



Community Plan 2025-2028

A Community Initiative of Individuals and Organizations

Co-led by:



Funded by:



Immigration, Refugees
and Citizenship Canada

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Table of Contents

LAND ACKNOWLEDGEMENT	3
GRATITUDE	3
LETTER FROM LMLIP'S CO-CHAIRS	4
ABOUT THE LMLIP ... WORKING TOGETHER FOR A WELCOMING COMMUNITY	5
LMLIP'S 2025-2028 STRATEGIC PRIORITIES	8
PRIORITY: WELCOMING COMMUNITY	9
PRIORITY: INTEGRATION AND WELLBEING	11
PRIORITY: COMMUNITY PARTNERSHIPS	13
PRIORITY: ORGANIZATIONAL VITALITY	14
HOW LMLIP DEVELOPED ITS NEW COMMUNITY PLAN.....	15
APPENDIX A: SUMMARY OF ACTION PLANS	16
CENTRAL COUNCIL.....	16
EDUCATION SUB-COUNCIL	19
EMPLOYMENT SUB-COUNCIL.....	22
HEALTH & WELLBEING SUB-COUNCIL	25
INCLUSION & CIVIC ENGAGEMENT SUB-COUNCIL.....	27
SETTLEMENT SUB-COUNCIL.....	30
APPENDIX B: 19 CHARACTERISTICS OF A WELCOMING COMMUNITY	33
APPENDIX C: LMLIP MEMBERS AND OTHER PARTICIPANTS	34

Land Acknowledgement

London & Middlesex Local Immigration Partnership respects and acknowledges the traditional territory upon which we gather, and the original Peoples of Turtle Island. We honour and respect the history, languages, and culture of the diverse status and non-status Indigenous People who call this territory home. This land continues to be home to diverse Indigenous Peoples (First Nations, Metis and Inuit) whom we recognize as contemporary stewards of the land and vital contributors of our society.

We acknowledge the historical fact that this land is located on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak, and Attawandaron peoples.

We acknowledge all of the treaties that are specific to this area: the Two Row Wampum Belt Treaty of the Haudenosaunee Confederacy/Silver Covenant Chain; the Beaver Hunting Grounds of the Haudenosaunee NANFAN Treaty of 1701; the McKee Treaty of 1790; the London Township Treaty of 1796, the Huron Tract Treaty of 1827 with the Anishinaabeg, and the Dish with One Spoon Covenant Wampum of the Anishinaabek and Haudenosaunee.

The neighbouring three Indigenous Nations to London and Middlesex are the Chippewa of the Thames First Nation; Oneida Nation of the Thames; and, Munsee-Delaware Nation who all continue to live as sovereign Nations with individual and unique languages, cultures and customs.

This land acknowledgment is a first step towards reconciliation and is the work of all residents, all settlers, to work towards decolonizing practices and bringing our awareness into action.

Gratitude

The London & Middlesex Local Immigration Partnership (LMLIP) is grateful to all those who contributed their time and insights to the development of our new Community Plan.

We offer our sincere thanks to the more than 200 people who generously participated in this planning process: members of LMLIP's Central Council and Sub-Councils; volunteers; and community partners, service agencies, and faith and ethno-cultural groups who participated in the Community Consultation. Our new plan is a stronger because of your contributions.

Thank you to our funder, Immigration, Refugees, and Citizenship Canada (IRCC), the City of London and Middlesex County for their steadfast support of LMLIP and our shared mission to foster the successful integration of immigrants and newcomers in London and Middlesex.

Together, we will continue to advance meaningful collective action that builds inclusive, welcoming communities where everyone experiences belonging and has the opportunity to thrive.

Letter from LMLIP's Co-Chairs

On behalf of the London & Middlesex Local Immigration Partnership, we are pleased to present the LMLIP 2025-2028 Community Plan. This plan lays out the foundation of LMLIP's work for the next three years - its four new strategic priorities, their significance to the LMLIP, and how these priorities will be addressed.

The Community Plan represents the collective needs and gaps of immigrants in the London and Middlesex area, and opportunities for the LMLIP. This work was the product of extensive consultations and discussions with the London and Middlesex Community, the five sub-councils (representing the themes of settlement, education, employment, health & wellbeing, and inclusion & civic engagement), together with the Faith and Settlement sectors, the Governance Work Group, the Central Council, and the broader settlement and non-settlement community, including its many dedicated volunteers.

The following four strategic priorities will guide the work of LMLIP:

- **Welcoming Community:** Actively work to eliminate racism, systemic barriers, and discrimination; promote Truth and Reconciliation; and create a safe, inclusive, welcoming community for all.
- **Integration and Wellbeing:** Optimize outcomes for immigrants through improved coordination, collaboration, and data-sharing that uses a Gender-Based Analysis Plus (intersectional) approach.
- **Community Partnerships:** Foster communication, understanding, and relationships between and among local organizations, settlement and non-settlement service providers, other sectors, and all levels of government.
- **Organizational Vitality:** Enhance LMLIP's effectiveness through strong organizational practices, communication, and meaningful participation by diversity of community members including settlement and non-settlement partners.

Since 2009, LMLIP has worked with community partners to ensure the successful settlement and integration of newcomers in London and Middlesex. Using an intersectional approach, we are pleased to continue our work with existing and new partners.

We are grateful to the sustained financial support of Immigration, Refugees, and Citizenship Canada.

