



Appendix A

Choose London - Innovative, Vibrant and Global

London Newcomer Strategy

2024-2028

london.ca/NewcomerStrategy



London
CANADA



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Background

Recognizing a demographic imperative to increasing immigration levels, a need to fill labour shortages, and the significant contribution of Newcomers to London's economic, social, and cultural life, City Council, in 2018, endorsed the five-year *Choose London – Innovative, Vibrant and Global: London's Newcomer Strategy* (the "Newcomer Strategy").

The *Newcomer Strategy* is a City-supported community-driven initiative to successfully attract, integrate and retain Newcomers, in particular international students, skilled workers, and entrepreneurs to and into London's economy and society. The strategy is the product of a broad consultation process with multiple community partners and statistical and literature reviews. The successful implementation of this strategy is, in part, dependent on interested community partners working together through a *Newcomer Strategy Advisory Body* (the "Advisory Body").

Council's 2023-2027 Strategic Plan identified Reconciliation, Equity, Accessibility, and Inclusion as an area of focus for this term of council. Phase II of the *Newcomer Strategy* was therefore re-affirmed in June 2023 as it supports the City of London's efforts in becoming a leader in equitable and inclusive communities. The strategies and work plans in Phase II aim to support the City's *Strategic Plan* by attracting, integrating, and retaining new Londoners through education, celebration, employment, and other actions and supporting community-based inclusion and anti-hate initiatives and events.

Phase II of the *Newcomer Strategy* commences on January 1, 2024, and concludes December 31, 2028. Building upon the achievements and lessons learned from Phase I, this stage aims to further advance the goals and objectives outlined in the initial phase of the strategy.

Phase I of the *Newcomer Strategy* identified three strategic priorities:

- ✓ **Enhancing Awareness,**
- ✓ **Facilitating Access and**
- ✓ **Active Engagement.**

Throughout the five-year period spanning from 2019 to 2023, each of these priorities was bolstered by a multitude of activities designed to facilitate the attainment of specific outcomes.

To foster greater awareness of the city of London and the importance of Newcomers, a welcome message was created and shared with community partners. Furthermore, the Immigration Portal was launched and is continually being updated with programs, services and opportunities aimed at the attraction, integration, and retention of Newcomers.

To enhance access for Newcomers, between 2019 and 2023 the City of London internship program recruited eight interns specifically from international student graduates. This initiative aimed to enhance their job readiness and marketability, thereby contributing to their eligibility to apply for permanent residency. Additionally, Newcomer Day events were organized in 2019, 2021, 2022, and 2023 to celebrate and acknowledge the valuable contributions of Newcomers to London while providing them with essential information about available services. Notably, the attendance at these events grew significantly, with the first Newcomer Day hosting 150 attendees and the fourth edition in 2023 attracting over 800 attendees.

To foster greater engagement with and/or among Newcomers, the Advisory Body works with local, regional, provincial, and federal partners, and City staff/divisions to achieve a more coordinated and concentrated approach to the attraction, integration, and retention of Newcomers. Through the Policy and Advocacy Change Task Force, barriers to the integration and retention of Newcomers have been and continue to be examined and the Advisory Body advocates with the appropriate level of government regarding these issues impacting Newcomers.

Advisory Body

This Newcomer Strategy Advisory Body was formed in March 2017. It is comprised of members who are either Newcomers with lived experience or representatives of organizations with experience in attracting, integrating, and/or retaining Newcomers. It is led by two co-chairs and supported by two City staff members and external researchers.

Three task forces for Advocacy and Policy Change, Communications and Data were created to focus on implementing specific action items identified in the work plan.

The Co-chairs of the Advisory Body are:

