A Community Initiative of Individuals and

Funded by:  Financé par:

LMLIP Strategic Plan

2022-2025

Submitted to Immigration, Refugees & 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 ............................................. 4

III. Highlights of the **LMLIP Strategic Plan 2019-2022** ........................................................................ 5

IV. Executive Summary: London & Middlesex Local Immigration Partnership Strategic Plan
    April 2022-2025 ............................................................................................................................... 6

V. LMLIP Strategic Plans: ....................................................................................................................... 6

   ➢ Central Council ............................................................................................................................... 6

   ➢ Education Sub-council ................................................................................................................. 12

   ➢ Employment Sub-council ............................................................................................................. 15

   ➢ Health & Wellbeing Sub-council ............................................................................................... 20

   ➢ Inclusion & Civic Engagement Sub-council ............................................................................... 23

   ➢ Settlement Sub-council ................................................................................................................. 26

VI. Conclusion ....................................................................................................................................... 29

VII. Acknowledgements ......................................................................................................................... 30

   ➢ LMLIP Members ............................................................................................................................ 30

   ➢ Other Participants .......................................................................................................................... 31

   ➢ Participating Organizations & Associations ............................................................................... 38

VIII. Appendices: .................................................................................................................................... 41

    **Summary: 2021 Community** Capacity Report and Perception of the LMLIP ................................. 41
I. Letter from the Co-chairs

April 1, 2022

As the current Strategic Plan ends in March 2022, over the last few months, the five Sub-councils, the Central Council and the various work groups have worked closely to identify the gaps and opportunities for the next three years. The Community Capacity Report of 2022 as well as a number of reports including the Report on Discrimination commissioned by the LMLIP, were also used to further identify gaps and opportunities. The following five priorities will continue to guide the work of the LMLIP Strategic Plan 2022-2025:

- Welcoming community: Encouraging the London & Middlesex community to appreciate diversity and actively work to attract, support, and retain immigrants. All residents welcome the full participation of immigrants into Canadian society and work together to eliminate racism and discrimination in all its forms.
- Communication and access to information: Enhancing communication between and among immigrants, the London and Middlesex community, service providers and government.
- Coordination and collaboration: Optimizing outcomes for immigrants through improved coordination and collaboration among service providers.
- Access to supports and services for immigrants: Providing immigrants and immigrant families timely, clear, and relevant information and tools to access and navigate supports and services.
- Reduction of systemic barriers: Engaging all levels of government, funders, and institutions to reduce systemic barriers that impede immigrants’ ability to successfully participate in the London and Middlesex community.

On behalf of the London & Middlesex Local Immigration Partnership Council and its five sub-councils, we are pleased to present the LMLIP Strategic Plan 2022-2025. The new plan outlines our community’s objectives in supporting the successful integration of immigrants in the community.

We are hopeful to continue the partnerships with all the sectors including system partners, settlement organizations, ethno-cultural associations, interested residents and faith groups to address issues that impede and/or slow down the integration process of immigrants in our region. We sincerely thank our volunteers.

Thank you for your continued support.

Jill Tansley
LMLIP Co-Chair

Dev Sainani
LMLIP Co-Chair
II. About the London & Middlesex Local Immigration Partnership (LMLIP)

About the London & Middlesex Local Immigration Partnership (LMLIP)

- Funded since 2009 by Immigration, Refugees and Citizenship Canada (IRCC);
- Supported by the Province of Ontario and the Association of Municipalities of Ontario;
- Co-led by the City of London and a community member;
- Guided by a Central Council and five issue specific Sub-councils and supported by post-graduate institutions, community services across sectors and volunteers as outlined in the following image;
- Is a collaborative framework to facilitate the successful integration of immigrants;
- Strives to create a stronger, healthier and more welcoming community
a. **Overarching Themes**

The five overarching themes will continue to guide the work of the LMLIP with the support of the community, for the coming three years.

b. **Immigration, Refugees and Citizenship Canada Outcomes**

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

- **Immediate** Outcome: Partners deliver responsive and coordinated settlement and community services
- **Intermediate** Outcome: Communities foster welcoming environment for immigrants
- Immigrants increase participation in communities and social network
III. Highlights of LMLIP Strategic Plan 2019-2022

Hundreds of volunteers and organizations supported the implementation of the activities in the last three years. A number of partnerships have been strengthened and or created to facilitate the integration of immigrants. LMLIP coordinated sessions and events to address major issues that emerged, such as the Afghan crisis. Some key highlights include:

- With the financial support from the settlement sector, namely South London Neighbourhood Resource Centre, Carrefour communautaire francophone de London, London Cross Cultural Learner Centre, LUSO Community Services, Collège Boréal, North London Resource Centre, Western University and community volunteers, organized the three Annual All Are Welcome Here events and the fourth Annual Setting Immigrants Up for Success;
- Established partnerships among faith institutions and coordinated virtual coffee times and one potluck dinner between two faith groups;
- LMLIP Fact Finding Work Group produced six outputs (based on data from Statistic Canada) on percentage of immigrants in the region, the education level of immigrants compared to non-immigrants, income of qualified immigrants as compared to the income received by qualified non-immigrants, immigrants helping through the pandemic, success of immigrants and visible minorities in universities and colleges and finally on the growth of London population due to immigration;
- Hosted three I am London social media campaigns;
- Strengthened the partnership with Immploy – WIL Connections, and the South Western Ontario Local Immigration Partnerships and organized five webinars to engage employers in the region;
- To raise awareness about the settlement services during COVID-19 and accessibility, presented at three webinars organized by the Refugee Settlement Training Program;
- Presented on Anti-racism activities undertaken by the LMLIP at the National Settlement Council;
- Presented to fifteen elementary school classes at the Thames Valley District School Board on the significance of creating welcoming communities;
- Commissioned the Anti-Discrimination Survey to study the experiences of discrimination in the region and shared results with the community through five presentations;
- Presented on immigration matters and the results of the Anti-Discrimination to the Kiwanis Senior Centre
- Compiled stories of immigrants who made a difference in the lives of Londoners during the pandemic and shared their stories widely;
- Coordinated training for seniors on using Zoom and one training for Nepalese speaking seniors;
- Engaged students from Western University to assist with the creation of a marketing plan for the 1000actsofwelcome.ca website;
- Expanded the distribution sites for the #All Are Welcome Here Lawn signs; four branches of the London Public Library have joined the distribution list along with the settlement sector.
IV. Executive Summary: London & Middlesex Local Immigration Partnership Strategic Plan April 2022-2025

In the next three years, LMLIP and its community partners and volunteers will continue to work together to create a more welcoming community in the region. This will be done by mobilizing the community in all its sectors to find innovative ways of addressing issues that impede the integration of immigrants.

The LMLIP Central Council will continue to engage the three levels of government, policy makers, funders and institutions to support the successful integration of immigrants in the region. LMLIP will continue to work on issues of discrimination in all its forms and create the tools needed to combat racism in all its forms. The five issue specific sub-councils will look into strengthening relationships between and among immigrants, Indigenous Peoples and non-immigrant residents. Educating the public on issues related to immigrants is one of their activities moving forward.

LMLIP Sub-councils will continue the interfaith conversation among faith groups by coordinating coffee times and potluck dinners. The annual Setting Immigrants Up For Success will be organized. The Fact Finding Group will continue sharing facts about immigrants and immigration to educate the public and counteract myths. Stories of successful integration of immigrants will be shared and celebrated. LMLIP and its partners will continue to respond to issues as they emerge.

LMLIP will continue to raise awareness about services, events, opportunities for engagement and job postings thought the LMLIP biweekly Round Up.

V. LMLIP Strategic Plans 2022-2025

In this section, the plan for the Central Council and the five issue sub-councils are outlined.