Sincerely,

Jill Tansley
City of London Co-chair

Zenaida Ravanera
Community Co-chair

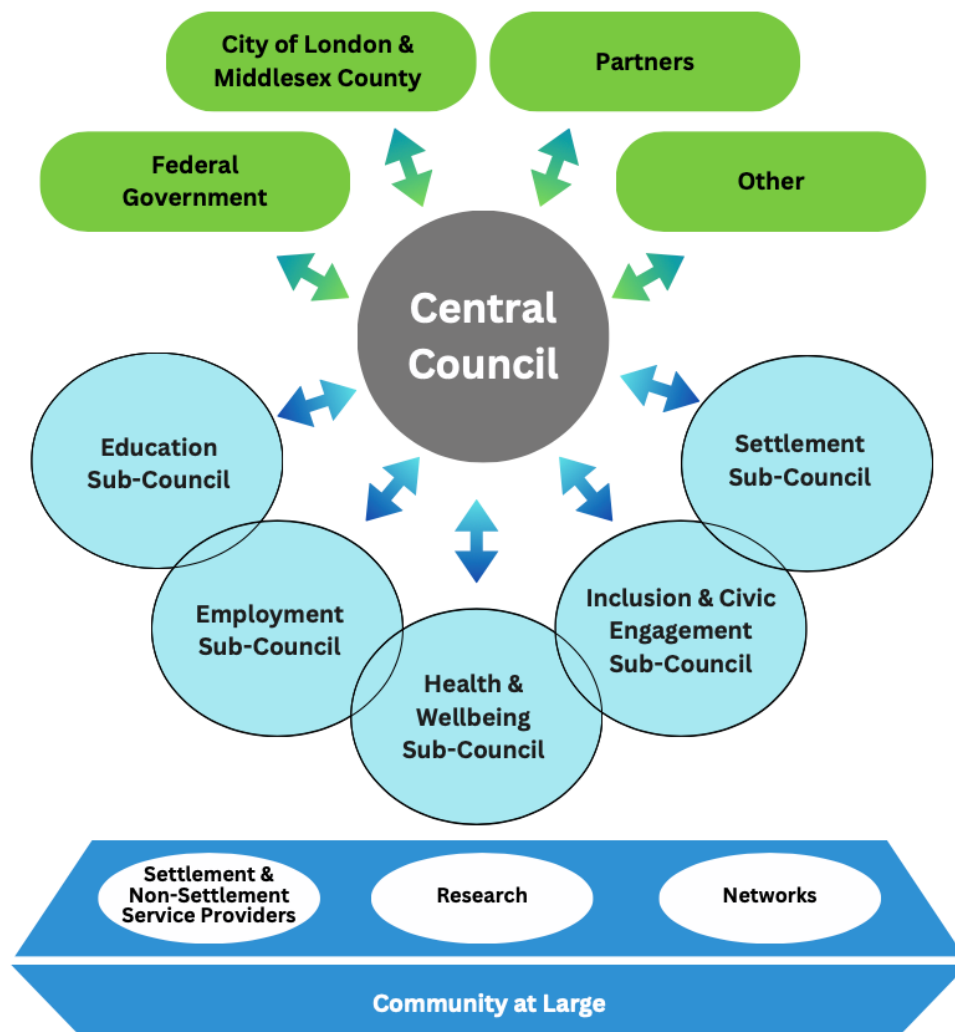
About the LMLIP ... Working Together for a Welcoming Community

The London & Middlesex Local Immigration Partnership (LMLIP) is a collaborative community initiative that strives to ensure newcomers in the region feel welcomed, safe, and supported. Our vision is to build a stronger, healthier, and more welcoming community for everyone.

LMLIP was established in 2009 as part of a national initiative of Immigration, Refugees, and Citizenship Canada (IRCC) to support the successful integration of immigrants into Canadian communities. It is one of more than 80 Local Immigration Partnerships (LIPs) across the country.

LMLIP is co-led by the City of London and a local community member, reflecting a commitment to shared leadership between institutional and grassroots voices. Its work is powered by a broad network of partners, including community service agencies across multiple sectors, post-secondary institutions, and a dedicated team of approximately 140 volunteers.

LMLIP is guided by a Central Council and five issue-specific Sub-Councils that focus on key areas affecting immigrant integration and community wellbeing. LMLIP's structure may be best represented by this graphic:



LMLIP serves as a catalyst for collaboration, connection, dialogue, and innovation. Its work supports local service providers, immigrants, and the community at large.

As a community collective, LMLIP's broad goals are:

- 1) To create a more welcoming community.
- 2) To improve communication and access to information.
- 3) To coordinate between support networks and the immigrants who need them.
- 4) To provide supports and services to immigrants.
- 5) To reduce systemic barriers in our community.

For immigrants in London and Middlesex, LMLIP:

- Promotes anti-discrimination and welcoming campaigns.
- Connects immigrants with service providers.
- Shares volunteer and employment opportunities with newcomers.
- Coordinates educational sessions and workshops on topics of interest; for example, mental health resources, local employment services, educational credentialling, Indigenous history, Indigenous and newcomer connections, virtual health care resources.
- Shares stories about immigrants' contributions.

For service providers and the community at large, LMLIP:

- Builds community partnerships to streamline approaches to settlement.
- Raise awareness of immigrants needs, strengths and contributions.
- Shares information that connects the community, for example through its website, social media, and weekly LMLIP Round-Up newsletter.
- Coordinates information sessions and workshops on timely topics such as Indigenous history, educational credentialling, virtual health care resources.
- Promotes the work of service providers to immigrants.

Key outcomes of LMLIP's work – which advance IRCC's priorities in Gender Equality, Anti-Racism, and Truth and Reconciliation – include:

- Local and provincial community partners are aware of the needs of newcomers in the local community, collaborate on developing community plans and other solutions to address existing service gaps, and leverage available community resources to support newcomer outcomes.
- Non-settlement partners improve capacity to provide support to diverse groups of newcomers across all sectors, in large, medium and small communities, including Francophone minority communities.

The work of the LMLIP is vital for our community. Immigration is not something that is 'happening to us' but something that is happening with us and for us. As a community, we benefit abundantly from immigration:

- Newcomers' skills, experiences, and entrepreneurial energy strengthen the local economy.
- Population growth is sustained and enhanced.
- The community has stronger social cohesion, more robust civic participation, and greater capacity to respond to challenges together.
- Increased diversity contributes to the richness of Canadian society through new perspectives, traditions, languages, and knowledge systems. This leads to greater creativity, innovation, and cross-cultural understanding.

When immigrants and newcomers are supported to fully participate in the community, everyone benefits – individuals, families, communities, and the London and Middlesex region so that all persons feel valued, supported, and at home.

LMLIP's 2025-2028 Strategic Priorities

Over the next three, years, LMLIP will strive to build a stronger, healthier, more welcoming community by focusing its efforts in four key areas:



Priority: Welcoming Community

Goal: Actively work to eliminate racism, systemic barriers, and discrimination; promote Truth and Reconciliation; and create a safe, inclusive, welcoming community for all.

A welcoming community is more than a friendly gesture – it is the foundation for true inclusion and long-term community wellbeing for all.

Political and social factors, media narratives, and changes in policy and legislature have all contributed to a significant increase in incidents of hate across the country and Ontario, which now has the highest provincial hate crime in the country (Statistics Canada). Police and other local community data suggest that this pattern is also being seen in London. In 2023, London experienced nearly a 40 percent increase in reported hate and bias motivated crimes from 2022, and a 148 percent increase since 2020, according to the 2023 and 2024 Hate/Bias Motivated Crime Report presented to the London Police Services Board. In 2023, the 2SLGBTQIA+, Black, Muslim, Jewish, and South Asian communities were most frequently targeted, a pattern that has continued into 2024, where the top five most frequently targeted victims were from the 2SLGBTQIA+, Black, Muslim, Jewish, and Middle Eastern communities. Property damage and violent threats continue to account for the most frequent type of hate crime occurrences.

