) and Support(s)	Timeframe/ Milestones	Measures
<ul style="list-style-type: none"> Participate in Welcome International Student Events. Eg. City to continue to organize an annual welcome event in partnership with local educational institutions, LEDC, and London's welcoming community. <p>Eg. Mayor/Council to participate in events.</p>	<p><u>Lead:</u></p> <ul style="list-style-type: none"> COL Immigration Specialist <p><u>Internal Support:</u></p> <ul style="list-style-type: none"> COL Manager of Strategic Programs and Partnerships in Social Services <p><u>External Supports:</u></p> <ul style="list-style-type: none"> LEDC, local educational institutions, London Heritage Council, and other stakeholders as identified by lead. 	<ul style="list-style-type: none"> Confirm continued participation in Welcome International Student Events and complete discussions with applicable stakeholders within six months. Identify and participate in at least two other stakeholder events within 18 months with a focus on connecting Newcomers and employers. Stakeholders may include LEDC, IMMPLY and/or London Chamber of Commerce. 	<p><u>Quantitative</u></p> <ul style="list-style-type: none"> Number of attendees <p><u>Qualitative:</u></p> <ul style="list-style-type: none"> Feedback based on surveys completed on site by attendees. Feedback based on meetings with partners and other stakeholders.

2.2

Ensure Newcomer interests considered by stakeholders involved with other initiative

Action(s)	Lead(s) and Support(s)	Timeframe/ Milestones	Measures
<ul style="list-style-type: none"> Actively participate in the planning and implementation of activities by internal City divisions and external stakeholders that will have an impact on Newcomers. 	<p><u>Lead:</u></p> <ul style="list-style-type: none"> COL Manager of Strategic Programs and Partnerships in Social Services <p><u>Internal Support:</u></p> <ul style="list-style-type: none"> COL Immigration Specialist <p><u>External Support:</u></p> <ul style="list-style-type: none"> London & Middlesex Local Immigration partnership, Réseau de soutien à l'Immigration Francophone, and others to be identified by the lead. 	<ul style="list-style-type: none"> Complete discussions between the identified lead, internal support, and external support group as identified within six months. Identify additional steps within 12 months. 	<p><u>Qualitative:</u></p> <ul style="list-style-type: none"> Annual campaign evaluations Review of London as a welcoming community, eg. 17 Characteristics of a Welcoming Community³²
<ul style="list-style-type: none"> Support specific campaigns promoting the benefits and positive impacts of immigration on the local workforce. 	<p><u>Lead:</u></p> <ul style="list-style-type: none"> COL Manager of Strategic Programs and Partnerships in Social Services <p><u>Internal Support:</u></p> <ul style="list-style-type: none"> COL Immigration Specialist <p><u>External Support:</u></p> <ul style="list-style-type: none"> The London & Middlesex Local Immigration Partnership and the Réseau de soutien à l'Immigration Francophone. 		<p><u>Quantitative:</u></p> <ul style="list-style-type: none"> Number of annual campaigns supported by the City of London

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2.3

Program funding

Action(s)	Lead(s) and Support(s)	Timeframe/ Milestones	Measures
<ul style="list-style-type: none"> Review current and explore future purchase of service agreements through the City to determine the feasibility of broadening the scope of services to include attraction, integration, and retention activities for Newcomers. 	<p><u>Lead:</u></p> <ul style="list-style-type: none"> COL City Manager's Office (Economic Partnerships) <p><u>Internal Support:</u></p> <ul style="list-style-type: none"> COL Manager of Strategic Programs and Partnerships in Social Services, COL Immigration Specialist <p><u>External Support:</u></p> <ul style="list-style-type: none"> To be identified by lead 	<ul style="list-style-type: none"> Complete discussions between identified lead and internal support group within six months. Identify additional steps within 12 months. 	<p><u>Quantitative:</u></p> <ul style="list-style-type: none"> Annual Purchase of Services reports Number of Newcomers accessing services Others to be determined

