

London and Middlesex Local Immigration Partnership

► **Community
Consultation**
November, 2009

Endorsing the Terms of Reference for
The London and Middlesex Local
Immigration Partnership (LMLIP)
Council

Funded by:



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

Co-led by:



United Way
of London & Middlesex



London
CANADA

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► Purpose of the LMLIP

Through funding from Citizenship and Immigration Canada in partnership with the Ontario Ministry of Citizenship and Immigration, London and Middlesex is working to develop a London & Middlesex Local Immigration Partnership (LMLIP).

The purpose of this project is to strengthen the role of local and regional communities in serving and integrating immigrants through a Local Immigration Partnership (LIP). A Project Advisory Committee was struck in April, 2009. The Advisory Committee, co-chaired by the Corporation of the City of London and United Way of London & Middlesex, is a community collaborative effort. The project will provide a collaborative framework for, and facilitate the development and implementation of, sustainable local and regional solutions for successful integration of immigrants to Ontario. This will enable our community to put immigration on their overall planning agenda and benefit from the successful social and economic integration of new immigrants.



As part of the LMLIP collaborative effort, a Community Strategy Meeting was held on November 18, 2009.

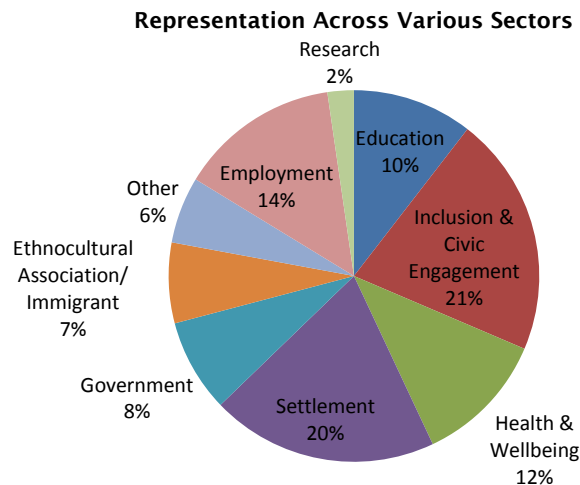
Members of the Advisory Committee

- Mohamed Al-Adeimi- *South London Neighbourhood Resource Centre*
- Rod Cameron- *Fanshawe College*
- Jean-Pierre Cantin- *College Boreal*
- Sheila Carson- *Wheable Adult and Continuing Education Centre*
- Ann Doumkou- *London InterCommunity Health Centre*
- Ana Maria Escovar- *Fanshawe College*
- Vicki Esses- *The University of Western Ontario*
- Andrea Hallam- *London Heritage Council*
- Anne Langille- *WIL Employment Connections*
- Valerian Marochko- *London Cross Cultural Learner Centre*
- Kelly McManus (Co-Chair)- *United Way of London & Middlesex*
- Beverley Payne- *Wheable Adult and Continuing Education Centre*
- Jo-elle Rinker- *YMCA of Western Ontario*
- Debbie Turnbull- *Family Networks*
- Elisabeth White (Co-Chair)- *City of London*

► Community Strategy Meeting

A Community Strategy Meeting was held on November 18, 2009 from 1:00 p.m. - 4:30 p.m. at the London Convention Centre, London, Ontario (See Appendix A for agenda). The session brought together a wide representation of perspectives including community members representing government, ethno-cultural associations, and immigrants, along with service providers from health & wellbeing, employment, settlement, and inclusion and civic engagement sectors.

Eighty six participants, from sixty organizations and volunteers, representing various LMLIP identified areas of focus, settlement, employment, health and wellbeing, inclusion and civic engagement, and education (See Appendix B for list of participants).



The anticipated outcomes of the meeting were for the attendees to:

- Gain an understanding of the purposes and objectives of the London and Middlesex Local Immigration Partnership;
- Have a sound understanding of the Draft LMLIP Council Terms of Reference;
- Provide input to the Terms of Reference;
- Collectively endorse the Terms of Reference.

The session was facilitated by the co-leads of the LMLIP project, Elisabeth White from the Corporation of the City of London, Kelly McManus from United Way of London & Middlesex and Huda Hussein, the LMLIP Project Coordinator.

1. Welcome and Introductions

The meeting began with opening remarks from Huda Hussein who introduced herself as the LMLIP Project Coordinator. She acknowledged and thanked the community partners and members of the Project Advisory Committee for their valuable input and participation to help shape the LMLIP.