These alarming increases indicate that London’s equity-denied communities feel unsafe and unwelcome, particularly considering that the majority of hate crimes and hate incidents go unreported to the police. The profound impact of racism and discrimination affects everyone in the community and demonstrates the urgent need to enhance community safety, inclusion, and wellbeing to attract, retain, and welcome residents.¹

Individuals thrive when they feel seen, safe, valued, and belong. Prioritizing being a welcoming community supports immigrants’ integration by going beyond service delivery to focus on building the social, cultural, and emotional conditions that make belonging possible. It signals a shift to active inclusion in policy, practice, and everyday interactions across society.

Being a welcoming community goes hand-in-hand with equity so that systemic barriers such as racism, integration, and inaccessible services are replaced with practices that promote dignity, fairness, and inclusion.

Moreover, being a welcoming community supports Ontario and Canada’s commitments to diversity, equity, Truth and Reconciliation, and human rights. It positions local communities as leaders in building inclusive, future-ready societies that honour and reflect the full diversity of the people who call them home. This benefits everyone. When all persons are embraced as full members of the community, their contributions – economic, civic-political, and socio-cultural –

¹ With thanks to Zahra Khawaja, Project Coordinator for the Stop Tolerhating Project, City of London, for sharing these statistics and insights.

strengthen the community and region as a whole.

To advance this goal, LMLIP will:

- 1) Promote the assets and contributions of newcomers and immigrants to enrich the receiving community.
- 2) Raise awareness to the receiving community on intersectional barriers faced by newcomers of various identities including but not limited to racialized refugees, women, people with disabilities, seniors, youth, and the 2SLGBTQIA+ community.
- 3) Build relationships between immigrants and Indigenous Peoples.
- 4) Build relationships between immigrants and the Francophone community.
- 5) Conduct research to understand newcomers' needs and contributions and the community's assets and gaps to improve the region's Welcoming Community Characteristics.
- 6) Establish ad-hoc working groups comprised of key partners and community representatives to address community gaps and challenges, including supporting Truth and Reconciliation's *Calls to Action*.
- 7) Host the annual *I Am London* event to celebrate successful immigrants and showcase the value of diversity to the community.
- 8) Host the annual *Our London Family* commemoration and education session to collectively learn about the harms of Islamophobia and racism.
- 9) Host the annual *All Are Welcome Here* event to educate on discrimination, conscious and unconscious biases, and promote inclusion and welcome-ability across the region.

Priority: Integration and Wellbeing

Goal: Optimize outcomes for immigrants through improved coordination, collaboration, and data-sharing that uses a Gender-Based Analysis Plus (intersectional) approach.

A focus on integration and wellbeing goes to the heart of what meaningful settlement and inclusion truly require—not just for immigrants and newcomers, but for the overall health, cohesion, and prosperity of the entire community. Immigrants are a significant workforce population in the London Economic Region, representing approximately 23.1% of the region’s workforce.² “With steady primary and secondary migration to the region, immigrants form a growing segment of the population. Ensuring their successful integration into the labour market is critical for sustaining the region’s economic vitality. Immigrants bring diverse skills and experiences that are vital for addressing labour shortages and driving economic innovation.”³

Integration is not a single milestone. It is a long-term, multidimensional process that touches all aspects of an immigrant’s life and influences the growth and adaptability of the whole community. Through coordinated planning across systems and sectors, LMLIP reduces duplication, bridges gaps, and promotes more accessible, culturally responsive services. And, by using intersectional approaches, LMLIP helps to identify and dismantle systemic barriers to create more inclusive community structures where all individuals can participate fully and equitably in social, economic, and civic life.

Integration is about fostering a genuine sense of belonging and opportunity. When immigrants and newcomers are supported to thrive, share their talents, and contribute to community life, everyone benefits – from enriched cultural perspectives to a more diverse and resilient workforce. Communities that prioritize wellbeing for all members, including immigrants and newcomers, are more cohesive, compassionate, innovative, and better equipped to navigate change together by leaning into their strong community resilience.

² Hontar, P., Adeyemo, B., & Guerard, A. (2025). *2025-2026 Local Labour Market Plan*. Workforce Planning & Development Board Elgin Middlesex Oxford. at 29.

³ Workforce Planning & Development Board Elgin Middlesex Oxford.
<https://workforcedevelopment.ca/projects/immigrant-barriers-to-labour-force-participation/>. June 19, 2025.

To advance this goal, LMLIP will:

- 1) Support local settlement and non-settlement agencies in coordinating and collaborating their services and supports.
- 2) Encourage immigrants and newcomers to participate in civic engagement opportunities.
- 3) Conduct research to understand newcomers' needs and contributions and the community's assets and gaps to improve the region's Welcoming Community Characteristics.
- 4) Share data and information on local demographics and trends.
- 5) Educate immigrants on the contributions of and discrimination faced by persons of various identities including but not limited to racialized women, people with disabilities, seniors, youth, and the 2SLGBTQIA+ community.
- 6) Coordinate and host the annual *Setting Up Immigrants for Success* and *Meet and Greet* events to provide information and assistance on settlement and non-settlement services including resources on issues such as gender-based violence, educational opportunities, and sponsorship.
- 7) Host the *Ready to Volunteer* event to support newcomer engagement with the local community.

Priority: Community Partnerships

Goal: Foster communication, understanding, and relationships between and among local organizations, settlement and non-settlement service providers, other sectors, and all levels of government.

Community engagement is at the heart of creating a welcoming and inclusive society where all residents—especially immigrants and newcomers—can thrive. For LMLIP, engaging the broader community helps to raise awareness about the systemic barriers that equity-denied groups face, including women, racialized newcomers, refugees, people with disabilities, and 2SLGBTQIA+ individuals. Participating in local events and forums with neighbourhood associations, faith groups, community and sector partners, and other groups is important. It builds connections and mutual respect, creates opportunities for meaningful interaction and shared understanding, and generates pathways for belonging and active citizenship.

Community engagement ensures that all persons can know and be known, and that the work of creating communities of belonging is a shared responsibility. True community engagement is more than a strategy—it is a long-term commitment to relationship-building. LMLIP recognizes that fostering communication and understanding among immigrants, Indigenous Peoples, long-time residents, institutions, settlement and non-settlement agencies, and all levels of government are foundational to systems change. By investing in intentional engagement, LMLIP helps to co-create a vibrant community where all voices and experiences are heard and valued.