LMLIP Central Council 2022-2025

Members at this table include:
LMLIP Co-Chairs
Sub-council Chairs
Members-at-large
Middlesex County
Research Liaison, Western University
Réseau de soutien à l'Immigration Francophone
United Way Elgin Middlesex
WIL Employment Connections
<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcoming community: Encouraging the London and Middlesex community to appreciate diversity and actively work to attract, support and retain immigrants. All residents welcome the full participation of immigrants in Canadian society and work together to eliminate racism and discrimination in all forms.</td>
<td></td>
<td>2022-2025</td>
<td>Communities foster welcoming environment for immigrants</td>
</tr>
<tr>
<td>Strengthen understanding of and respect for diverse communities, and recognize barriers faced by immigrants</td>
<td>• Develop and provide anti-discrimination tools in collaboration with partners</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Work with partners, on the implementation of the City of London’s Anti-Islamophobia Recommendations including the online reporting site and reports from that site</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Build relationship with media to educate community by counteracting myths with relevant stories and information, with a focus on the positive outcomes of diversity.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Continue working on the All Are Welcome Here campaign and enhance its reach</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Continue to work with partner</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Priority/Gap</td>
<td>Activity/Strategy</td>
<td>Timelines</td>
<td>Immigration, Refugees and Citizenship Canada Outcomes</td>
</tr>
<tr>
<td>-------------</td>
<td>-------------------</td>
<td>-----------</td>
<td>-------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>organizations on events supporting welcoming communities, such as but not limited to the Journeys of Migration at Western University, Life as a Refugee led by the Cross Cultural Learner Centre, the City of London initiatives.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Continue to facilitate conversations and events to raise awareness and profile issues facing immigrants, such as challenges in employment, housing etc.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Communication:** Enhancing communication between and among immigrants, the London and Middlesex community, service providers and government.

<table>
<thead>
<tr>
<th>Enhance the role of LMLIP as a convener of information (within the LMLIP community and the general community) about services and supports</th>
<th>2022-2025</th>
<th>Partners deliver responsive and coordinated settlement and community services</th>
<th>Communities foster welcoming environment for immigrants</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Support the LMLIP sub-councils’ activities (i.e., Central Council members to actively engage in promoting the work of the LMLIP and events)</td>
<td>2022-2025</td>
<td>Partners deliver responsive and coordinated settlement and community services</td>
<td>Communities foster welcoming environment for immigrants</td>
</tr>
<tr>
<td>• Engage with media outlets including those in Middlesex County</td>
<td>2022-2025</td>
<td>Partners deliver responsive and coordinated settlement and community services</td>
<td>Communities foster welcoming environment for immigrants</td>
</tr>
<tr>
<td>Priority/Gap</td>
<td>Activity/Strategy</td>
<td>Timelines</td>
<td>Immigration, Refugees and Citizenship Canada Outcomes</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------</td>
<td>--------------</td>
<td>------------------------------------------------------</td>
</tr>
<tr>
<td>• Continue publishing the biweekly LMLIP Round Up to share current and relevant information with partners and newcomers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Align governance structure of LMLIP to most effectively meet the needs of our community</td>
<td>• Continue to review LMLIP governance structure to ensure alignment with community needs.</td>
<td>2022-2025</td>
<td>All IRCC Outcomes¹</td>
</tr>
<tr>
<td>• Review Terms of Reference</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Coordination and collaboration: Optimizing outcomes for immigrants through improved coordination and collaboration among service providers.</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Build and strengthen partnerships with service providers and LIPs and RIFs regionally and nationally</td>
<td>• Through the Service Delivery Improvement Project, work with partners to develop a model that uses an integrated community approach to settlement service delivery and funding.</td>
<td>2022-2025</td>
<td>Partners deliver responsive and coordinated settlement and community services</td>
</tr>
<tr>
<td>• Continue participating in the Southwestern Ontario Local Immigration Partnerships and the National Council for Local Immigration</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

¹ Page 4
<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnerships meetings and activities, as well as in Pathways to Prosperity activities.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continue to educate service providers on available resources, services and issues related to immigrants and integration</td>
<td>• Coordinate information sharing sessions on resources and issues related to integration</td>
<td>2022-2025</td>
<td>Partners deliver responsive and coordinated settlement and community services</td>
</tr>
</tbody>
</table>
| Support ongoing relationships with Francophone partners to ensure inclusion of francophone perspectives and needs | • Continue representation of the Réseau de soutien à l'Immigration francophone Centre-Sud-Ouest de l’Ontario, on the LMLIP.  
• Continue to engage local Francophone partners on relevant sub-councils. | 2022-2025  | Communities foster welcoming environment for immigrants |

**Reduction of systemic barriers:** Engaging all levels of government, funders and institutions to reduce systemic barriers that impede immigrants' ability to successfully participate in the London and Middlesex community.

| Raise awareness among funders and engage decision-makers about the complexity and diversity of needs faced by immigrants | • Publicize findings of the discrimination survey.  
• Continue to educate about immigration and public policies  
• Conduct community capacity survey. | 2022-2025  | Partners deliver responsive and coordinated settlement and community services  
Communities foster welcoming environment for immigrants |
<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Publicize local and relevant reports such as the labour market participation report to support service providers in their planning.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Raise the profile of key issues faced by immigrants in the region, such as supports in housing, mental health, language training, employment, and discrimination, through events and participation at different tables</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Foster cross system relationships and collaboration | • Continue to facilitate conversations among system partners, government, and other partners to explore opportunities for collaboration in maximizing services for immigrants                                      | 2022-2025  | Partners deliver responsive and coordinated settlement and community services  
Communities foster welcoming environment for immigrants |
<p>| Continue to develop an integrated &amp; supportive system of services and supports for immigrants | • Develop an evaluation to obtain feedback from service providers on how resources                                                                                                                                   | 2022-2025  | All IRCC Outcomes²                                    |</p>
<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>developed and provided by the LMLIP are used.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**LMLIP Education Sub-council 2022-2025**

**Planning Table Participants:**

Brescia University College, Western University  
Carrefour Communautaire Francophone de London  
Conseil scolaire catholique Providence  
Conseil scolaire Viamonde  
Fanshawe College  
Investing in Children  
London District Catholic School Board  
LUSO Community Services  
Thames Valley District School Board  
YMCA Southwestern Ontario

<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Welcoming community: Encouraging the London and Middlesex community to appreciate diversity and actively work to attract, support and retain immigrants. All residents welcome the full participation of immigrants into Canadian society and work together to eliminate racism and discrimination in all forms.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Promote an environment that encourages victims of discrimination to report their experiences” and engage in effective initiatives to prevent and reduce discrimination</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Promote “Bystander Intervention Tips” in both languages</td>
<td>2022-2025</td>
<td>Partners deliver responsive and coordinated settlement and community services</td>
</tr>
<tr>
<td></td>
<td>• Educate immigrants on using available tools to report discrimination</td>
<td></td>
<td>Communities foster welcoming environment for immigrants</td>
</tr>
<tr>
<td></td>
<td>• Support the collation of reported incidents</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improve understanding and acceptance of newcomers and</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• In collaboration with the Inclusion &amp; Civic Engagement Sub-council, compile a book with “I am London” stories to be shared widely. Resource to be</td>
<td>2022-2025</td>
<td>Partners deliver responsive and coordinated settlement and community services</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Priority/Gap</td>
<td>Activity/Strategy</td>
<td>Timelines</td>
<td>Immigration, Refugees and Citizenship Canada Outcomes</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>------------------------------------------------------------------------------------</td>
<td>-------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>immigrants across the school community</td>
<td>promoted via the City of London’s Anti-Racism Directorate.</td>
<td></td>
<td>Communities foster welcoming environment for immigrants</td>
</tr>
<tr>
<td></td>
<td>• Develop a Human Library toolkit in French that may be used as a guideline for school staff and guest speakers.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Explore organizing Human Libraries at the two French School Boards.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support school community understanding and acceptance of newcomers and immigrants</td>
<td>• Promote all bilingual campaigns and resources that welcome newcomers within the school community eg: Tous Sont les Bienvenus Içi.</td>
<td>2022-2025</td>
<td>Partners deliver responsive and coordinated settlement and community services</td>
</tr>
<tr>
<td></td>
<td>• Participate in planning the annual All Are Welcome event</td>
<td></td>
<td>Communities foster welcoming environment for immigrants</td>
</tr>
<tr>
<td></td>
<td>• Support settlement workers in Anglophone and Francophone schools as needed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Build positive relationships between immigrants and Indigenous students</td>
<td>• Organize the first Youth Forum and share the learning</td>
<td>2022-2025</td>
<td>Communities foster welcoming environment for immigrants</td>
</tr>
</tbody>
</table>