Elisabeth White, LMLIP co-lead, facilitated the first part of the meeting. She expressed her sincere thanks to all those who attended noting that the number of attendees surpassed the actual number of those who confirmed. Elisabeth gave a brief overview of the agenda and the key anticipated outcomes for the day.



Elisabeth introduced the Project Advisory Committee members and gave an overview of their work to date. She articulated that the purpose of the LMLIP Council is to provide strategic oversight and planning. She provided an introduction to the purpose and key deliverables of the LMLIP.

The key deliverables of the LMLIP include:

- Develop a community capacity and needs inventory that will provide the strategic framework for our community to enhance its capacity to bridge all areas of need within the community for immigrants and newcomers
- Establish a London and Middlesex Immigrant Partnership Council that will develop a strategic approach to supporting immigrants, and building upon the excellent activities that are on-going and the work done to date in the areas of attraction, integration and retention of immigrants
- Develop a collaborative Community Immigrant Strategic Plan.

The facilitators indicated that within the 7 month timeframe, the project would have established a London and Middlesex Local Immigration Partnership Council by March 31, 2010. The Community Capacity and Needs Inventory which is currently in progress will guide the council in developing a strategic plan. The facilitators explained that the Community Needs and Capacity is being conducted in collaboration with The University of Western Ontario. The second stage of the project will see the development and establishment of a strategic plan.

2. Brainstorming Activity & Community Feedback

Huda Hussein gave an overview of the Terms of Reference (See Appendix C). She directed individuals to their packages, noting that French copies of the documents were available.

The group divided themselves into five groups, one group was facilitated in French, and later in the day, that group spread out and joined one of the four groups. A scribe and a reporter were assigned by each group. The groups were given 90 minutes to review the draft Terms of Reference and respond to the following questions:



- a. Do you see any issues or challenges in the recommended approach? If yes, how can they be overcome?
- b. Are there any changes that you think should be included?
- c. Are there any “deal breakers”? If so, how could they be resolved?

Each group reported their feedback to the larger group at the end of the brainstorming activity. This community feedback section of the meeting was facilitated by Kelly McManus, LMLIP Co-lead. The delegated reporter from each group presented their groups findings. The following is a summary of some key issues, changes and deal breakers which arose. (For full community feedback, see Appendix D).



- a. **Do you see any issues or challenges in the recommended approach? If yes, how can they be overcome?**
 - Need to actively engage the community. Ensure we are seeking participation and coordinating amongst various levels and there is consistent feedback.
 - Sustainability and community ownership. Develop as an outcome and pursue additional funding for the work that will be on-going after March 2010.

- What do all the sub-councils mean and where do different organizations fit? Need to define them.
- Ensure that there is awareness about immigration issues. Need to make sure we are educating the public on immigration issues through communication, presentations etc.
- Ensure that there is an evaluation system in place and establish benchmarks to measure the Council's progress.
- Efficient communication from the bottom up and top down could be a challenge- need to develop a clear communication strategy.

b. Are there any changes that you think should be included?

- Footnotes explaining what some areas of focus mean, such as 'Inclusion & Civic Engagement' and 'Health and Wellbeing'.
- Governance model needs to indicate communication between different levels.
- Should strive to have more than one immigrant on each sub-council.
- The role of volunteers should be defined.
- Client Centered principle needs to be elaborated on.

c. Are there any "deal breakers"? If so, how could they be resolved?

- Strategic plan must build upon other work that has already been done in our community
- Definition of inclusivity needs to be broadened to include sexual orientation, health and religious/spiritual beliefs.
- Immigrants need to be actively consulted in the process
- Middlesex County needs to be represented at all levels of the process

Elisabeth spoke about the LMLIP as a chance for us to look at immigration as a priority in our community and an opportunity for us to move forward together. The hope is that the Council will develop as an ongoing body.

The goal is to look at the individual as a whole using the overlapping areas of focus. The strategic plan which the Council will develop will be looking at priorities and needs and will continue to be reviewed on a regular basis and evolve.

Elisabeth also emphasized that the Council will not determine who receives funding rather there will be a plan towards which to direct requests for proposals as well as strengthen awareness of immigrant issues and lobby.



Elisabeth also announced that Citizen and Immigration Canada had just provided a verbal commitment that extended funding for LIP will flow up until March 31, 2011.

3. Endorsement

Following the group presentations the participants agreed to endorse the following changes:

Intent

- The group collectively agreed to leave the piece of ‘attraction and retention’ in the intent, for the Council to decide on.