To advance this goal, LMLIP will:

- 1) Develop and nurture relationships with other organizations and networks in the community to achieve shared goals and learn from each other. For example: Urban League, Age Friendly London, faith groups, ethno-cultural groups, Western University, employment agencies.
- 2) Partner with the County of Middlesex and the City of London to develop aligned planning activities and networks (e.g., *London Newcomer Strategy*).
- 3) Participate in the Pathways to Prosperity annual event to share the work of LMLIP and learn best practices of other LIPs and the Réseaux en Immigration Francophone.
- 4) Participate in the annual *London Newcomer Day*.

Priority: Organizational Vitality

Goal: Enhance LMLIP's effectiveness through strong organizational practices, communication, and meaningful participation by diversity of community members including settlement and non-settlement partners.

LMLIP is committed to being a strong, well-functioning organization that fosters shared leadership, mutual support, and ongoing learning. Clear organizational practices and open communication ensure our work together is focused, coordinated, and aligned with shared priorities. By holding regular meetings and creating strong feedback loops, LMLIP makes timely decisions, stays accountable, and directs its energy toward the actions that make the most meaningful difference. These practices also strengthen LMLIP's role as a trusted convener and collaborative partner, helping it work together more effectively to meet the complex and evolving needs of newcomers in our community.

To advance this goal, LMLIP will:

- 1) Celebrate annual achievements.
- 2) Revitalize the Central Council and Sub-Councils.
- 3) Host regular meetings of Central Council, Sub-Councils, and Working Groups.
- 4) Develop annual work plans for Central Council, Sub-Councils, and Working Groups.
- 5) Monitor and evaluate annual workplans and the Community Plan.
- 6) Communicate research findings about community capacity and LMLIP's effectiveness.
- 7) Enhance internal and external communications to increase transparency, strengthen cross-functional understanding, and raise LMLIP's profile.
- 8) Strengthen participation by volunteers, settlement and non-settlement partners.

How LMLIP Developed its New Community Plan

The development of LMLIP's new Community Plan was rooted in a collaborative and inclusive process that unfolded over the course of a year. The planning process kick started with LMLIP's Governance Committee meeting regularly to review LMLIP's most recent strategic plan and priorities, update its terms of reference, and refine planning tools and templates for the Central Council, Sub-Councils, and Working Groups. A foundational framework for LMLIP's work and this new Community Plan are the *19 Characteristics of a Welcoming Community* identified in the research conducted by Pathways to Prosperity. These early steps and this evidence-informed framework helped ensure the foundation of the new plan was strong, clear, and aligned with the evolving needs of the community.

Next, LMLIP actively engaged members and community partners in shaping the plan. Sub-Councils, Working Groups, and Central Council provided input and ideas, reviewed draft materials, and participated in exercises exploring the Welcoming Community Characteristics and responding to key planning questions. Faith leaders were invited to share their perspectives through a dedicated consultation, followed by a community-wide consultation session with community and sector partners. These sessions ensured a broad range of voices contributed their insights in identifying community strengths and gaps, discussing key characteristics of a welcoming community, and exploring opportunities for collective action. Over 200 individuals took part in the consultations, helping to shape the plan's priorities and strategies.

Following the consultation phase, a draft plan was shared with LMLIP's members and reviewed in detail by the Governance Working Group, Sub-Councils, and Central Council before finalization in June 2025.

Appendix A: Summary of Action Plans

The following are summaries of the Action Plans that LMLIP's Central Council and Sub-Councils will use to implement the new 2025-2028 Community Plan. This summary is not an exhaustive list of all LMLIP activities and projects. Rather, for each Sub-Council and Central Council, the summary links several projects and activities to its related priority and goal and connects these actions to Pathways to Prosperity's Characteristics of a Welcoming Community.

For a full list of LMLIP's Action Plans, please contact the LMLIP office at: info@lmlip.ca.

Central Council

Priority: Welcoming Community

Goal: Actively work to eliminate racism, systemic barriers, and discrimination; promote Truth and Reconciliation; and create a safe, inclusive, welcoming community for all.

In the next three years, some of the activities and projects Central Council will undertake to progress toward this goal include:

- Reflect on 10-15 *Calls to Action* from the Truth and Reconciliation Commission.
- Support the 2025-2035 *ReconciliACTION Plan* of the City of London.
- Support the work of the Welcoming Francophone Community initiative.
- Conduct the Community Capacity Needs Assessment survey.
- Support and participate in the annual *Our London Family* commemoration and events hosted to remember the day.
- Partner with the settlement and non-settlement sectors to host the *All Are Welcome Here* event.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Ongoing Commitment to Anti-Racism and Anti-Oppression.
- Positive Indigenous-Immigrant Relations and Understanding.
- Access to Services and Supports for French-Speaking Immigrants by French Speakers.
- Access to Immigrant-Serving Agencies that Meet Immigrants' Needs.
- Coordination and Collaboration Among Community Organizations and Different Levels of Government Working Toward Welcoming Communities.
- Positive Attitudes Toward Immigrants of All Racial, Cultural, and Religious Backgrounds.

Priority: Integration and Wellbeing

Goal: Optimize outcomes for immigrants through improved coordination, collaboration, and data-sharing that uses a Gender-Based Analysis Plus (intersectional) approach.

In the next three years, some of the activities and projects Central Council will undertake to progress toward this goal include:

- Support the coordination and delivery of 2-3 myth busting and microaggressions workshops.
- Share the *Matter of Facts* materials with partners and groups (e.g., *London Newcomer Strategy*, Age Friendly London, service providers, school boards, etc.).

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Positive Attitudes Toward Immigrants of All Racial, Cultural, and Religious Backgrounds.
- Ongoing Commitment to Anti-Racism and Anti-Oppression.
- Coordination and Collaboration Among Community Organizations and Different Levels of Government Working Toward Welcoming Communities.

Priority: Community Partnerships

Goal: Foster communication, understanding, and relationships between and among local organizations, settlement and non-settlement service providers, other sectors, and all levels of government.

In the next three years, some of the activities and projects Central Council will undertake to progress toward this goal include:

- Support the City of London and Middlesex County with information and resources about immigrants and immigration.
- Participate and promote the annual P2P conference and share key learnings with Council members.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Coordination and Collaboration Among Community Organizations and Different Levels of Government Working Toward Welcoming Communities.