- Robert Collins
- Dev Sainani

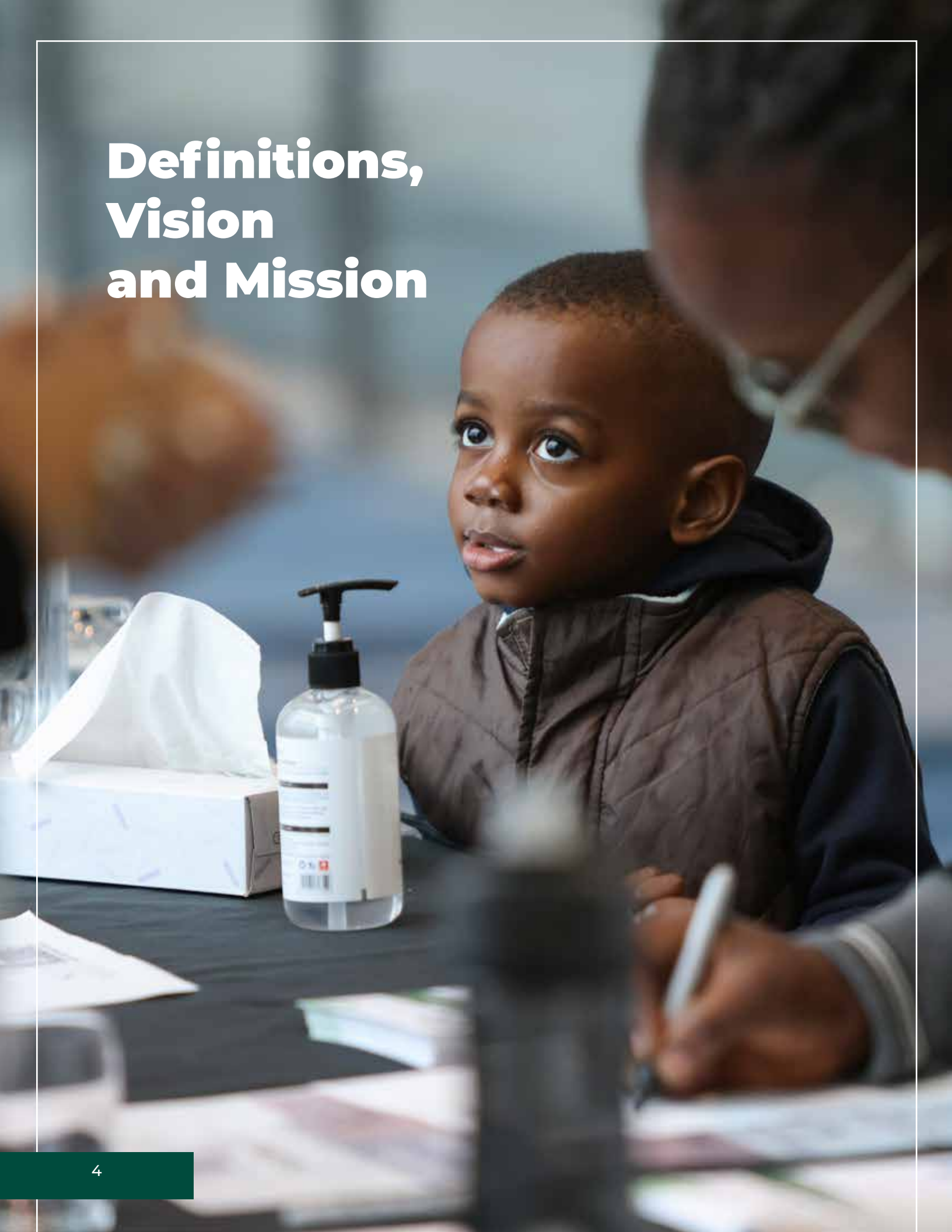
In addition to the co-chairs, the Advisory Body members are:

- Elgin-Middlesex-Oxford Workforce Planning and Development Board
- Employment Sector Council
- Fanshawe College – International
- Local Newcomers with lived experience
- London & Middlesex Local Immigration Partnership
- London Chamber of Commerce
- London Economic Development Corporation
- Réseau en immigration francophone du Centre-Sud-Ouest de l'Ontario
- Western University - International and the affiliate university colleges of Huron and King's
- WILL Employment Solutions
- School Boards
- Research Liaison on Immigration
- Research Liaison on Data
- Private sector employers and
- City of London support staff

Task Forces

The Advisory Body designates temporary Task Forces as needs emerge. Three task forces for Advocacy and Policy Change, Communications and Data were created to focus on implementing specific action items identified in the work plan.

Definitions, Vision and Mission



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.

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.

The term “primary immigrants” is defined as:

- Immigrants who have come directly to London from abroad.

The term “secondary immigrants” is defined as:

- Immigrants who have moved to London from another province or territory or from another location within the province.

3.2

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."