Principles:

- Under “inclusivity”, the definition to include, status or non status immigrant, health status, religion/spiritual beliefs and sexual orientation.
- ‘Empowerment’ to be added as a separate principle.

Areas of Focus

- Adding a footnote clarifying ‘inclusion and engagement’.
- Adding a footnote to clarify what ‘health and well being’ incorporates
- Adding a sixth area of focus to read ‘justice and protective services’.

Key Stakeholders:

- Middlesex County will be specifically captured as a key stakeholder.
- Adding ‘Justice and Protective Services’.
- Adding a value statement to indicate that the community at large has a shared responsibility and will be engaged as appropriate.

Governance

- Inclusivity: sub-councils are open to all.
- There will not be a cap on the sub-council size.
- Under ‘composition’ of sub-council, ‘volunteers’ need to be included.
- Under ‘Roles and Responsibilities’, include, ‘communicates with Central Councils and shares best practices with sub-councils’.
- A client centered approach needs to be represented in the governance model with arrows indicating communication at all levels.

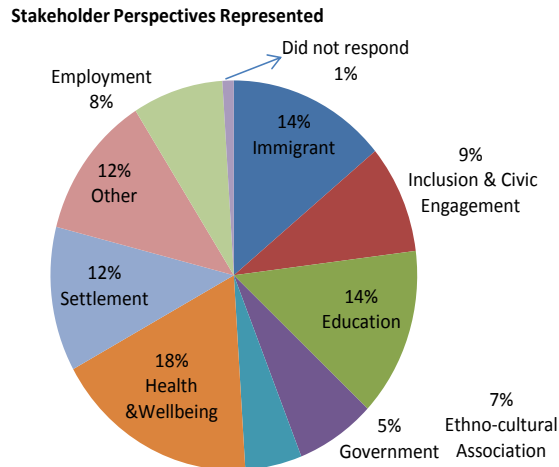
Decisions for the LMLIP Council to make:

- Issue on voting and non-voting members.
- Intent of Council in terms of retention and attraction of immigrants.

In terms of the selection process, the community agreed to have a mass distribution of the Expression of Interest.

4. Evaluation

Participants were requested to complete the evaluation included in their packages. Fifty-six evaluations were completed (65%), with one individual completing an evaluation on behalf of two agencies (Appendix E for Evaluation). The following is a detailed analysis of the responses.



1. Which Stakeholder perspective(s) do you represent?

Across all respondents- seventeen individuals (30%) self-identified with more than one perspective; therefore the total was greater than 56. This is reflected in the pie chart a.

Other identified stakeholder perspectives include:

- Arts & Culture
- Community Development
- Community Support and Basic Needs
- Early Learning & Childcare
- Faith Organization
- French Community
- Parent Education and Support
- Protective Services
- Social and Cultural Development
- Volunteer

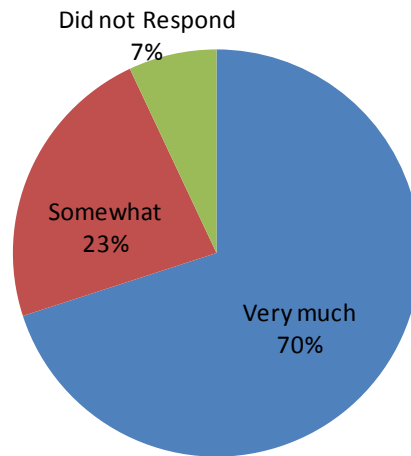
Note: During the feedback session it emerged that the participants were unclear about what each area of focus meant. This may have led them to identify in the “other” category.

2. Do you feel that you have had the opportunity to discuss and understand the London and Middlesex Local Immigration Partnership?

The majority of the respondents (70%, very much) indicated that session allowed them to discuss and understand the LMLIP.