**Communication: Enhancing communication between and among immigrants, the London and Middlesex community, service providers and government.**

| Optimize communication strategies in order to facilitate the work of the LMLIP within the LMLIP network, which includes the Central Council and the Sub-Councils | • Leverage existing communication channels, which include LMLIP Roundup, Central Council reports, social media platforms | 2022-2025   | Immigrants increase participation in communities and social network                                                   |
|                                                                                                                                     | • Establish communication channel with other sub-councils about relevant issues                                           |             | Communities foster welcoming environment for immigrants                                                                |

**Coordination and collaboration: Optimizing outcomes for immigrants through improved coordination and collaboration among all service providers.**

<p>| Support school community understanding and acceptance of | • Develop collaborative initiatives between service providers and school communities to increase understanding | 2022-2025   | Communities foster welcoming environment for immigrants                                                                |</p>
<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>newcomers and immigrants</td>
<td>and acceptance of newcomers and immigrants.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Access to supports and services for immigrants</strong>: Providing Immigrants and immigrant families with timely, clear and relevant information and tools to access and navigate supports and services.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Address parents’/caregivers’ understanding of the Canadian education system| • Support and promote webinars on understanding the Canadian education system organized by SWIS and TÉÉs for newcomer parents and caregivers.  
• Educate immigrant parents about post-secondary pathways.  
• Collaborate with Brescia University College to provide opportunities for students to meet and greet professionals. | 2022-2023       | Immigrants increase participation in communities and social network                                                 |
| French newcomers and immigrants have access to support and resources      | • Promote francophone events, services and French resources through the LMLP Roundup, events, networks and settlement agencies.  
• Continue to provide translations of LMLIP resources into French. | 2022-2025       | All IRCC Outcomes³                                                                                                 |
| Collaborate on assessing dietary needs of immigrants in hospitals        | • Collaborate with the Health & Well Being and Brescia University College to explore researching the dietary needs of immigrant patients | 2022-2025       | Partners deliver responsive and coordinated settlement and community services                                      |
|                                                                           |                                                                                   |                | Communities foster welcoming environment for immigrants                                                            |

³ Pages 4
### Employment Sub-council

#### Planning Table Participants

City of London  
Community Employment Choices  
IMMPLOY - WIL Employment Connections  
London Economic Development Corporation  
Pathways Employment Help Centre  
Middlesex County

<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
</table>
| Welcoming community: Encouraging the London and Middlesex community to appreciate diversity and actively work to attract, support and retain immigrants. All residents welcome the full participation of immigrants into Canadian society and work together to eliminate racism and discrimination in all forms. | • Recognize employers who have successfully engaged in offering meaningful employment for immigrants through social media.  
• Recognize employers that have successfully engaged in offering meaningful employment for immigrants through a Welcoming Workplace Award at the All Are Welcome Event. | 2022-2025 | Partners deliver responsive and coordinated settlement and community services  
Communities foster welcoming environment for immigrants |
| Raise awareness of successes related to immigrant employment               |                                                                                  |           |                                                                                                                    |
| Develop and collaborate with key initiatives to reduce discrimination      | • Identify and support strategies and initiatives underway to strengthen diversity and inclusion for all job seekers. | 2022-2025 | Partners deliver responsive and coordinated settlement and community services  
Communities foster welcoming environment for immigrants |
<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>and racism in all forms in the community and its workplaces</td>
<td>• Support and develop communication strategies that highlight the importance of continuing to welcome newcomer skills and experiences to labour market and economic recovery post COVID-19.</td>
<td></td>
<td>Payment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2022-2025</td>
<td>Partners deliver responsive and coordinated settlement and community services</td>
</tr>
<tr>
<td><strong>Communication:</strong> Enhancing communication between and among immigrants, the London and Middlesex community, service providers and government.</td>
<td></td>
<td></td>
<td>Payment</td>
</tr>
<tr>
<td>Enhance communication between and among immigrants, service providers, employers and government</td>
<td>• Examine the results of the 2021 census</td>
<td>2022-2023</td>
<td>Payment</td>
</tr>
<tr>
<td></td>
<td>• Review, update and share fact sheets</td>
<td></td>
<td>Payment</td>
</tr>
<tr>
<td></td>
<td>• Seek ways to promote labour market information to immigrants through services providers</td>
<td></td>
<td>Payment</td>
</tr>
<tr>
<td></td>
<td>• Translate newcomer and community fact sheets into multiple languages.</td>
<td></td>
<td>Payment</td>
</tr>
<tr>
<td>Enhance communication within LMLIP, including LMLIP’s Central Council and Sub-councils</td>
<td>• Identify parallel or aligned activities of other Sub-councils and how information can be shared and promoted to broaden knowledge base within LMLIP and community.</td>
<td>2022-2025</td>
<td>Partners deliver responsive and coordinated settlement and community services</td>
</tr>
<tr>
<td></td>
<td>• Invite Chairs or designated guests from other LMLIP Sub-Councils to attend an</td>
<td></td>
<td>Communities foster welcoming environment for immigrants</td>
</tr>
<tr>
<td>Priority/Gap</td>
<td>Activity/Strategy</td>
<td>Timelines</td>
<td>Immigration, Refugees and Citizenship Canada Outcomes</td>
</tr>
<tr>
<td>-------------</td>
<td>------------------</td>
<td>-----------</td>
<td>--------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td><strong>Employment Sub-Council meeting for a presentation or discussion where there are areas of alignment/shared objectives.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Coordination and collaboration: Optimizing outcomes for immigrants through improved coordination and collaboration among all service providers.</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Increase service providers and community partners knowledge of available resources in community to support immigrants’ successful employment | • Organize and host a professional development virtual session for service providers and community partners from all sectors on available resources that supports employment. | 2022-2025 | Partners deliver responsive and coordinated settlement and community services  
Immigrants increase participation in communities and social network |
| Support initiatives that address issues of Education for Employment | • Increase collaboration and communication with employment service providers and employer associations seeking to promote diversity and inclusion in the workplace  
• Employment Sub-Council to share information on tools and resources with Ontario Works caseworkers. | 2022-2025 | Partners deliver responsive and coordinated settlement and community services  
Communities foster welcoming environment for immigrants |
<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
</table>
| Access to supports and services for immigrants: Providing Immigrants and immigrant families with timely, clear and relevant information and tools to access and navigate supports and services. | - Identify channels of information exchange in the community for newcomers seeking employment (in-person connectors or digital apps/websites) such as libraries, family centres, government offices, legal supports, faith groups, tourism, and health centres.  
- Encourage service providers connected to the LMLIP to share information on their services with these connection points.  
- Encourage service providers to provide information (web-based and/or print) in multi-languages to increase access.  
- Promote services that are available online to strengthen ongoing access to services for newcomers during and after the pandemic. | 2022-2025 | Immigrants increase participation in communities and social network  
Communities foster welcoming environment for immigrants |

<p>| Reduction of systemic barriers: Engaging all levels of government, funders and institutions to reduce systemic barriers that impede immigrants' ability to successfully participate in the London and Middlesex community. | Support all three levels of government and their agencies in | 2022-2025 | Partners deliver responsive and coordinated settlement and community services |</p>
<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
</table>
| their agencies and institutions to champion immigrant labour market integration | London & Middlesex in hosting information sessions in English and French on opportunities for immigrants to access employment, internships, placements and mentorship opportunities in public institutions.  
• Continue to review current services provided and identify who is excluded from those services and identify the ineligibility barriers.  
• Share data on the impacts, trends and issues of concern of employment during and post pandemic on immigrants and racialized communities.  
• Work with community agencies and others who identify systemic barriers to attracting and retaining immigrant talent in the workforce including barriers relating to government eligibility criteria. |                 | Communities foster welcoming environment for immigrants |
LMLIP Health & Well Being Sub-council 2022-2025

Planning Table Participants

Addiction Services Thames Valley (French Services)
Canadian Mental Health Association Middlesex
City of London
Freelance Interpreter
King’s University College
London Cross Cultural Learner Centre
London Public Library
Muslim Resource Centre for Social Supports & Integration
Platinum Leadership Inc.
YMCA of Southwestern Ontario