Priority: Organizational Vitality

Goal: Enhance LMLIP's effectiveness through strong organizational practices, communication, and meaningful participation by settlement and non-settlement partners.

In the next three years, some of the activities and projects Central Council will undertake to progress toward this goal include:

- Host 5-6 Central Council meetings annually.
- Evaluate the annual Action Plan.
- Share research findings conducted in the community related to integration.
- Convene the Governance Work Group to review the terms of reference and provide feedback to Central Council.
- Engage umbrella groups and institutions to further support integration of immigrants.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Coordination and Collaboration Among Community Organizations and Different Levels of Government Working Toward Welcoming Communities.
- Positive Attitudes Toward Immigrants of All Racial, Cultural, and Religious Backgrounds.
- Ongoing Commitment to Anti-Racism and Anti-Oppression.

Education Sub-Council

Priority: Welcoming Community

Goal: Actively work to eliminate racism, systemic barriers, and discrimination; promote Truth and Reconciliation; and create a safe, inclusive, welcoming community for all.

In the next three years, some of the activities and projects the Education Sub-Council will undertake to progress toward this goal include:

- Host 2-3 Human Library programs in Francophone and Anglophone schools to help students appreciate and understand diversity.
- Promote resources collected from the StopTolerhating.ca campaign through networks and organisations.
- Participate in the LMLIP Indigenous-Immigrant Relations Committee.
- Ensure that LMLIP major resources are available in French.
- Coordinate 1-2 PowerPoint presentations and webinars on International Credentials Recognition to Francophone immigrants.
- Partner with Settlement Workers In Schools and Travailleurs d'Établissement dans les Écoles to host a session or two for parents on micro-aggression and myth busting.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Positive Attitudes Toward Immigrants of All Racial, Cultural, and Religious Backgrounds.
- Access to Services and Supports for French-Speaking Immigrants by French Speakers.
- Ongoing Commitment to Anti-Racism and Anti-Oppression.
- Positive Indigenous-Immigrant Relations and Understanding.

Priority: Integration and Wellbeing

Goal: Optimize outcomes for immigrants through improved coordination, collaboration, and data-sharing that uses a Gender-Based Analysis Plus (intersectional) approach.

In the next three years, some of the activities and projects the Education Sub-Council will undertake to progress toward this goal include:

- Coordinate 1-2 webinars on existing educational supports, credentials and emerging needs.
- Translate the *Welcoming Francophone Community Plan* into English and share it with partners and networks.
- Promote *Setting Up Immigrants for Success*, *Meet and Greet*, and *Ready to Volunteer* events.
- Connect with the various language learning programs in the city to organize 1-2 *Ready to Volunteer* sessions.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Positive Attitudes Toward Immigrants of All Racial, Cultural, and Religious Backgrounds.
- Ongoing Commitment to Anti-Racism and Anti-Oppression.
- Educational Opportunities.
- Coordination and Collaboration Among Community Organizations and Different Levels of Government Working Toward Welcoming Communities.
- Employment and Entrepreneurship Opportunities.

Priority: Community Partnerships

Goal: Foster communication, understanding, and relationships between and among local organizations, settlement and non-settlement service providers, other sectors, and all levels of government.

In the next three years, some of the activities and projects the Education Sub-Council will undertake to progress toward this goal include:

- Promote *London Newcomer Strategy*, *Pathways to Prosperity*, and *London Newcomer Day*, and the County's work through education networks.
- Recruit school boards volunteers.
- Recruit post-secondary institutions volunteers.
- Recruit a volunteer from College Boréal.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Positive Attitudes Toward Immigrants of All Racial, Cultural, and Religious Backgrounds.
- Ongoing Commitment to Anti-Racism and Anti-Oppression.
- Coordination and Collaboration Among Community Organizations and Different Levels of Government Working Toward Welcoming Communities.

Priority: Organizational Vitality

Goal: Enhance LMLIP's effectiveness through strong organizational practices, communication, and meaningful participation by settlement and non-settlement partners.

In the next three years, some of the activities and projects the Education Sub-Council will undertake to progress toward this goal include:

- Host 5-6 Sub-Council meetings annually.
- Submit annual Action Plan.
- Evaluate annual Action Plan.
- Share LMLIP research findings through education sector networks.
- Communicate with Central Council and other Sub-Councils on a regular basis.
- Work closely with the school boards and settlement agencies and other non-settlement partners to support students and families as per need.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Coordination and Collaboration Among Community Organizations and Different Levels of Government Working Toward Welcoming Communities.
- Positive Attitudes Toward Immigrants of All Racial, Cultural, and Religious Backgrounds.

Employment Sub-Council

Priority: Welcoming Community

Goal: Actively work to eliminate racism, systemic barriers, and discrimination; promote Truth and Reconciliation; and create a safe, inclusive, welcoming community for all.

In the next three years, some of the activities and projects the Employment Sub-Council will undertake to progress toward this goal include:

- Build upon the *I Am London* campaign with employer and employee-directed messaging.
- Develop employer nomination campaign (employers nominate thriving employees to share their stories).
- Explore liaison opportunities with welcoming London Francophone initiative.
- Explore research results for employment implications and action.
- Create a strategy that supports the promotion of the London Economic Development Corporation's (LEDC) new *Welcome* app to immigrants and receive user information from the LEDC that assists in planning new activities.
- Review Truth and Reconciliation *Calls to Action* related to employment to determine next steps.
- Support the nominations process for *I Am London* including providing advice and recommendations on the inclusion of themes related to immigrants and employment.
- Support the *All Are Welcome Here* Welcoming Employer nominations process.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Positive Attitudes Toward Immigrants of All Racial, Cultural, and Religious Backgrounds.
- Ongoing Commitment to Anti-Racism and Anti-Oppression.
- Equitable Media Coverage, Representation, and Content.
- Access to Services and Supports for French-Speaking Immigrants by French Speakers.
- Coordination and Collaboration Among Community Organizations and Different Levels of Government Working Toward Welcoming Communities.
- Employment and Entrepreneurship Opportunities.
- Immigrant-Responsive Municipal Features and Services.
- Positive Indigenous-Immigrant Relations and Understanding.
- Opportunities to Form and Join Social and Community Networks.

Priority: Integration and Wellbeing

Goal: Optimize outcomes for immigrants through improved coordination, collaboration, and data-sharing that uses a Gender-Based Analysis Plus (intersectional) approach.