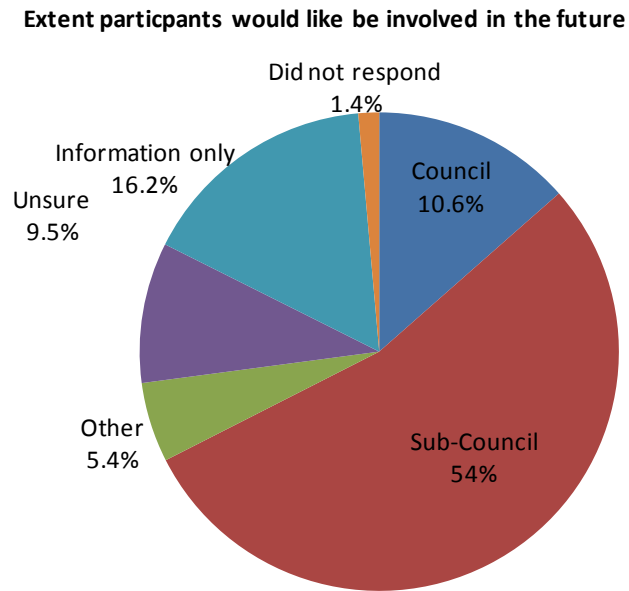
13 respondents (10%) indicated that they 'somewhat' had the opportunity to discuss and understand while 4 individuals (7%) did not respond.

Extent participants felt they had the opportunity to discuss and understand the LMLIP

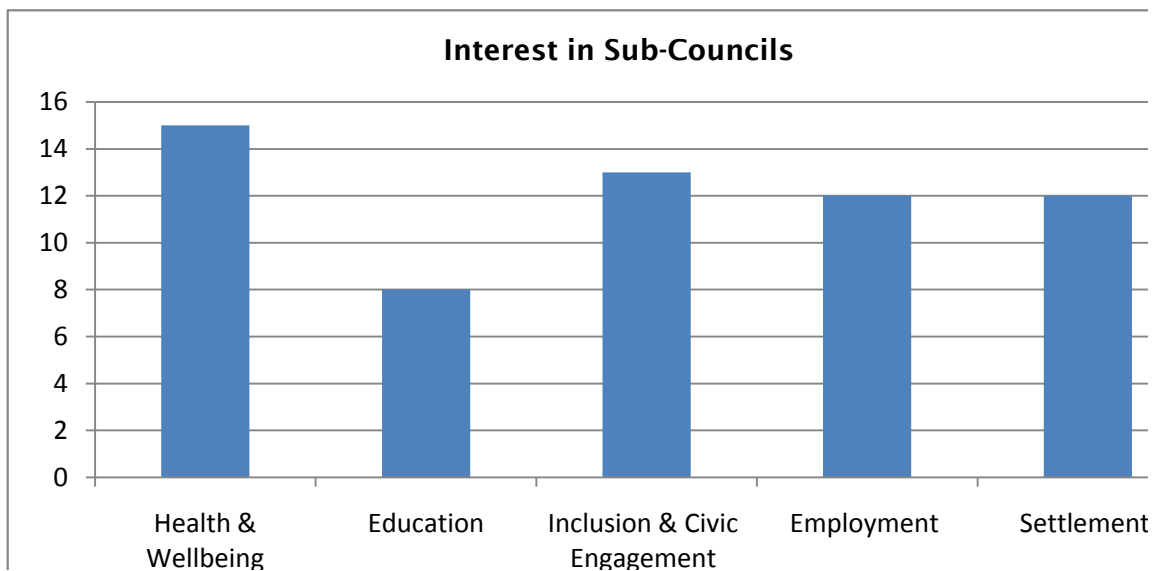


3. How would you like to be involved in the future?

14 respondents (25%) indicated that they would like to be involved in more than one way (i.e. indicated that they were unsure but also indicated they would like to receive information). This is reflected in the pie chart below.



40 respondents (54%) indicated that they would like to be involved at the sub-council level. The figure below describes the respondents' interest in the joining the following sub-councils. 11 individuals (19.6%) indicated that they would like to be involved in more than one sub-council.



Other ways individuals indicated that they would like to be involved include:

- Communication and advocacy
- Provide training on anti-oppression awareness and implementation of Policies and Practices
- Protective services
- Youth services.

Note: During the feedback session it emerged that the participants were unclear about what each sub-council included. This may have led them to identify in the “other” category.

4. Do you have any advice or suggestions to help us move forward?

Participants provided constructive comments regarding how they would like to see the project move forward. Below is a highlight of some the comments (Appendix F for Detailed Responses).

Further educate, ourselves, the public and service providers about immigrant: their needs, their gifts, life experience.

Coordination with all the refugee/immigrant serving committees (much work has already been done already in many areas).

Include Middlesex County and acknowledge what is going on outside the City of London and use those as a base for work. Build on history and recognize it.

Ensure open and continuous communication with everyone who is interested. Great turn out need to keep this momentum going.