<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
</table>
| Welcoming community: Encouraging the London and Middlesex community to appreciate diversity and actively work to attract, support and retain immigrants. All residents welcome the full participation of immigrants into Canadian society and work together to eliminate racism and discrimination in all forms. | • Work with other Sub-councils and/or the City on the development of a toolkit of strategies for reducing discrimination with the community that can be tested, fine-tuned, and utilized.  
• Promote and share information on strategies to combat racism  
• On a bi-annual basis coordinate Opening Doors workshops that address the issue | 2022-2025     | Partners deliver responsive and coordinated settlement and community services  
Communities foster welcoming environment for immigrants |
| Impact of racism on health       |                                                                                  |               |                                                                                         |
| Supports for newcomer seniors’ health and wellbeing | • Coordinate Zoom training for seniors as per need  
• Coordinate interfaith (and or multicultural) virtual coffee time for seniors and potluck dinners | 2022-2025     | Immigrants increase participation in communities and social network                      |
<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Share information about seniors’ programs across the region</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Communication and access to information: Enhancing communication between and among immigrants, the London and Middlesex community, service providers and government.**

- **Enhance communication within LMLIP, including LMLIP’s Central Council and Sub-councils**
  - Provide regular updates to Central Council and this sub-council
  - Continue to broaden knowledge base within LMLIP by sharing information.
  - Work with other sub-councils on relevant projects
  - 2022-2025
  - All IRCC Outcomes 4

- **Increase outreach to the community**
  - Hold a public event in collaboration with other Sub-councils, the City and Middlesex County to publicize LMLIP work and attract more community volunteers
  - Promote information among immigrants about health issues
  - 2022-2025
  - Immigrants increase participation in communities and social network

**Coordination and collaboration: Optimizing outcomes for immigrants through improved coordination and collaboration among service providers.**

- **Improve health outcomes for immigrant children and youth**
  - Explore opportunities with the community, family centres and settlement agencies to work on areas of alignment to support health outcomes for immigrants
  - Promote health information in the LMLIP Roundup and social media outlets
  - 2022-2025
  - Partners deliver responsive and coordinated settlement and community services
  - Communities foster welcoming environment for immigrants

- **Increase collaboration with faith groups**
  - In partnership with faith institutions, coordinate the annual Setting Immigrants up for Success in collaboration with the Settlement and Inclusion & Civic Engagement Sub-councils
  - 2022-2025
  - Partners deliver responsive and coordinated settlement and
<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
</table>
|             | • Provide relevant information to the faith sector about immigrants and immigration  
• Support initiatives that enhance service providers understanding of immigrant needs |  | community services  
Communities foster welcoming environment for immigrants |

### Access to supports and services for immigrants: Providing Immigrants and immigrant families timely, clear and relevant information and tools to access and navigate supports and services.

<table>
<thead>
<tr>
<th>Increase awareness of local health resources</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
</table>
|                                             | • Coordinate and promote information sessions on health services  
• Promote information from the health unit and other local health sectors  
• Share widely resources created through this sub-council and relevant resources in the region | 2022-2025 | Immigrants increase participation in communities and social network |

<table>
<thead>
<tr>
<th>Enhance awareness of and access to mental health services</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
</table>
|                                                         | • Publish and disseminate information on mental health resources using latest census data to identify immigrant populations.  
• List available resources on addiction (in all its forms) and share widely  
• Explore partnership with Ontario Health Team | 2022-2025 | Immigrants increase participation in communities and social network |

### Reduction of systemic barriers: Engaging all levels of government, funders and institutions to reduce systemic barriers that impede immigrants' ability to successfully participate in the London and Middlesex community.

<table>
<thead>
<tr>
<th>Enhance awareness of the need for professional health interpretation services for immigrants</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
</table>
|                                                                                         | • Share available interpretation tools with medical professionals in partnership with the Ontario Health Team | 2022-2025 | Immigrants increase participation in communities and social network  
Communities foster welcoming environment for immigrants |
<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
</table>
| Enhance awareness of housing as a key social determinant of health | • Explore literature review with students from Western to research impact of housing on immigrants and its impact on their health  
• Share the recent research on housing once available widely and with Local Immigration Partnerships across the region | 2022-2025 | Communities foster welcoming environment for immigrants |
| Assess dietary needs of immigrants in hospitals | • Explore researching the dietary needs of immigrant patients in collaboration with Brescia University College and the Education Sub-council | 2022-2025 | Communities foster welcoming environment for immigrants |

**LIP Inclusion & Civic Engagement Sub-council 2022-2025**

**Planning Table Participants**

Community Volunteers  
Ethno-cultural Association  
City of London  
London Cross Cultural Learner Centre  
London Public Library  
Muslim Resource Centre for Social Support and Integration  
Network for Economic and Social Trends  
Pillar Nonprofit Network  
Western University

<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
</table>
| Welcoming community: Encouraging the London and Middlesex community to appreciate diversity and actively work to attract, support and retain immigrants. All residents welcome the full participation of immigrants into Canadian society and work together to eliminate racism and discrimination in all forms. | • Continue activities of Ready to Volunteer Work Group in partnership with the Settlement Sub-council  
• Collaborate with agencies in sports and cultural activities to encourage immigrant participation | 2022-2025 | Immigrants increase participation in communities and social network |
<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Help immigrants find a sense of belonging</td>
<td>• Collaborate with London Arts Council Building Allyship Program and London Heritage Council&lt;br&gt;• Educate immigrants about elections</td>
<td></td>
<td>Immigrants increase participation in communities and social network</td>
</tr>
<tr>
<td>Improve leadership development and supports for immigrants</td>
<td>• Explore collaborating with partners to organize sessions by immigrants to immigrants on leadership skills. Use the ICE Leadership Inventory resource to educate on mentorship/leadership programs in the community during these presentations.</td>
<td>2022-2023</td>
<td></td>
</tr>
<tr>
<td>Enhance knowledge within the receiving community about engaging immigrants and about immigrants’ contributions to our community</td>
<td>• Collate and disseminate facts related to immigrants and their contributions to the community and explore collaboration with the City of London Anti-Racism and Anti-Oppression Division&lt;br&gt;• Continue to implement, promote and support the annual <em>I am London</em> social media campaign and collaborate with the London Arts Council for inclusive musical entertainment for the annual <em>I am London</em> celebration.</td>
<td>2022-2025</td>
<td>Immigrants increase participation in communities and social network&lt;br&gt;Communities foster welcoming environment for immigrants</td>
</tr>
<tr>
<td>Enhance supports for newcomer seniors</td>
<td>• With the Settlement and Health &amp; Well Being Sub-councils, continue to organize meet ups for seniors from different faith groups</td>
<td>2022-2025</td>
<td>Immigrants increase participation in communities and social network</td>
</tr>
<tr>
<td>Increase newcomers knowledge about Indigenous history</td>
<td>• In collaboration with the Education &amp; Settlement Sub-council, liaise with the Indigenous community to provide presentations educating newcomers about Indigenous history</td>
<td>2022-2025</td>
<td>Immigrants increase participation in communities and social network</td>
</tr>
</tbody>
</table>

**Communication:** Enhancing communication between and among immigrants, the London and Middlesex community, service providers and government.
<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
</table>
| Raise awareness of and access to supports for immigrants about inclusion and civic engagement | • Continue with Seniors & Faith Work Group activities.  
• Continue to collaborate with Age Friendly Network and other community partners to obtain and disseminate information at Faith/Ethno-Cultural Group gatherings and other events or venues that seniors attend. | 2022-2025       | Immigrants increase participation in communities and social network                                                                                                                                   |
| Enhance Communication among networks which include Central Council and Sub-councils | • Continue to provide updates to Central Council and the Inclusion & Civic Engagement Sub-council.  
• Continue to communicate with other sub-councils about issues, services, and events that are co-relevant. Provide opportunities for other LMLIP Sub-councils’ members to present on their projects and plans. | 2022-2025       | Communities foster welcoming environment for immigrants                                                                                                                                             |
| Coordination and collaboration: Optimizing outcomes for immigrants through improved coordination and service providers |                                                                                                                                                                                                                                                                                                       |
| Access untapped immigrant volunteer participation, training and resources | • Continue the activities of the Ready to Volunteer Work Group in collaboration with the Settlement Sub-council.                                                                                                                         | 2022-2025       | Immigrants increase participation in communities and social network                                                                                                                                   |
| Increase knowledge about volunteerism in both the receiving community and immigrant communities | • Coordinate with the London and Area Volunteer Association (LAVA) and other agencies to increase knowledge of volunteerism amongst immigrants and volunteering opportunities for immigrants.                                               | 2022-2025       | Immigrants increase participation in communities and social network                                                                                                                                   |
| Increase collaboration with faith groups | • In collaboration with the Settlement and Health & Well Being Sub-councils, organize the annual “Setting Immigrants Up for Success” event between faith groups and settlement services.                                                                 | 2022-2025       | Communities foster welcoming environment for immigrants                                                                                                                                             |