In the next three years, some of the activities and projects the Employment Sub-Council will undertake to progress toward this goal include:

- Provide information about settlement organizations to employment organizations.
- Assist organizations with content review for intercultural competency programs for job seekers and/or employers.
- Host an event (example: lunch and learn) to share data and information on local demographics and trends related to employment.
- Participate in the *Setting Up Immigrants for Success* by providing content for the agenda and hosting booths focused on employment.
- Develop information/campaign on translating volunteer experience into work experience.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Access to Immigrant-Serving Agencies that Meet Immigrants' Needs.
- Coordination and Collaboration Among Community Organizations and Different Levels of Government Working Toward Welcoming Communities.
- Employment and Entrepreneurship Opportunities.
- Educational Opportunities.
- Positive Attitudes Toward Immigrants of All Racial, Cultural, and Religious Backgrounds.
- Ongoing Commitment to Anti-Racism and Anti-Oppression.
- Equitable Media Coverage, Representation, and Content.
- Civic and Political Participation Opportunities.

Priority: Community Partnerships

Goal: Foster communication, understanding, and relationships between and among local organizations, settlement and non-settlement service providers, other sectors, and all levels of government.

In the next three years, some of the activities and projects the Employment Sub-Council will undertake to progress toward this goal include:

- Actively maintain an up-to-date list of community partners for employment initiative outreach.
- Liaise with London's *Newcomer Strategy* to build awareness of intersecting plans and avoid duplication.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Opportunities to Form and Join Social and Community Networks.
- Coordination and Collaboration Among Community Organizations and Different Levels of Government Working Toward Welcoming Communities.
- Employment and Entrepreneurship Opportunities.
- Immigrant-Responsive Municipal Features and Services.

Priority: Organizational Vitality

Goal: Enhance LMLIP's effectiveness through strong organizational practices, communication, and meaningful participation by settlement and non-settlement partners.

In the next three years, some of the activities and projects the Employment Sub-Council will undertake to progress toward this goal include:

- Host 5-6 Sub-Council meetings annually, including diverse representation.
- Develop annual Action Plan.
- Regular communications with Central Council and Sub-Councils.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Opportunities to Form and Join Social and Community Networks.
- Coordination and Collaboration Among Community Organizations and Different Levels of Government Working Toward Welcoming Communities.

Health & Wellbeing Sub-Council

Priority: Welcoming Community

Goal: Actively work to eliminate racism, systemic barriers, and discrimination; promote Truth and Reconciliation; and create a safe, inclusive, welcoming community for all.

In the next three years, some of the activities and projects the Health & Wellbeing Sub-Council will undertake to progress toward this goal include:

- Coordinate and promote health-related speakers and presentations.
- Create myth-busting resources about immigrants and healthcare experiences and develop robust communications plans.
- Collaborate with Fact Sharing Work Group to identify and share healthcare-related data.
- Support health related activities of the City of London's *ReconciliACTION Plan*.
- Field candidates from health sector for *I Am London* campaigns.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Access to Suitable Health Care, Including Mental Health Care.
- Positive Attitudes Toward Immigrants of All Racial, Cultural, and Religious Backgrounds.
- Positive Indigenous-Immigrant Relations and Understanding.
- Ongoing Commitment to Anti-Racism and Anti-Oppression.

Priority: Integration and Wellbeing

Goal: Optimize outcomes for immigrants through improved coordination, collaboration, and data-sharing that uses a Gender-Based Analysis Plus (intersectional) approach.

In the next three years, some of the activities and projects the Health & Wellbeing Sub-Council will undertake to progress toward this goal include:

- Place LMLIP representatives as health advocates in healthcare networking spaces.
- Establish communication channels with healthcare organizations to enable resource-sharing with immigrant communities and to inform healthcare initiatives.
- Serve as a resource/consult with healthcare organizations to help planning initiatives (such as flu shots, screening clinics, etc.) for immigrant populations.
- Host *Opening Doors* education sessions on stigmatized illnesses, such as mental health etc.
- Review data and resources on anti-Black racism in health care and partner with groups and community to address issues by creating space for education on challenges faced by the black community in healthcare.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Access to Suitable Health Care, Including Mental Health Care.
- Positive Attitudes Toward Immigrants of All Racial, Cultural, and Religious Backgrounds.
- Ongoing Commitment to Anti-Racism and Anti-Oppression.

Priority: Community Partnerships

Goal: Foster communication, understanding, and relationships between and among local organizations, settlement and non-settlement service providers, other sectors, and all levels of government.

In the next three years, some of the activities and projects the Health & Wellbeing Sub-Council will undertake to progress toward this goal include:

- Recruit volunteers from St. Joseph's, London Health Sciences Centre, London Intercommunity Health Centre to join Sub-Council.
- Share immigrant health related research, conducted by P2P, with the community.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Coordination and Collaboration Among Community Organizations and Different Levels of Government Working Toward Welcoming Communities.
- Positive Attitudes Toward Immigrants of All Racial, Cultural, and Religious Backgrounds.

Priority: Organizational Vitality

Goal: Enhance LMLIP's effectiveness through strong organizational practices, communication, and meaningful participation by settlement and non-settlement partners.

In the next three years, some of the activities and projects the Health & Wellbeing Sub-Council will undertake to progress toward this goal include:

- Conduct 5-6 Sub-Council meetings annually.
- Create annual Action Plan.
- Evaluate annual Action Plan.
- Provide regular updates to Central Council.
- Reach out and engage the health sector in the region in Sub-Council and work group projects.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Coordination and Collaboration Among Community Organizations and Different Levels of Government Working Toward Welcoming Communities.

Inclusion & Civic Engagement Sub-Council

Priority: Welcoming Community

Goal: Actively work to eliminate racism, systemic barriers, and discrimination; promote Truth and Reconciliation; and create a safe, inclusive, welcoming community for all.

In the next three years, some of the activities and projects the Inclusion & Civic Engagement Sub-Council will undertake to progress toward this goal include:

- Review and analyse data and produce 6-8 (per year) *Matter of Facts* digital fact sheets on immigrants.
- Participate, support and collaborate with the Indigenous-Immigrant Relationship committee.
- Participate, support and collaborate with the Welcoming Francophone Community initiative.
- Gather information and create an inventory/resource list regarding opportunities for sports, recreation and physical activities in the community, to help promote newcomer involvement in physical activities and improve overall health.
- Review the City of London's *ReconciliACTION Plan*, and support activities that align with the goals of this Sub-Council.
- Plan and execute the annual *I Am London* campaign in collaboration with all the Sub-Councils and Middlesex County.
- Participate in activities commemorating *Our London Family*, including dissemination of information, and participation in the event.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Positive Attitudes Toward Immigrants of All Racial, Cultural, and Religious Backgrounds.
- Ongoing Commitment to Anti-Racism and Anti-Oppression.
- Positive Indigenous-Immigrant Relations and Understanding.
- Access to Services and Supports for French-Speaking Immigrants by French Speakers.
- Access to Inclusive Public Spaces, Facilities, and Programs.