2.4

Strengthen the link between Employers and Newcomers

Action(s)	Lead(s) and Support(s)	Timeframe/ Milestones	Measures
<ul style="list-style-type: none"> Work with community stakeholders, employers, IMMPLOY, LEDC and Chamber to participate in networking conferences/events aimed to connect Newcomers, internationally skilled Newcomers, entrepreneurs and international students with local employers. 	<p><u>Lead:</u></p> <ul style="list-style-type: none"> COL Immigrant Specialist <p><u>Internal Support:</u></p> <ul style="list-style-type: none"> COL Manager of Strategic Programs and Partnerships in Social Services, COL Human Resources, COL Immigration Specialist <p><u>External Support:</u></p> <ul style="list-style-type: none"> LEDC, IMMPLOY, Chamber and other stakeholders as identified by lead. 	<ul style="list-style-type: none"> Complete meetings with stakeholders within six months to identify events suitable for City participation. Participate in at least two events within 18 months. 	<p><u>Quantitative:</u></p> <ul style="list-style-type: none"> Number of participants Number of employer participants <p><u>Qualitative:</u></p> <ul style="list-style-type: none"> Feedback from community stakeholders, employers, and participants

2.4 Strengthen the link between Employers and Newcomers			
Action(s)	Lead(s) and Support(s)	Timeframe/ Milestones	Measures
<ul style="list-style-type: none"> Remove barriers to employment for Newcomers through increased internship positions for all Newcomers, including international student graduates, available through the City of London Internship Program³³. 	<p><u>Lead:</u></p> <ul style="list-style-type: none"> COL Human Resources <p><u>Internal Support:</u></p> <ul style="list-style-type: none"> COL Manager of Strategic Programs and Partnerships in Social Services, COL Immigration Specialist 	<ul style="list-style-type: none"> Complete internal discussions between Human Resources and internal supports within eight months. Identify additional steps within 12 months. 	<p><u>Quantitative:</u></p> <ul style="list-style-type: none"> Increase in the number of paid internship positions
<ul style="list-style-type: none"> Work with community stakeholder to promote the benefits of Job Matching and Mentorship programs within the City of London divisions 	<p><u>Lead:</u></p> <ul style="list-style-type: none"> COL Human Resources <p><u>Internal Support:</u></p> <ul style="list-style-type: none"> COL Manager of Strategic Programs and Partnerships in Social Services, COL Immigration Specialist <p><u>External support:</u></p> <ul style="list-style-type: none"> To be identified by lead 	<ul style="list-style-type: none"> Complete internal discussions between Human Resources and internal supports within six months. Next steps to be identified within six months. 	<p><u>Quantitative:</u></p> <ul style="list-style-type: none"> Increased number of mentors

Strategic Priority 3. Active Engagement

The desired outcomes of this priority are to engage government, business, and other organizations to become more engaged in the attraction, integration, and retention of Newcomers to London. This includes opening a dialogue with the federal and provincial governments to attempt to reduce barriers for Newcomers and increase funding opportunities for organizations that support Newcomers. This also includes working with local stakeholders to expand London's business and networking programs to include supports for Newcomer entrepreneurs.

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Through new and existing partnerships and improved access to current data, London will be able to make timely and informed decisions on how to best respond to the needs, gaps and barriers in services aimed at integrating and retaining Newcomers.