**Access to supports and services for immigrants: Providing immigrants and immigrant families with timely, clear and relevant information and tools to access and navigate supports and services.**
<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
</table>
| Inform and engage immigrants | - Distribute printed and digital materials on community services to different community groups to share with their members and/or coordinate for service providers to provide these materials to community groups.  
- Inform and educate about cultural awareness programs via LMLIP social media platforms. | 2022-2025 | Immigrants increase participation in communities and social network  
Communities foster welcoming environment for immigrants |

**LMLIP Settlement Sub-council 2022-2025**

**Planning Table Participants**

Community Volunteers (Immigrant and non-immigrant)  
College Boreal  
John Howard Society of London & District  
London Cross Cultural Learner Centre  
London Police Service  
London Public Library  
LUSO Community Services  
Northwest London Resource Centre  
YMCA of Southwestern Ontario

<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcoming community: Encouraging the London and Middlesex community to appreciate diversity and actively work to attract, support and retain immigrants. All residents welcome the full participation of immigrants into Canadian society and work together to eliminate racism and discrimination in all forms.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Priority/Gap</td>
<td>Activity/Strategy</td>
<td>Timelines</td>
<td>Immigration, Refugees and Citizenship Canada Outcomes</td>
</tr>
<tr>
<td>------------------------------</td>
<td>------------------------------------------------------------------------------------</td>
<td>-------------</td>
<td>---------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Involve established immigrants | - In partnership with settlement agencies, continue to coordinate sessions for new immigrants by established immigrants on their settlement journey  
- Explore collaborating with partners to organize sessions by immigrants to immigrants on leadership skills  
- Support the Education Sub-council’s Meet and Greet sessions held in collaboration with Brescia University College that provide opportunities for students to learn about professions. | 2022-2025   | Immigrants increase participation in communities and social network  
Partners deliver responsive and coordinated settlement and community services  
Communities foster welcoming environment for immigrants |
| Engage receiving community in welcoming all | - Continue to participate in the Welcoming Communities Work Group  
- Increase the profile of key issues faced by immigrants in the region, such as supports in housing, mental health, language training, employment and discrimination, through events and participation at different tables.  
- Provide information sessions on immigration, the categories and the impact of immigration on individuals | 2022-2025   | Partners deliver responsive and coordinated settlement and community services  
Communities foster welcoming environment for immigrants |
<p>| Increase newcomers knowledge about Indigenous history | - In collaboration with the Education &amp; Inclusion Civic Engagement Sub-council, liaise with the Indigenous community to provide presentations | 2022-2025   | Communities foster welcoming environment for immigrants |</p>
<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>educating newcomers about Indigenous history</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strengthen community engagement by immigrants</td>
<td>• Continue activities of the Ready to Volunteer Work Group in partnership with the Inclusion &amp; Civic Engagement Sub-council</td>
<td>2022-2025</td>
<td>Immigrants increase participation in communities and social network</td>
</tr>
</tbody>
</table>
| Enhance supports for newcomer seniors | • With the Inclusion Civic Engagement Sub-council and Health & Well Being Sub-councils, continue to organize meet ups for seniors from different faith groups  
• Provide information to families about seniors’ services  
• Connect seniors with ethno-cultural groups | 2022-2025 | Immigrants increase participation in communities and social network |

**Communication: Enhancing communication between and among immigrants, the London and Middlesex community, service providers and government.**

| Enhance Internal communications | • Continue the joint Sub-council projects  
• Continue visits between Sub-councils to share | 2022-2025 | Communities foster welcoming environment for immigrants |
| Enhance awareness about services, targeted and universal, among newcomers | • Invite guest speakers from the community to speak about the services they used  
• Continue to share information about settlement services through webinars and the LMLIP Round Up | 2022-2025 | Immigrants increase participation in communities and social network |

**Coordination and collaboration: Optimizing outcomes for immigrants through improved coordination and collaboration among all service providers.**

| Strengthen relationships with ethno-cultural and religious groups to support them in helping immigrants | • Create partnership with ethno-cultural groups  
• Raise awareness among ethno-cultural groups on how to access supports that help newcomers succeed in Canada | 2022-2025 | Immigrants increase participation in communities and social network |
<table>
<thead>
<tr>
<th>Priority/Gap</th>
<th>Activity/Strategy</th>
<th>Timelines</th>
<th>Immigration, Refugees and Citizenship Canada Outcomes</th>
</tr>
</thead>
</table>
| Enhance collaboration with resource centres, settlement agencies and schools | • Support newcomer parents by sharing information about Settlement Workers in Schools (SWIS)  
• Enhance collaboration with settlement services by sharing information about them with faith and ethno-cultural groups | 2022-2025 | Communities foster welcoming environment for immigrants |

**Access to supports and services for immigrants:** Providing immigrants and immigrant families with timely, clear and relevant information and tools to access and navigate supports and services.

| Increase awareness about housing issues | • Raise awareness amongst immigrants about housing in their own languages  
• Recognize and acknowledge welcoming landlords through the annual awards | 2022-2025 | Partners deliver responsive and coordinated settlement and community services  
Communities foster welcoming environment for immigrants |

| Enhance immigrant youth’s and women’s knowledge about the Canadian Justice System | • Provide information to immigrants on services, rights and responsibilities in their own language (brochures, videos, social media)  
• Engage immigrant youth using platforms that they use to inform about the justice system and available resources. | 2022-2025 | Immigrants increase participation in communities and social network |

**VI. Conclusion**

Over the next three years, LMLIP Council and Sub-councils will continue to raise awareness on available resources funded by IRCC and universal services; highlight supports on mental health and accessibility; enhance coordination among service providers and engage faith groups, businesses, residents and ethno-cultural groups in the settlement process. Council will continue to strengthen existing partnerships and explore establishing new partnerships and collaborations that will focus on facilitating the successful integration of immigrants.

As the conduit for information, LMLIP will promote, share with and inform the community of opportunities that will strengthen the community’s role in serving immigrants. As a convener, LMLIP will continue to bring stakeholders and communities together to address the identified priorities and find local solutions as a community. As a leader, LMLIP will engage stakeholders in the region to combat
racism, and explore creating tools that will be tested to prove their effectiveness and use to combat all kinds of discrimination.

VII. Acknowledgements

The London & Middlesex Local Immigration Partnership is thankful to Immigration, Refugees and Citizenship Canada (IRCC) for its continued financial support. The City of London continues to play a crucial role in providing leadership and support. We thank our Central Council and the Sub-councils members for their ongoing commitment, contributions and time, (LMLIP Council members, see 30). Our sincere thanks to all those who participated on our work groups, attended our events, consultation meetings, and participated as panelists and as faces of London for the I am London social media campaigns (Other Participants, see page 38). We are thankful for the additional funding from IRCC to support the work of Developing Models of Community-based Plans for Settlement Service Delivery and Funding.

We are grateful to the continued in-kind support of organizations, service providers, faith institutions and institutions who supported their staff members to participate on the LMLIP Council, Sub-councils and Work Groups (Participating Organizations & Associations, see page 38).

LMLIP will continue to count on the community, service providers, researchers, students, faith groups, community volunteers and institutions for their support in executing the next three-year plan. With everyone’s support, we can create a more welcoming community in our region.