5. Next Steps

The meeting concluded with an invitation to the **Community Action Planning Day on February 2, 2010**. During this community meeting Individuals will self-select the sub-council that aligns with their interest and expertise. Each sub-council will select its chair and co-chair, and determine the members from the immigrant community. Consultation regarding community priorities will also occur as LMLIPC works to confirm the Strategic Plan no later than March 31, 2010.

For more information contact:

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▶ Appendices

Appendix A: Agenda

London & Middlesex Local Immigration Partnership Community Strategy Meeting

Wednesday, November 18, 2009

1:00 p.m. - 4:30 p.m.

London Convention Centre

300 York St.

12:30 Registration

1:00 Welcome and Introductions- Huda Hussein, LMLIP Project Coordinator

1:10 Introduction to London and Middlesex Local Immigration Partnership (LMLIP)-

Elisabeth White, City of London, LIP Advisory Committee Co-chair

- Purpose and Objectives of the LMLIP
- Purpose of the Community Strategy Session

1:30 Local Immigration Partnership Council Terms of Reference Brainstorming-

Huda Hussein, LMLIP Project Coordinator

2:30 Break

2:45 Participant Feedback and Endorsement of Terms of Reference

4:15 Evaluation and wrap up- Huda Hussein, LMLIP Project Coordinator

Appendix B: Participants

- Muriel Abbot, Middlesex London Health Unit
- Monica Abdelkader, London Cross Cultural Learner Centre
- Fadela Ahmed, London Cross Cultural Learner Centre
- Mohamad Al-Adeimi, South London Neighbourhood Resource Centre, Settlement Services
- Saleh Alathamena, Canadian Arab Society
- Michelle Baldwin, Pillar Non-Profit Network
- Mohammed Baobaid, Muslim Resource Centre for Social Support and Integration
- Dieufort Bellot, Centre Communautaire Regional De London
- Sally Bennett, Middlesex County
- Henry Boyi, London Cross Cultural Learner Centre
- Dr. Neil Bradford, The University of Western Ontario
- Janette Butler, Leads Employment Services
- Tess A Calden, London Cross Cultural Learner Centre
- Jean-Pierre Cantin, College Boreal
- Fran Carroll, London Cross Cultural Learner Centre
- Sheila Carson, Thames Valley District School Board
- Sergio Chuy, Pathways Skill Development & Placement Centre
- Nici Cole, Ontario Early Years Council
- Robert Collins, Goodwill Industries
- Laura Comisky, Across Languages
- Emilie Crailondji, Carrefour des Femmes
- Lori Cunningham, John Howard Society
- Sarah Dicker, London Arts Council
- Susan Diel, Women's Community House
- Laura Dunlop-Dibbs, Family Networks
- Patti Dupon, London InterCommunity Health Centre
- Denise Taylor Edwards, Thames Valley District School Board
- Marel Fielding, London Interfaith Refugee Sponsorship Alliance
- Deborah Gillis, Ontario Early Years Centre-London-Fanshawe
- Estella Rosa Irias Giron, Sexual Assault Centre London
- Kim Godin, Youth Opportunities Unlimited
- Felipe Gomes, Portuguese Congress
- Tendayi Gwaradzimba, Life Resource Centre/ Aids Committee of London
- Cindy Hayter, London Cross Cultural Learner Centre
- Elizabeth Hicks, Childreach
- Cindy Howard, City of London
- Suzanne Huot, PhD Candidate, The University of Western Ontario
- Sherin Hussein, London Cross Cultural Learner Centre
- Jo-ann Hutchison, Ontario Ministry of Citizenship and Immigration
- Jan Jasnós, London Cross Cultural Learner Centre
- Mo Jeng, City of London
- Lily Johnson, CMAS Canada
- Tamara Kaattari, Literacy Link South Central
- Nidaa Khalil, Canadian Mental Health Association/ Middle Eastern Women's Association
- Kathy, London Cross Cultural Learner Centre
- Jean-Claude Kilubi, Citizenship and Immigration Canada