Priority: Integration and Wellbeing

Goal: Optimize outcomes for immigrants through improved coordination, collaboration, and data-sharing that uses a Gender-Based Analysis Plus (intersectional) approach.

In the next three years, some of the activities and projects the Inclusion & Civic Engagement Sub-Council will undertake to progress toward this goal include:

- Collaborate with organisations and agencies to help promote newcomer involvement in sports, recreation, fitness and physical activities to improve overall health and integration in community activities.
- *Steps for Success* roundtables – Host 2-3 events featuring successful individuals of various identities from minority communities sharing stories with newcomers.
- Review the Civic Engagement Handbook developed by this Sub-Council and publicize and disseminate.
- Collaborate with London Heritage Council and the City of London by engagement and participation in events.
- Strengthen community engagement by immigrants at all levels including political by partnering with the City and other groups to educate immigrants on voting, rights and responsibilities.
- Plan, organise, and host an annual event, *Setting Up Immigrants for Success*, in collaboration with all Sub-Councils to inform and educate members of the receiving community and raise awareness about support for newcomers and seniors.
- Coordinate 1-2 inter-faith activities to bring together newcomers and faith groups and provide an opportunity for faith groups to learn from one another and support one another.
- Plan and implement 1-2 *Ready to Volunteer* events annually, in collaboration with organizations needing volunteers and Adult & Continuing Education, Thames Valley District School Board, London District Catholic School Board, St. Patrick Adult & Continuing Education Centre.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Positive Attitudes Toward Immigrants of All Racial, Cultural, and Religious Backgrounds.
- Coordination and Collaboration Among Community Organizations and Different Levels of Government Working Toward Welcoming Communities.
- Civic and Political Participation Opportunities.
- Educational Opportunities.
- Ongoing Commitment to Anti-Racism and Anti-Oppression.
- Employment and Entrepreneurship Opportunities.

Priority: Community Partnerships

Goal: Foster communication, understanding, and relationships between and among local organizations, settlement and non-settlement service providers, other sectors, and all levels of government.

In the next three years, some of the activities and projects the Inclusion & Civic Engagement Sub-Council will undertake to progress toward this goal include:

- Create partnerships with settlement and non-settlement organizations to better support newcomer integration.
- Collaborate with and support the *Anti-Black Racism Action Plan* and the *ReconciliACTION Plan*.
- Participate in the annual *London Newcomer Day* event, by dissemination of information, and participation in the event.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Ongoing Commitment to Anti-Racism and Anti-Oppression.
- Coordination and Collaboration Among Community Organizations and Different Levels of Government Working Toward Welcoming Communities.
- Positive Attitudes Toward Immigrants of All Racial, Cultural, and Religious Background.

Priority: Organizational Vitality

Goal: Enhance LMLIP's effectiveness through strong organizational practices, communication, and meaningful participation by settlement and non-settlement partners.

In the next three years, some of the activities and projects the Inclusion & Civic Engagement Sub-Council will undertake to progress toward this goal include:

- Host 5-6 Sub-Council meetings annually.
- Create annual Action Plan.
- Evaluate annual Action Plan.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Coordination and Collaboration Among Community Organizations and Different Levels of Government Working Toward Welcoming Communities.

Settlement Sub-Council

Priority: Welcoming Community

Goal: Actively work to eliminate racism, systemic barriers, and discrimination; promote Truth and Reconciliation; and create a safe, inclusive, welcoming community for all.

In the next three years, some of the activities and projects the Settlement Sub-Council will undertake to progress toward this goal include:

- Share research in inclusion, diversity, and equity.
- Explore 2-3 opportunities to educate newcomers on Indigenous History.
- Participate on the LMLIP Indigenous-Immigrant Relations Committee.
- Work with Francophone services to host 1-2 interactive sessions with Francophone immigrants.
- Coordinate an information session on College Boréal and Carrefour Communautaire Francophone de London (CCFL) programs that focus on both Francophone and non-French speaking.
- Gather information, in collaboration with the settlement sector and the Resettlement Program, to create an inventory of available houses in the region to be disseminated with the settlement sector.
- Host 1-2 sessions to bridge the gap of understanding between landlords and tenants.
- Support the *I Am London* campaign to educate the receiving community on the contributions of immigrants.
- Promote and participate in the annual event in commemoration of *Our London Family*.
- Recognize and acknowledge welcoming landlords through the annual Welcoming Landlord Award.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Positive Attitudes Toward Immigrants of All Racial, Cultural, and Religious Backgrounds.
- Positive Indigenous-Immigrant Relations and Understanding.
- Access to Services and Supports for French-Speaking Immigrants by French Speakers.
- Educational Opportunities.
- Access to Affordable, Adequate, and Suitable Housing.
- Equitable Neighbourhoods.
- Equitable Media Coverage, Representation, and Content.
- Ongoing Commitment to Anti-Racism and Anti-Oppression.

Priority: Integration and Wellbeing

Goal: Optimize outcomes for immigrants through improved coordination, collaboration, and data-sharing that uses a Gender-Based Analysis Plus (intersectional) approach.

In the next three years, some of the activities and projects the Settlement Sub-Council will undertake to progress toward this goal include:

- Support LMLIP Inclusion & Civic Engagement Sub-Council on promoting fitness, and physical activities among immigrants.
- Raise awareness on services including non-settlement services among immigrants.
- Promote webinars and sessions on various identities and their contributions.
- Coordinate sessions for immigrants to learn from established immigrants.
- Promote educational opportunities on the value of volunteering among immigrants.
- Share the data from the Stop Tolerhating project among residents.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Access to Suitable Health Care, Including Mental Health Care.
- Access to Inclusive Public Spaces, Facilities, and Programs.
- Access to Immigrant-Serving Agencies that Meet Immigrants' Needs.
- Ongoing Commitment to Anti-Racism and Anti-Oppression.
- Positive Attitudes Toward Immigrants of All Racial, Cultural, and Religious Backgrounds.
- Civic and Political Participation Opportunities.
- Equitable Media Coverage, Representation, and Content.

Priority: Community Partnerships

Goal: Foster communication, understanding, and relationships between and among local organizations, settlement and non-settlement service providers, other sectors, and all levels of government.