LMLIP Council Members

Abe Oudshoorn
Adil Kalyal
Afeez Ajibowu
Ahmed Yahya Ali
Alain Kazadi
Amani Radha
Amna Wasty
Ana Enriquez-Johnson
Ana Rojas
Anaise Muzaima
Anthea Fordyce
Arla Longhurst
Arthur D’Souza
Asmaa Ahmed
Atiqa Marium
Barbara Milanovic

Beth Mitchell
Bill Pigram
Bory Sreng
Carly MacArthur
Cathy McLandress
Cecilia Inganse
Christina Lord
Corinne Walsh
Delmar Tobin
Dev Sainani
Dharshi Lacey
Eman Arnout
Emily Low
Erika Dickie
Esra Ari
Ethan Rabidoux

Fairouze Touni
Fan Liu
Fatemeh Mousavi
Flora Lan
Franck Tshunza
Gabrielle Laurin
Gaston Mabaya
Gerardo Castro
Hina Kalyal
Holly Weaver
Huda Hussein
Irena Sompaseuth
Jacquie Rumiel
Janet Pinder
Jean-Marc Boisvenue
Jean-Pierre Cantin
<table>
<thead>
<tr>
<th>Jennifer Hollis</th>
<th>Massara Bethoon</th>
<th>Saad Aldin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jennifer Sandu</td>
<td>Melanie Elms</td>
<td>Sahar Atalla</td>
</tr>
<tr>
<td>Jennifer Strong</td>
<td>Mirlande Dickinson</td>
<td>Sara Middleton</td>
</tr>
<tr>
<td>Jerome Rutagarama</td>
<td>Mohamed Al-Adeimi</td>
<td>Sheila Carson</td>
</tr>
<tr>
<td>Jill Tansley</td>
<td>Mustafa Ali</td>
<td>Sheila Foster</td>
</tr>
<tr>
<td>Jo-Ann Hutchison</td>
<td>Nabilia Sissaoui</td>
<td>Sienna Taylor</td>
</tr>
<tr>
<td>Joe Winser</td>
<td>Nancy McQuillan</td>
<td>Sofiat Ajibowu</td>
</tr>
<tr>
<td>Jutta Zeller-Beier</td>
<td>Nelida Forero</td>
<td>Stephanie Andrews</td>
</tr>
<tr>
<td>Kara McKeown</td>
<td>Noha Elsheikh</td>
<td>Stephanie Beltrame</td>
</tr>
<tr>
<td>Karen Macari</td>
<td>Odai Obaid</td>
<td>Susan Abdulla</td>
</tr>
<tr>
<td>Kathryn Rayner</td>
<td>Paulette Desjardins</td>
<td>Suzette Attopley</td>
</tr>
<tr>
<td>Kathy Milczarek</td>
<td>Pauline Andrew</td>
<td>Sydney Rossi</td>
</tr>
<tr>
<td>Keely Murdock</td>
<td>Phillipa Myers</td>
<td>Tam Dam</td>
</tr>
<tr>
<td>Kristabeth Kelly</td>
<td>Polina Shadman</td>
<td>Terry Poirier</td>
</tr>
<tr>
<td>Lana Winchester-Tucker</td>
<td>Rachelle Kouassi</td>
<td>Tina Delis</td>
</tr>
<tr>
<td>Leslie Callaghan</td>
<td>Rajaa Al Abi</td>
<td>Trevor Johnson</td>
</tr>
<tr>
<td>Liseth D'Andrea</td>
<td>Ramona Lucan</td>
<td>Valerian Marochko</td>
</tr>
<tr>
<td>Lisette Ochoa</td>
<td>Rebecca D'Souza</td>
<td>Vicki Esses</td>
</tr>
<tr>
<td>Mahin Ghasemiyani</td>
<td>Rifat Hussain</td>
<td>Victoria Esses</td>
</tr>
<tr>
<td>Mamta Vaswani</td>
<td>Rita Giroux-Patience</td>
<td>Yusar Madlol</td>
</tr>
<tr>
<td>Maria D'Souza</td>
<td>Robert Collins</td>
<td>Zenaida Ravanera</td>
</tr>
<tr>
<td>Martin Withenshaw</td>
<td>Robin Armistead</td>
<td>Ziyad Zabian</td>
</tr>
<tr>
<td>Mary Edgar</td>
<td>Rose Aquino</td>
<td></td>
</tr>
</tbody>
</table>