3.1 Data Collection Development and Coordinated Advocacy			
Action(s)	Lead(s) and Support(s)	Timeframe/ Milestones	Measures
<ul style="list-style-type: none"> Create an advisory body to review the progress of the implementation of the Strategy, coordinate advocacy efforts with the federal and provincial governments, and create data development partnerships to improve access to current statistical information on an ongoing basis. <p>Eg. launching pilot projects aimed at using Medicare Client Registries; reduce systemic barriers for international student entrepreneurs.</p> <p>The role of this advisory body will include developing business cases and position papers to be signed by local stakeholders.³⁴</p>	<p><u>Lead:</u></p> <ul style="list-style-type: none"> COL Manager of Strategic Programs and Partnerships in Social Services <p><u>Internal Supports:</u></p> <ul style="list-style-type: none"> COL Government Relations, and COL Immigration Specialist <p><u>External support:</u></p> <ul style="list-style-type: none"> Western University, Fanshawe College, and others to be identified by the lead 	<ul style="list-style-type: none"> Complete discussions with local community partners and agencies to further clarify abilities, existing initiative, interests, and roles within four months. This includes clearer defined descriptions of activities, cost implications, and budget needs. Identify next steps within six months. 	<p><u>Qualitative:</u></p> <ul style="list-style-type: none"> Annual meeting of the advisory body Annual report card Annual position paper or business case with achieved results

3.2 Strengthen existing and create new partnerships			
Action(s)	Lead(s) and Support(s)	Timeframe/ Milestones	Measures
<ul style="list-style-type: none"> Explore opportunities to create new regional partnerships to raise awareness of the immigration needs of the region and encourage secondary migration to London. 	<p><u>Lead:</u></p> <ul style="list-style-type: none"> TBD <p><u>Internal Support:</u></p> <ul style="list-style-type: none"> COL Manager of Strategic Programs and Partnerships in Social Services, and COL Economic Partnerships 	<ul style="list-style-type: none"> Complete discussions with the internal support group to determine next steps and the lead within the next 10 months. Identify additional steps within the next 12 months. 	<p><u>Quantitative:</u></p> <ul style="list-style-type: none"> Annual meeting with two or more regional partners
<ul style="list-style-type: none"> Work with and engage all local stakeholders and service providers to share, learn and identify gaps in services and programming and identify gaps and potential opportunities to improve the areas of attraction, retention, and integration. <p>Eg. Hold an annual forum</p>	<p><u>Lead:</u></p> <ul style="list-style-type: none"> COL Manager of Strategic Programs and Partnerships in Social Services <p><u>Internal Support:</u></p> <ul style="list-style-type: none"> COL Immigration Specialist, and COL City Manager's Office <p><u>External Support:</u> To be identified by lead</p>	<ul style="list-style-type: none"> Complete discussions with internal support group to determine next steps and identify external stakeholders to engage within 10 months. Identify additional steps within 12 months. 	<p><u>Qualitative</u></p> <ul style="list-style-type: none"> Annual activity Number of participants <p><u>Quantitative:</u></p> <ul style="list-style-type: none"> Participant feedback through attendance survey

3.3 Expand London's business and networking programs			
Action(s)	Lead(s) and Support(s)	Timeframe/ Milestones	Measures
<ul style="list-style-type: none"> Work with local stakeholders and local employment planning boards to develop solutions towards filling vacant positions and supporting Newcomer entrepreneurs. <p>Eg. Collaboratively promote and enhance the use of new projects geared to support Newcomer entrepreneurs and internationally skilled professionals.</p>	<p><u>Lead:</u></p> <ul style="list-style-type: none"> COL City Manager's Office and COL Economic Partnerships <p><u>Internal Support:</u></p> <ul style="list-style-type: none"> COL Manager of Strategic Programs and Partnerships in Social Services <p><u>External Support:</u></p> <ul style="list-style-type: none"> Select community economic stakeholders as identified by the Lead. 	<ul style="list-style-type: none"> Complete discussions with local stakeholders within the next 10 months. Identify additional steps within 12 months. 	<p><u>Qualitative:</u></p> <ul style="list-style-type: none"> Annual meeting



Endnotes

1. Table 1: Source: Table 051-0057 Components of population growth by census metropolitan area, sex and age group for the period from July 1 to June 30, based on the Standard Geographical Classification (SGC) 2011, annual (persons)(1,2,15,16).
2. These are the 2009-2010 data: 2947 immigrants, 230 secondary immigrants, 483 non-permanent residents and 1836 emigrants = 1824 +1531(surplus) = 3355 gain.
3. Statistics Canada. 2017. Focus on Geography Series, 2016 Census. Statistics Canada Catalogue no. 98-404-X2016001. Ottawa, Ontario. Data products, 2016 Census.
4. Statistics Canada. 2017. Focus on Geography Series, 2016 Census. Statistics Canada Catalogue no. 98-404-X2016001. Ottawa, Ontario. Data products, 2016 Census.
5. Newcomers who are selected for their skills and ability to contribute to Canada's economy.