- Marg Kowalski, Multiculturalism Program, Citizenship and Immigration Canada
- Anne Langille, WIL Employment Connections
- Gaston Mabaya, ACFO De London-Sarnia
- Jim Madden, Middlesex London Health Unit
- Valy Marachko, London Cross Cultural Learner Centre
- Marcel Marcellin, London Police
- Rodolpho Martinez, Canadian Association of Latin Americans
- Patricia Mazariegos, Ontario Early Years Centre- London Fanshawe
- Janet Mcallister, Networking for an Inclusive Community/ Centre for Addiction and Mental Health
- Kelly McManus, United Way of London & Middlesex
- Ron McNish, Over 55 Inc.
- Nancy McQuillan, London Employment Help Centre
- Heather Molen, South London Neighbourhood Resource Centre
- Tayiba Nasr, South London Neighbourhood Resource Centre
- Nancy Needham, South London Neighbourhood Resource Centre
- Mercy Nleya-Naube, Aids Committee of London
- Len Noens, Centre for Lifelong Learning/ London Catholic District School Board
- Derek Oss, London Cross Cultural Learner Centre
- Helen Patterson, London Cross Cultural Learner Centre
- Beverly Payne, Thames Valley District School Board
- Sarah Ransome, Scouts Canada
- Brian Rhoden, London Public Library
- Jo-elle Rinker, YMCA of Western Ontario
- Jeffery Robinson, Thames Valley District School Board
- Elisabete Rodrigues, LUSO Community Services
- Dr. Dev R. Sainani, Kala Manjari
- Jayne Scarterfield, Middlesex London Health Unit
- Joann Sherin, Vanier Children's Services
- Eileen Smith, London Children's Connection
- Gloryann Sollner, Ontario March of Dimes
- Mary Starnaman, Crouch Neighbourhood Resource Centre
- Jill Tansley, City of London
- Arlene Thompson, London Public Library
- Jessica Thompson, Ontario March of Dimes
- Debbie Turnbull, Family Networks
- Janice Walter, City of London
- Eleanor Weedmark, Pathways Skill Development & Placement Centre
- Regina Whelan, Children's Aid Society of London
- Elisabeth White, City of London
- Jen Williamson, London Cross Cultural Learner Centre
- Margaret Zaczek, Family Service Thames Valley
- Mustafa Zahid, London Cross Cultural Learner Centre

Appendix C: Terms of Reference Discussion Draft- November 18, 2009

London & Middlesex Local Immigration Partnership Council (LMLIPC)

Draft Terms of Reference

INTENT

The London & Middlesex Local Immigrant Partnership Council is the strategic planning body that will ensure that multiple stakeholders participate in **planning and coordinating to enhance delivery** of integration services to **all** immigrants.¹

The Council will develop and implement strategies to facilitate increased access to all services, especially current services supported by Citizenship and Immigration Canada and the Ministry of Citizenship and Immigration, Ontario and assist non-settlement service providers and the community to develop a greater understanding of immigrants' needs and services.

PRINCIPLES

The work of the Council will be guided by the following principles:

- **Inclusivity:** Our scope will be inclusive of all immigrants in London and Middlesex, regardless of their immigration status, citizenship, age, gender and number of years in our community.
- **Advocacy:** Advocacy for the integration of immigrants (with regard to housing for example).
- **Collaboration:** There is an inherent mutual responsibility between our community and immigrants.
- **Diversity:** We respect diversity within immigrant communities and build understanding across immigrant communities and cultures.
- **Social Justice:** We will seek to promote inclusion and civic engagement of all immigrants and work toward changes to ensure their integration.
- **Client Centered:** The holistic needs of the individual are at the centre of our work.

AREAS OF FOCUS

The primary areas of focus for the Council are as follow:

- Education
- Employment

¹ For the purposes of the LMLIP, an immigrant is identified as any individual who defines themselves as an immigrant; this includes but is not limited to: Canadian Citizens, Permanent Residents, Convention Refugees, and Temporary Residents.

- Health and wellbeing
- Inclusion and civic engagement
- Settlement

It is acknowledged that these areas of focus are not intended to be distinct from one another but rather are interconnected.

ANTICIPATED OUTCOMES

Our anticipated outcomes include:

- Improved access to services
- Coordinated provision of services
- Improved labor market outcomes
- Strengthened strategic capacity of municipality on immigration issues
- Increased community capacity to respond to emerging needs
- Increased community awareness of immigrant integration needs

KEY STAKEHOLDERS

Among the key stakeholders for the Council and subcouncils are:

1. Immigrants representing not only their ethno cultural group, but the experience as an immigrant
2. Services
 - i. Education
 - ii. Employment
 - iii. Health and well being
 - iv. Inclusion and civic engagement
 - v. Settlement
3. Government
4. Faith groups
5. Francophone community

It is noted that other key stakeholders for the Council will include:

- Research Liaison
- City of London as Corporation and a planning body
- United Way of London & Middlesex representing community development
- Funders, as appropriate

GOVERNANCE

The work of the LMLIPC will be guided by a Central Council and five sub-councils representing our community's five areas of focus.