**Other Participants**

| Abdul Malik Hooshmand   | Alaa Taha              | Alvin Hopkins       |
| Abdulmuhsen Al-Nahdi    | Aleesha Rehill         | Amanda Seabrook    |
| Abiha Syed              | Alexe Beaulieu         | Amany Mansour      |
| Abir Hassan             | Ali Almorad            | Amisi Rukiza       |
| Ada Yu                  | Ali El-Mehdawe         | Amna Saleem        |
| Adriana Diaz            | Ali Khajavi            | Amne Ali           |
| Afifa Baig              | Alice Johnson          | Amy Andrews        |
| Ahad Al-Hakim           | Alicia Bonventre       | Amy Caron          |
| Ahmad Ali               | Alizabeth George-Antone| Amy Van Berkum    |
| Ahsan Ahmad             | Allankrit Patel        | An Bui             |
| Aimee Josephine Utuza   | Allison Henderson      | Ana Boller         |
| Aisha Caynab            | Aloys Ndayizeye        | Ana Castillo       |
| Al Pierre               | Alvaro Rivera          | Ana Rodriguez      |
Humberto Cardozo
Husam Mohammed
Ian Dantzer
Ilda Demir
Iliriana Islami
Imam Amin Al-Ali
Ingrid Reinolds
Innocent Mika Migabo
Irena Cernius
Irina Chulkova
Irma Ramirez
Irma Rivera
Isaac Bayor
Isaac Sherry
Ismail Khalil
Israr Habib
Jacinda Rudolph
Jack Smit
Jacki Trudeau
Jacqueline Fraser
Jai Ravipati
Jaime McCauley
Jaitsree Malhotra
Jake Benjamins
Jan McLeod
Jan Tomlinson
Janan Dean
Jane Adams
Jane Moffat
Janet McAllister
Janet Shaw
Janice Walter
Janine Lunn
Japhia Reid
Jason Lange
Jason Snelgrove
Jayson Masilang
Jean Bageire
Jean-Baptiste Ntakoma
Jeanique Wilson
Jeannette Castillo
Jean-Papy Kitura
Jenn Miller
Jennie Malone
Jennifer Arnold
Jennifer DeMaeyer
Jennifer Jones
Jennifer O'Brien
Jennifer Searford
Jennifer Smith
Jennifer Tavera
Jeremy Jeresky
Jesse Morrice
Jessica Kipp
Jessica Mathys
Jessmyn Cabigas
Ji Zhong
Jiawei Li
Jienchu Zhao
Jill Sangha
Jill Sparling
Jimena Calderón
Joan Young
Joanne Ford
Jodi Simpson
Jody Lake
Joe Manzara
Johanna Bran
Johanna Medina
John Bannerman
John Davidson
John Kok
John Mombourquette
Jolayne Susko
Jon Korkidakis
Jon-Paul McGonigle
Jordan Brennan
Jorge Herrera
Jorge Hoyos
Jose Guillermo Torres
Jose Pineda
Josh Dow
Joshua Jose
Joy Petersen
Joyce Kilbourne
Joyce Mitchell
Juanita Hickey
Judith Thomas
Judy Basmaji
Judy Wright
Jules Poirier
Juliana Roa
Julie McKague
Junise Sheppard
Justin Patton
Justin Turner
Jyoti Vaidya
Kalan Ante
Kandace Cook
Karen Chiasson
Karen D'Arcy
Karen Oldroyd
Karen Pennesi
Karen Phibbs
Karen Sheaves
Karima Balkaid
Karna Trentman
Kate Ahrens
Kate Clarysse
Kate Kennedy
Kathleen Brown-Blake
Kathleen Tilson
Kathryn Sanchez
Kathryn Warming
Kathy Kinsella
Katie Cinel
Katy Boychuk
<table>
<thead>
<tr>
<th>Name</th>
<th>Name</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Katy DAngelo</td>
<td>Leroy Osbourne</td>
<td>Manal Abou Zaher</td>
</tr>
<tr>
<td>Kay Habib</td>
<td>Lesley Oliver</td>
<td>Mandeep Malhotra</td>
</tr>
<tr>
<td>Kayley MacGregor</td>
<td>Leslie Callaghan</td>
<td>Marc Lacoursiere</td>
</tr>
<tr>
<td>Kelly Barnes</td>
<td>Lester Angelo Lopez</td>
<td>Marcela Nieto</td>
</tr>
<tr>
<td>Kelly Beaune</td>
<td>Lily Tam</td>
<td>Marg Glendon</td>
</tr>
<tr>
<td>Kelly Elliott</td>
<td>Limei Yan</td>
<td>Margaret Mitchell</td>
</tr>
<tr>
<td>Kelly Goz</td>
<td>Lin Yuan-Su</td>
<td>Margarida Leite</td>
</tr>
<tr>
<td>Kelly Langford</td>
<td>Lina Bowden</td>
<td>Margarita Guerrero</td>
</tr>
<tr>
<td>Kelly O’Rourke</td>
<td>Lina Villanueva</td>
<td>Margarita Rubiano</td>
</tr>
<tr>
<td>Kelly Zhang</td>
<td>Linda Ahima</td>
<td>Mari Udarbe Han</td>
</tr>
<tr>
<td>Kevin Dickins</td>
<td>Linda Charney-Alexander</td>
<td>Maria Cordero</td>
</tr>
<tr>
<td>Khanda Darweesh</td>
<td>Linda Davis</td>
<td>Maria Franco</td>
</tr>
<tr>
<td>Kieran Maingot</td>
<td>Linda Latella</td>
<td>Maria Isabel Gomez</td>
</tr>
<tr>
<td>Kim John</td>
<td>Linda Micallef</td>
<td>Maria Lopez</td>
</tr>
<tr>
<td>Kim Loupos</td>
<td>Lindsay Cox</td>
<td>Maria Villamizar</td>
</tr>
<tr>
<td>Kim Ly</td>
<td>Lindsay Mathyssen</td>
<td>Maria Zapata</td>
</tr>
<tr>
<td>Kimberly Kirt</td>
<td>Lisa Kloth</td>
<td>Mariam Hamou</td>
</tr>
<tr>
<td>Kinga Koltun</td>
<td>Lisa Vollick</td>
<td>Marianna Alqassiss</td>
</tr>
<tr>
<td>Kirsti Cheese</td>
<td>Liz Akano</td>
<td>Marie Watson</td>
</tr>
<tr>
<td>Kodey Hewlett</td>
<td>Liza George</td>
<td>Mariela Rivera</td>
</tr>
<tr>
<td>Krista Arnold</td>
<td>Lizeth Alvarez</td>
<td>Marilyn Cook</td>
</tr>
<tr>
<td>Kristen Pawlec</td>
<td>Lori Francis</td>
<td>Mark Carruthers</td>
</tr>
<tr>
<td>Kristin Ley</td>
<td>Lori Reove</td>
<td>Mark Karjaluoto</td>
</tr>
<tr>
<td>Kyla Naylor</td>
<td>Lorna Brooke</td>
<td>Mark Ranson</td>
</tr>
<tr>
<td>Kym Burke</td>
<td>Louise French</td>
<td>Marla Metson Marnoch</td>
</tr>
<tr>
<td>Kyndall Fiest</td>
<td>Lucy Quaglia</td>
<td>Martha Achiek</td>
</tr>
<tr>
<td>Lamia Itani</td>
<td>Lujane Alazem</td>
<td>Martina Kaiser</td>
</tr>
<tr>
<td>Lana Salih</td>
<td>Luke Hooper</td>
<td>Marwa Ahmed</td>
</tr>
<tr>
<td>Lara Vlach</td>
<td>Luz Giraldo</td>
<td>Marwa Azami</td>
</tr>
<tr>
<td>Laura Comiskey</td>
<td>Lynette D'Souza</td>
<td>Mary Gianan</td>
</tr>
<tr>
<td>Laura Galvis</td>
<td>Lynne Gaudet</td>
<td>Mary Bancroft</td>
</tr>
<tr>
<td>Laure Eldik</td>
<td>Lynne Jackson</td>
<td>Mary Boniferro</td>
</tr>
<tr>
<td>Laure Khalil</td>
<td>Madison Empson</td>
<td>Mary Catherine Bishop</td>
</tr>
<tr>
<td>Lauren Giffen</td>
<td>Madison Loder</td>
<td>Mary Jane McLeod</td>
</tr>
<tr>
<td>Leena Habib</td>
<td>Magdy Abdou</td>
<td>Mary Roes</td>
</tr>
<tr>
<td>Leia Smoudianis</td>
<td>Maisha Syed</td>
<td>Mary Starnaman</td>
</tr>
<tr>
<td>Lena Haider</td>
<td>Malak Ali</td>
<td>Massara Bethoon</td>
</tr>
<tr>
<td>Leona Muringani</td>
<td>Malath Adam</td>
<td>Matthew Hendry</td>
</tr>
<tr>
<td>Leora Swartzman</td>
<td>Malaz Adam</td>
<td>Matthew Shammas-Toma</td>
</tr>
</tbody>
</table>
Matthew Shute
Maureen Bruff
Maureen Cassidy
Max Gomez
May Ali
Meaghan MacDonell
Megan Bodza
Megan Sager
Meineka Kulasinghe
Melanie Franke
Melba Parra
Melbin James
Melissa Allder
Melony Daye
Menna Abdou
Mervat Tadrus
Mia Loebach-Readings
Michael Buzzelli
Michael van Holst
Michele Manocchi
Michelle Brissette
Michelle Dellamora
Michelle Oiseoghade
Michelle Son
Michelle Travis
Michelle Watson
Mike Feng
Mike Tamasi
Mikyla Pragashpathy
Mila Huhtala
Milbys Coello
Mohammed Fouad Al Haddad
Mohammed Jawad
Moira Barnes
Moiz Rajwani
Mojdeh Cox
Mona Elfar
Monica Braz
Moshe Rubenstein
Mouna Baalbaki
Mudrika Hamou
Mumtaz Hasan
Muneeb Mahmoodi
Muriel Abbot
Murray Nosanchuk
Mustafa Ali
Nada Hashem
Nader Basha
Nadine Abi Raad
Naeem Qureshi
Nahi Hatoum
Nancy Griffiths
Nancy McSloy
Nancy Needham
Nancy Simmons
Naomi Sheinbaum
Nasima Omari Sayar
Nassisse Solomon
Nataliee Wales
Natalia Lapshina
Natalia Pabon
Natasa Todeva
Naya Alnasser
Neda Salloum
Nejat Ali
Nicole Buteau
Nicole Kristoff
Nicole Lewis-Bateman
Nicole Pinder
Nishtha Paryani
Nishu Atrey
Nivethika Jeyakumar
Noor Lalani
Norma Lyttle-Chicoine
Nour Hamid
Olayinka Ademuyiwa
Olesya Gryn
Olivia Circelli
Olivia Yusuf
Osama Ali-Ozkan
Pam Beckles
Panashe Nyaude
Paola Caponetto
Parsa Tajilli
Pastor Sandie Thomas
Pat Hodgins
Pat Shack
Patricia Doole
Patricia Foto
Patricia Sargeant
Patricia Watson
Patrick Bestall
Patrick O’Connor
Paul Hubert
Paul James
Paul Levac
Paul Pighin
Paul Seale
Paula Vergara
Paulo Castro
Pearlette Cassells
Peggy Sattler
Peninah Mutin
Peter Fragiskatos
Peter Zhao
Phuong Vu
Pilar Riano
Piya Tewari
Pouya Tajilli
Priyanka Priyanka
Questyn Rodriguez
Quili Zhang
Rachel Zhao
Rael Wienburg
Rafe Sleewa
Rahim Syed
Rajaa Al-Abed
Rakhee Chopra
Rama Musharbash
Ramona Constantin
Rana Husain
Rana Jadan
Raneem Ibrahim
Raquel Lopez
Ray John Jr.
Razia Tahir
Rebecca Byers
Rebecca Dalton
Rebecca Ruddy
Rebekah Bruni
Regina Croskery
Reymond Kouamé
Rick Parson
Rick Townend
Riley Kennedy
Riley Samson
Rob Nagus
Rob Tuer
Robert George
Rochelle Mendez
Roderic Beaujot
Rodrigo Gondim
Rona Ma
Rosa Ramirez
Rosh Abdullah
Roxanne Gilroy-Machado
Rumina Morris
Rupali Kapoor
Rupinder Gill
Ruwan Gomez
Ryan Campbell
Saad Habib
Sabrina Griffin
Sahana Chakravarty
Sahar Al Nuami
Said Bangura
Saleh Althamena
Saleha Khan
Salimah Shariff
Sally Abood
Sally Bennett
Sam Badawi
Sam Cherid
Samia Alnahdi
Samuel Lavoie
Sandra Astaiza
Sandra Cruz
Sandra Zarate
Sara Bawazir
Sarah Campbell
Sarah Gilmore
Sarah Luth
Sarah Read
Sarah-Lee Umraugh
Sarvarinder Singh
Sasha Tanner
Sayed Masih Ullah
Hashimy
Scott Stephenson
Sebastien Kouakou
Serge Kabongo
Shad Abdalla
Shamso Omar
Shanza Ejaz
Shauna Rae
Shawn Hughes
Sheila Simpson
Shelina Kassam
Shelley Blair
Shelley Taylor
Sherin Hussien
Sherrylea Perera
Shetha Roomi
Shirley Glover
Shobhita Sharma
Shuai Chen
Siham Elkassem
Siham Kadi
Sitara Jameel
Sofiat Ajibowu
Sonia Iseid
Sonia Muhimpundu
Sonila Kacagjeli
Sonu Sihra
Sr. Carol Forhan
Starr McGahey-Albert
Stefany Cutuli
Stephanie Cooper
Stephanie Dixon
Stephanie Jackson
Stephanie Schreuders
Stephanie Vanderburgt
Stephen Giustizia
Stephen Turner
Steve MacDonald
Sue Yang
Sughra Ali
Suhanya Ketheeswaran
Sujan Adhikari
Summer Burton
Summer Thorp
Suneet Kukreja
Suresh Shrestha
Surya Acharya
Susan Demir
Susan DiFabio
Susan Godin
Susan Kadray
Sydney Scott
Syed Anwar Hussain
Taghrid Hussain
Taiwo Apampa
Tamilselvan Raju
Tammie McFarlane
Tammy Denomme
Participating Organization & Associations