In the next three years, some of the activities and projects the Settlement Sub-Council will undertake to progress toward this goal include:

- Explore 2-3 opportunities to work with networks and action plans to support targeted communities (such as the *Anti-Black Racism Action Plan*, Child and Youth Network, and London Age Friendly initiative).
- Work with 1-2 neighbourhood associations to raise awareness about resources and services for residents.
- Connect with 2 new faith groups to support the work of the settlement services.
- Share information on resources with the County of Middlesex.
- Share and promote P2P's virtual webinars among immigrants.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Coordination and Collaboration Among Community Organizations and Different Levels of Government Working Toward Welcoming Communities.
- Equitable Neighbourhoods.
- Access to Diverse Religious and Ethnocultural Organizations.
- Immigrant-Responsive Municipal Features and Services.
- Access to Immigrant-Serving Agencies that Meet Immigrants' Needs.

Priority: Organizational Vitality

Goal: Enhance LMLIP's effectiveness through strong organizational practices, communication, and meaningful participation by settlement and non-settlement partners.

In the next three years, some of the activities and projects the Settlement Sub-Council will undertake to progress toward this goal include:

- Host 5-6 Sub-Council meetings annually.
- Develop annual Action Plan and share with funders and members.
- Evaluate annual Action Plan.
- Promote the LMLIP Round Up widely to enhance external and internal communication.
- Engage the faith, ethno-cultural groups and the settlement sector in learning about resources, needs through hosting four *Meet and Greet* sessions.

The outcomes associated with these activities and projects are linked to the following Characteristics of Welcoming Communities:

- Coordination and Collaboration Among Community Organizations and Different Levels of Government Working Toward Welcoming Communities.
- Access to Immigrant-Serving Agencies that Meet Immigrants' Needs.
- Equitable Media Coverage, Representation, and Content.

Appendix B: 19 Characteristics of a Welcoming Community

The Pathways to Prosperity: Canada (P2P) initiative has published in-depth research identifying the characteristics of a welcoming community. In its *Measuring Welcoming Communities: A Toolkit for Communities and Those who Support Them*, P2P defines a welcoming community as “a collective effort to design and sustain a place where immigrants feel that they belong and that supports immigrants’ economic, socio-cultural, and civic-political integration. A welcoming community has structures, processes, and practices in place to meet the needs and promote the inclusion of immigrants in all aspects of life and actively works to ensure these are effective.”⁴

P2P’s research identifies the following key characteristics that comprise a welcoming community:

- Access to Affordable, Adequate, and Suitable Housing
- Employment and Entrepreneurship Opportunities
- Access to Suitable Health Care, Including Mental Health Care
- Positive Attitudes Toward Immigrants of All Racial, Cultural, and Religious Backgrounds
- Access to Immigrant-Serving Agencies that Meet Immigrants’ Needs
- Access to Transportation
- Educational Opportunities
- Ongoing Commitment to Anti-Racism and Anti-Oppression
- Access to Services and Supports for French-Speaking Immigrants by French Speakers
- Immigrant-Responsive Municipal Features and Services
- Coordination and Collaboration Among Community Organizations and Different Levels of Government Working Toward Welcoming Communities
- Equitable Neighbourhoods
- Opportunities to Form and Join Social and Community Networks
- Immigrant-Responsive Police Services and Justice System
- Access to Inclusive Public Spaces, Facilities, and Programs
- Positive Indigenous-Immigrant Relations and Understanding
- Access to Diverse Religious and Ethnocultural Organizations
- Civic and Political Participation Opportunities
- Equitable Media Coverage, Representation, and Content

LMLIP uses these characteristics to help identify the most impactful priorities, goals, and actions and to assess our progress in becoming a more welcoming and inclusive community.

⁴ Esses, V.M., Hamilton, L.K., Aslam, A., & Barros, P.R.P. (2023). *Measuring welcoming communities: A toolkit for communities and those who support them*. Pathways to Prosperity Partnership. <http://p2pcanada.ca/library/measuring-welcoming-communities-a-toolkit-forcommunities-and-those-who-support-them/> at 6.

Appendix C: LMLIP Members and Other Participants

LMLIP is grateful to its dedicated members and volunteers, the more than 200 people who participated in this planning process, and the local service providers and agencies who generously support our work. This new Community Plan is stronger because of your contributions, and our community is stronger because of your collaboration. Thank you.

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Participating Organizations

Across Languages Translation & Interpretation	Carrefour Communautaire Francophone de London
Al Ghazali Centre	Centre de santé communautaire
Al Mahdi Islamic Centre	Centre for Research on Health Equity
Baha'is of London	Childreach
Big Brothers Big Sisters of London & Area	Children's Aid Society London and Middlesex
Canadian Council of Muslim Women	City of London
Canadian Iraqi House	Collège Boréal
Canadian Mental Health Association	Congregation of the Sisters of St. Joseph in Canada
Canadian Palestinian Social Association London	

Elgin Middlesex Oxford Workforce Planning
& Development Board
 Gateway Church
 Glenn Cairn Neighbourhood Resource
Centre
 Hindu Legacy
 Ivey Business School
 Jewish Community Centre London
 John Howard Society of London & District
 King's University College
 London Cross Cultural Learner Centre
 London Economic Development
 Corporation
 London Food Bank
 London Health Sciences Centre
 London InterCommunity Health Centre
 London Muslim Mosque
 London Police Service
 London Public Library
 London Regional Employment Services
 London Small Business Centre
 London Training Centre
 LUSO Community Services
 Meals on Wheels London
 Merrymount Family Support and Crisis
 Centre
 Middlesex County
 Middlesex London Health Unit
 Middlesex London Ontario Health Team
 Ministerio Camino de Alabanza
 Muslim Wellness Centre
 Network for Economic and Social Trends
 Nigerian Association in London & Area
 Northwest London Resource Centre
 Old North East Neighbourhood Association
 Pathways Employment Help Centre
 Pathways to Prosperity: Canada
 Pillar Non-Profit Network
 Providence School Board
 Queer Intersections
 Regional HIV/AIDS Connection
 Réseau-femmes du sud-ouest de l'Ontario
 Resilience Centre
 rTraction

Societe Economique de l'Ontario
 Somali Association of London
 South London Neighbourhood Resource
 Centre
 South London Settlement Services
 TechAlliance
 Thames Valley District School Board
 The Salvation Army
 Ukranian Orthodox Church
 United Way Elgin Middlesex
 Victim Services of Middlesex-London
 WEAN Community Center
 WeBridge Community Services
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