A. Central Council

COMPOSITION²

The Central Council will be comprised of no more than 15 members representing the following:

² Voting members and non voting members to be determined by the Council

1. Chair of each sub-council (5)
2. Equal or greater number of individuals representing the experience of immigrants noting that immigrant representatives are in addition to those sitting on the sub-council (5)
3. Research liaison from the Welcoming Communities Initiative, University of Western Ontario (1)
4. Funders including, but not limited to, Citizenship and Immigration Canada and the Ministry of Citizenship and Immigration, Ontario
5. Co-chaired by the City of London and United Way of London & Middlesex³

Note: Members from community organizations, including Francophone, will represent the sector not their individual organizations.

ROLES AND RESPONSIBILITIES

Start Up

1. Confirms their own Terms of Reference
2. Determines their decision making process together
3. Confirms the draft guidelines on conflict of interest

Strategic Plan

4. Ensures that regular meetings are held
5. Reviews reports of sub-councils and provides direction, endorsement and vision
6. Develops the strategic plan, including goals and objectives
7. Updates and monitors the strategic plan
8. Communicates with chairs of the sub-councils on a regular basis to ensure connectivity

Community Involvement

9. Consults with researchers and community on a regular basis to ensure current needs and gaps are identified
10. Prioritizes based on input from the Action Day and gives direction to sub-councils on priorities
11. Communicates with the community regarding successes and opportunities for action

Advice and Advocacy

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

B. Sub-councils

³ As co-chairs of the Welcoming Cultural Diversity initiative and the co-chairs for the LIP advisory committee to date, it is recommended that the City of London and United Way of London & Middlesex continue to act as co-chairs for the Council for the first year to ensure continuity. Their roles are as community development partners, not as funders, and the partnership between the two represents a strategic innovation to ensure both government and non-profit shared leadership in London and Middlesex.

Sub-councils will represent each of the five areas of focus: education, employment, health and well being, inclusion and civic engagement, and settlement.

COMPOSITION

Each sub-council will be inclusive and open to anyone with an interest in the area.

1. Members from established councils and networks must be included
2. Individuals from community organizations including ethno-cultural organizations, with experience, knowledge and skill related to the area of focus
3. Minimum of one immigrant at each sub-council
4. Representatives from each key stakeholder group

ROLES AND RESPONSIBILITIES

Start up

1. Reviews, confirms its Terms of Reference recommended by the Central Council
2. Determines the group's chair and co-chair
3. Appoints the Chair as representative to the Central Council

Strategic Plan

4. Develops the thematic strategy for the area of focus
5. Makes recommendations to Central Council
6. Consults with researchers on the issue related to the area of focus

Advice and Advocacy

7. In conjunction with the Central Council advocates and speaks on behalf of the specific issue it represents

Conflict of interest guidelines

All members represent the issue and not their organizations. Nevertheless, conflict of interest may arise during the process of assessment or decision taking. Therefore all members are required to comply by the following guidelines:

- a. It is the desire of Citizenship and Immigration Canada that all members of the committee act in a manner so scrupulous that the council's recommendations will withstand the closest public scrutiny.
- b. Members should declare the conflict of interest if the outcome of the decision and or assessment is benefiting their organization, directly or indirectly. If a proposal pertaining to the member's agency is assessed, the member should refrain from attending the meeting.
- c. Members should ensure that conflict does not exist or appear to exist between their private interests and their duties as a member of the council.
- d. Members should disclose any areas of conflict prior to becoming council members and should continue to disclose any potential areas of conflict that may arise later.

- e. Members remove themselves from any assessment where a member of a family or close acquaintance may benefit from.
- f. It is understood that, given the compositions of council and sub-councils and the need to have members with certain expertise, potential conflicts will arise. When a potential conflict does arise, the member shall immediately advise the council of the conflict, refrain from discussing with any other member of the council the matter with respect to which he / she has a conflict and refrain from voting with respect thereto. The member should excuse himself / herself from the council while the matter that gave rise to the conflict is under consideration.

TIMELINES & MEMBERSHIP FORMATION FOR COUNCIL AND SUBCOUNCILS

Membership formation is based on the principle of inclusivity and will be open to any individual, group or organization with an interest in immigrant issues in London and Middlesex. The membership process for the Council and Sub-councils will be as follows:

1. No later than December 18, 2009, the Project Advisory Committee will develop and issue an Expression of Interest (EOI) to be sent out to the community. The EOI will detail time commitment⁴, objectives and roles for the Central Council and Sub-councils.
2. All interested parties will submit their response to the project advisory committee, c/o project coordinator, no later than January 18, 2010.