3.3

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.**

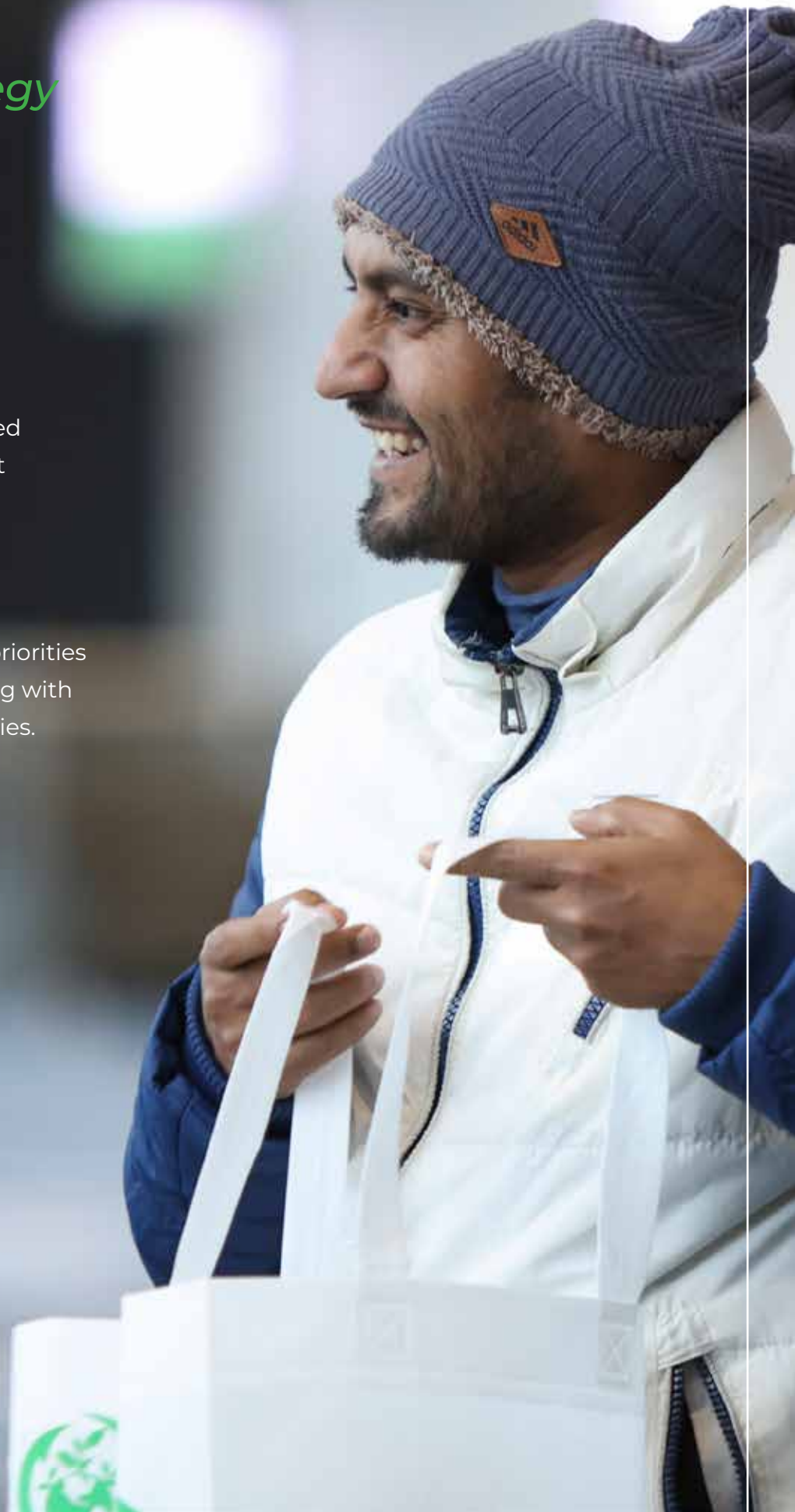


Newcomer Strategy

Phase II: Strategic Priorities

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

The following tables provide an overview of the three strategic priorities for the *Newcomer Strategy* along with recommended high-level activities.