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6. Table 2 Source: Statistics Canada - 2016 Census. Catalogue Number 98-400-X2016366.
7. Since not all immigrants are employed, the number of matches is expected to be lower.
8. Table 3 Source : Longitudinal Immigration Database (IMDB); Dr. Michael Haan., Canada Research Chair in Migrational and Ethnic Studies, Department of Sociology, Western University.
9. These results only include those with a confirmed job offer at time of landing (which is why the numbers are lower than those above).
10. Table 4 Source : Longitudinal Immigration Database (IMDB); Dr. Michael Haan.
11. Workers who specialize in a particular occupation that requires work experience, on-the-job training, and often formal vocational education, but often not a bachelor's degree.
12. Table 5 Source: Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016366.
13. Table 6 Source: Longitudinal Immigration Database (IMDB); Dr. Michael Haan.
14. Table 7 Source: Longitudinal Immigration Database (IMDB); Dr. Michael Haan.
15. Tables 8 and 9, Source : Longitudinal Immigration Database (IMDB); Dr. Michael Haan.
16. Tables 10 and 11, Source : Longitudinal Immigration Database (IMDB); Dr. Michael Haan.
17. Table 12 Source: Statistics provided by Fanshawe College.
18. Table 13 Source: Common University Data Ontario (CUDO) Statistics.

19. Source: <https://www.ontario.ca/page/college-and-university-strategic-mandate-agreements-2017-2020#section-1>.
20. Source: <http://www.edu.gov.on.ca/eng/policyfunding/strategyK12.pdf>.
21. Source: <http://www.international.gc.ca/education/report-rapport/economic-impact-economique/index.aspx?lang=eng> Economic Impact of International Education in Canada - An Update, Roslyn Kunin & Associates, Inc., May 2012.
22. Source: Average based on information provided from local educational institutes websites on Tuition Fees and Living Expenses for International Students.
23. Source: Watson & Associates Economists Ltd. H:\London\2016 DC Growth Forecast Update\Report\Population Housing and Employment Growth Forecast Revised Final Report.docx.
24. Source: The Conference Board of Canada: Metropolitan Economic Trends: 15 CMAs for London.
25. Table 14 Source: Elgin Middlesex Oxford Workforce Planning and Development Board .
26. Source: Longitudinal Immigration Database (IMDB); Dr. Michael Haan.
27. Table 15 Source: <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/dv-vd/cpdv-vdpr/index-eng.cfm>.
28. Watson & Associates Economists Ltd. H:\London\2016 DC Growth Forecast Update\Report\Population Housing and Employment Growth Forecast Revised Final Report.docx.
29. The London Economic Region (ER) covers Oxford, Elgin, and Middlesex counties and is home to 678,000 residents. The region's economic base is more concentrated in manufacturing and agriculture and it has service industry concentrations in financial services, education and health.

30. Number and distribution (in percentage) of the immigrant population and recent immigrants in census subdivisions, London, 2016.
31. This is based on forecasting, to be reviewed once the official numbers are published.
32. <http://p2pcanada.ca/wp-content/uploads/2011/09/Characteristics-of-a-Welcoming-Community-11.pdf>.
33. One-year internships are essential for international students on post-graduate permits to meet the criteria to apply for permanent residency through the Federal Express Entry System.
34. Some examples could include creating one common voice and messaging to be used at yearly roundtable forums held in London with federal and provincial governments to reduce barriers for all Newcomers wishing to come, stay and work in London.