Access Centre for Regulated Employment
Ahmadiyya Muslim Jammat
Al-Mahdi Islamic Community Centre
Ark Aid Mission
Assyrian Church
Baha’i Community of London
Berhan Immigration and Settlement Services Inc.
Beth Tefilah Synagogue
Big Brothers Big Sisters of London
Bluewater Church
Borders Immigration Consultancy
Bosnian Canadian Islamic Centre
Brescia College University
Byron United Church
Canadian Blood Services

Canadian Heritage
Canadian Latin Association
Canadian Mental Health Association
Caring Canadians Society
Carrefour communautaire francophone de London
Centre for Lifelong Learning
Chalmers Presbyterian Church
Childreach
City of Brantford
City of London
CityMatch Inc.
CLI College
CMHA Thames Valley Addiction and Mental Health Services
CMHA Toronto
Coalition to Empower Gender Equality
Collège Boréal
Community Employment Services
Community Living London
Community Services Coordination Network
Congress of Black Women of Canada
Conseil scolaire catholique Providence
Cure for Hate
Diamond Digital
Diocese of Huron
Drewlo Holdings
Fanshawe College
First Aid Learning Centre
Gateway Church
Guru Nanak Mission Society
Half & Half Social
Helping Hands Without Borders Canada
Housing Development Corporation
Huron University College
Hutton House
Immigration Refugees & Citizenship Canada
Immploy
Investing in Children
Islamic Centre of Southwest Ontario
Ismaili Centre London
Jewish London
John Howard Society of London and District
Kalamanjari
King's University
La Société Économique de l’Ontario
Libro Credit Union
Literacy Link South Central
London Abused Women’s Centre
London Arts Council
London Children's Connection
London Cross Cultural Learner Centre
London District Catholic School Board
London Economic Development Corporation
London Ecumenical Refugee Committee
London French Day Care Centre
London Health Sciences Centre
London Heritage Council
London Intercommunity Health Centre
London Middlesex Mental Health and Addiction Strategic Direction Office
London Muslim Mosque
London Police Service
London Public Library
LUSO Community Services
Merrymount Children’s Centre
Michael Loebach Barrister & Solicitor
Middlesex County
Middlesex London Health Unit
Millstone Homes of London
Ministry of Heritage, Sport, Tourism & Cultural Industries
Moharram Ventures
Museum London
Muslim Resource Centre for Social Support and Integration
My Sisters' Place
Network for Economic & Social Trends
North Park Community Church
Northview Apartment REIT
Northwest London Resource Centre
Old Oak Properties
Ontario Provincial Police
Paramed
Pathways Employment Help Centre
Pathways to Prosperity
Pillar Nonprofit Network
Platinum Leadership Inc.
Raemar Video & Photo
Redeemer Lutheran
Refugee Training Sponsorship Program
Réseau de soutien à l’immigration francophone
Royal Mounted Canadian Police (RCMP)
rTraction
Service Canada
Siloam United Church
Siskinds LLP
Sisters of the Precious Blood
Skilled Accents
Society of St. Vincent De Paul
South London Neighborhood Resource Centre
St Francis St Martin Parish
St. George's Church
St. George's Parish
St. Joseph Chaldean Catholic Church
St. Joseph's Health Care
St. Justin's Parish
St. Michael's Parish
Thames Valley District School Board
The Achievement Centre
Trinity United Church

University of Calgary
United Nations
United Sikhs
United Way Elgin Middlesex
Valley View Mennonite Church
Victorian Order of Nurses
Village Green Church
Vitalpoint Church
W.E.A.N Community Centre
Western University
WIL Employment Connections
Woodfield Settlers
Workforce Devt Board
XFM News
YMCA of South Western Ontario of Southwestern Ontario
Zoroastrian Society of Ontario
VIII. Appendices

Summary: 2022 Community Capacity Report and Perceptions of the LMLIP

- Level of participation in the 2022 wave of the “Community Capacity and Perceptions of the LMLIP" survey was somewhat similar to 2019.

- In the 2022 wave, close to 90% of the participating organizations provide universal services (all programs are for all residents) or mixed services (some programs are for all residents and some specifically for immigrants).

- The services most frequently offered by participating organizations specifically for immigrants were community connections services, whereas the services least frequently offered were housing services.

- Most respondents (73%) reported evaluating their services, and close to half (45%) reported having specific action plans to provide new services to immigrants. The plans focused on key issues such as education, youth programming, employment, housing, language training, resettlement, and anti-oppressive service provision. Their strategies to market their services to newcomers and immigrants include multimedia advertising, referrals and promotion, community partnerships, and resource development.

- 90% of respondents reported awareness of the services provided by other organizations, often through involvement with the LMLIP. 63% of respondents reported working with other organizations to run their programs.

- Perceptions of the LMLIP and its impact have remained consistently positive across dimensions since 2016 and in some cases increased in positivity since that time.

- New questions were added since the 2019 wave of the survey. Responses to these questions were compared between 2019 and 2022, indicating that:

  - Compared to 2019, respondents in 2022 were more likely to report that the LMLIP has increased their organization’s capacity to deliver their services effectively and serve clients through collaborations with other organizations.

  - Similarly, respondents in 2022 were more likely to report that the LMLIP has significantly increased:
• Individual Canadian’s engagement and community partnerships.
• Development of tools and competencies of service providers to better serve clients.
• Connections with other public organizations or institutions, and knowledge of what other organizations in the community are doing.

• Additionally, the community noted gaps in services for immigrants and newcomers to London and Middlesex, including the need to: 1) provide culturally and linguistically appropriate social services for mental health, education, employment, mentorship, and housing; 2) focus on equity, diversity, and social justice issues to reduce economic division; and 3) promote positive cultural relations between immigrants and Indigenous Peoples. Respondents reported a greater need for support from government-level and community organizations as well as educational institutions to increase advocacy, collaborations, consultations, funding, leadership, research, and training to aid in these services.

• The top three priorities that the LMLIP is recommended to focus on for the next 3 years are: (i) Equity, diversity, and inclusion-focused community and systemic initiatives, (ii) Physical and mental health services, and (iii) Resettlement and integration focusing on education, employment, housing, and post-pandemic recovery.