Attraction

Strategies	Actions for Consideration	Lead
<p>Increase London's level of prominence</p>	<ul style="list-style-type: none"> • Enhancing London's reputation as a welcoming community from federal, provincial and municipal partners. • Positioning London to primary and secondary immigrants as a welcoming community for both Newcomers and receiving community, emphasizing the positive impact of immigration for all. • Ensuring greater visibility of Francophone settlement services and communities in London, reflecting federal and provincial immigration strategies. • Maintaining the Immigration Portal with timely updates and increasing accessibility of information. 	<p>City of London (COL) Immigration Coordinator</p> <p>Internal Support: COL Manager of Strategic Programs and Partnerships, COL Strategic Communications.</p> <p>External Support: London Economic Development Corporation (LEDC), London & Middlesex Local Immigration Partnership (LMLIP), Réseau en immigration francophone du Centre-Sud-Ouest de l'Ontario, WILL Immploy, colleges, universities and other partners as identified by lead.</p>

“I am very grateful for the International Student Graduate Intern program. The program gave us the opportunity to work alongside an incredibly talented recent graduate and to advance a key project for our team. I look forward to participating in the program again in the future!”



Rosanna Wilcox
(City of London)

Strategies	Actions for Consideration	Lead
<p>Support employers, post-secondary institutions and service providers in attracting and assisting international talent</p>	<ul style="list-style-type: none"> • Increasing lobbying and advocacy efforts for London to have a greater role in immigrant attraction federally and provincially (e.g. through local and regional immigration programs). • Tracking & increasing awareness for local job opportunities & in-demand occupations. • Increasing employer and job seeker awareness of employer practices and job seeker preparation for employment success. • Working with industry panels to increase Newcomer participation in education programs and reviews. • Encouraging transparency in managing expectations of Newcomers throughout their settlement process. • Researching and sharing best practices and different immigration pathways through online platforms such as the Immigration Portal. 	<p>City of London (COL) Immigration Coordinator</p> <p>Internal Support: COL Manager of Strategic Programs and Partnerships, COL People Services.</p> <p>External Support: Immigration, Refugees and Citizenship Canada (IRCC), London Economic Development Corporation (LEDC), WILL Immploy, Elgin Middlesex Oxford Workforce Planning and Development Board (EMOWPDB), Employment Sector Council, London Chamber of Commerce, private business employers, London & Middlesex Local Immigration Partnership (LMLIP), Réseau en immigration francophone du Centre-Sud-Ouest de l'Ontario, colleges, universities and other partners as identified by lead.</p>

“Our city is growing very fast, and we need people in the work force, but we just need to make sure that people are aware of those opportunities.”



Jose Pineda
Equity, Diversity and Inclusivity Consultant
(London District Catholic School Board)

Integration

Strategies	Actions for Consideration	Lead
<p>Identify and advocate for needs of Newcomers in the community</p>	<ul style="list-style-type: none"> Continuing the coordination of City of London International Student Graduate Internship program to facilitate access into the local workforce and encourage expansion of this program through the City's agencies, boards and commissions. Identifying opportunities for London's major institutions to include Newcomers' perspectives and to address effective community planning and service delivery. Supporting and promoting efforts to identify and eliminate sources of discrimination in the community. 	<p>City of London (COL) Immigration Coordinator</p> <p>Internal Support: COL Manager of Strategic Programs and Partnerships, COL People Services, COL Social and Health Development,, Neighbourhood and Community-Wide Services, COL Economic Partnerships.</p> <p>External Support: London Economic Development Corporation (LEDC), WILL Work, London Chamber of Commerce, private business employers, London & Middlesex Local Immigration Partnership (LMLIP), Réseau en immigration francophone du Centre-Sud-Ouest de l'Ontario, colleges, universities and other community partners as identified by lead.</p>

“I was very excited to come to Newcomer Day, I got to know about ... what job positions and supports are available to me.”



Shyamal
(Newcomer From India)

Strategies	Actions for Consideration	Lead
<p>Celebrate and honour diversity in London</p>	<ul style="list-style-type: none"> Continuing to host community-wide initiatives such as Newcomer Day for the benefit of both Newcomers and receiving community. Highlighting initiatives directed at educating the receiving community on the importance of immigration and integration (e.g. by WILL, LMLIP, TVDSB). 	<p>City of London (COL) Immigration Coordinator</p> <p>Internal Support: COL Manager of Strategic Programs, COL Strategic Communications</p> <p>External Support: WILL Work , London & Middlesex Local Immigration Partnership (LMLIP), Réseau en immigration francophone du Centre-Sud-Ouest de l'Ontario, Thames Valley District School Board (TVDSB), colleges, universities and other partners as identified by lead.</p>



Retention

Strategies	Actions for Consideration	Lead
<p>Encourage and support data collection and determine implications</p>	<ul style="list-style-type: none"> Exploring data sets on levels of immigration, retention, employment including LMLIP factsheets, and determine outcome measures based on findings. 	<p>City of London (COL) Immigration Coordinator</p> <p>Internal Support: COL Manager of Strategic Programs, COL Strategic Communications</p> <p>External Support: Elgin Middlesex Oxford Workforce Planning and Development Board (EMOWPDB) and other partners as identified by lead.</p>
<p>Build messaging that London is a “place to grow”</p>	<ul style="list-style-type: none"> Promoting retention by assisting institutions and agencies in supporting the well-being of Newcomers including international students (physical, mental, financial). Encouraging retention by building a stronger employment support network for families and spouses of both Temporary Foreign Workers and Permanent Residents, and promoting through the Immigration Portal and City website. Develop positive messages for all residents. 	<p>City of London (COL) Immigration Coordinator</p> <p>Internal Support: COL Manager of Strategic Programs</p> <p>External Support: Thames Valley District School Board (TVDSB), London Economic Development Corporation (LEDC), London Chamber of Commerce, colleges, universities, WILL, and other partners as identified by lead, including private businesses.</p>

Strategies	Actions for Consideration	Lead
Encourage collaboration between settlement and support organizations	<ul style="list-style-type: none"> • Creating opportunities to network and share about organizational initiatives and encouraging cooperation to strengthen existing services. • Facilitating regular communication with the business sector to better understand the scope of their situation and react accordingly. 	<p>City of London (COL) Immigration Coordinator</p> <p>Internal Support: COL Manager of Strategic Programs</p> <p>External Support: Settlement agencies, London & Middlesex Local Immigration Partnership (LMLIP), Réseau en immigration francophone du Centre-Sud-Ouest de l'Ontario and other partners as identified by lead.</p>
Establish and develop relationships with specific ethnocultural groups in the community	<ul style="list-style-type: none"> • Collaborating with the LMLIP and Réseau to coordinate the best methods of attraction, retention, and integration for each community. • Recruiting more Newcomer Champions from diverse communities to join the Advisory Body, and potentially providing honoraria for their contributions. 	<p>City of London (COL) Immigration Coordinator</p> <p>Internal Support: COL Manager of Strategic Programs.</p> <p>External Support: Ethno-cultural groups, London & Middlesex Local Immigration Partnership (LMLIP), Réseau en immigration francophone du Centre-Sud-Ouest de l'Ontario and other community partners as identified by lead.</p>

“It was a great turn out. We have 290 visitors come to our booth, very successful to promote our city and what it has to offer.”



Employer exhibiting at 2023 Newcomer Day

Newcomer Strategy

Phase II: Outcome Measures



The Newcomer Strategy operates on an evaluation framework with outcome measurements calculated using databases such as the Labour Force Survey and the *Longitudinal Immigration Database (IMDB)*.



Outcome 1:

Achieve a net average annual Newcomer inflow of no less than 4,000 Newcomers through direct migration.



Outcome 2:

Achieve a net average annual new arrival inflow of no less than 3,000 Newcomers through secondary migration.



Outcome 3:

A minimum of 75% of the average annual net Newcomer inflow will be between 15 and 64 years of age.



Outcome 4:

Maintain a minimum average annual retention rate of 70% of the total gross annual inflow of Newcomers.



Outcome 5:

Maintain an average attraction level of international post-secondary students attending local educational institutions of no less than 14,000 students a year.



Outcome 6:

Measure satisfaction with life in London through biennial survey.

Additionally, surveys are conducted to understand Newcomers' views on the attractiveness of London as a past, current or potential future home to measure the more qualitative outcome measures.

“Newcomers are going to be the backbone of who we’re training. We know the employers and know that there’s a large need for Newcomers.”



Heather Carey
(Manager, Fanshawe Corporate Training Solutions)



Conclusion

With its population growing at an unprecedented rate, the city of London's growth is mainly attributed to Newcomers from overseas and throughout Canada. The strategies articulated in this document aim to help attract more Newcomers and to make the city a more welcoming community for everyone to come and grow and succeed.

For more information, contact us at arao@london.ca



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