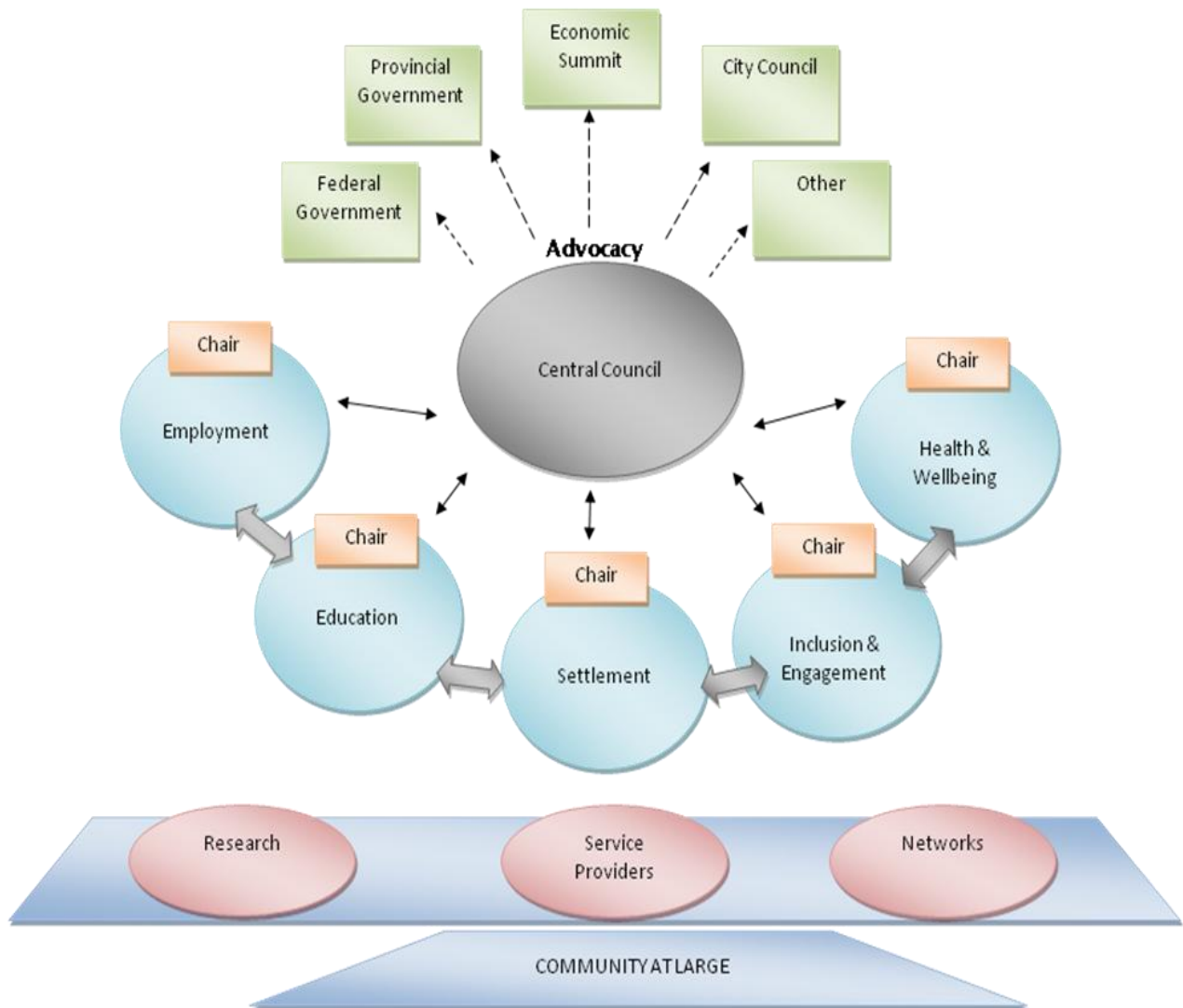
All interested parties are encouraged to attend the Community Action Day, tentatively scheduled for February 2, 2010. If any individuals with interest is unable to attend the Action Day, they can still submit their request to the Partnership Council (that will be formed on Action Day), by indicating their area of interest, expertise and knowledge.

On Action Day Feb 2010:

1. Individuals will self-select the sub-council that aligns with their interest and expertise.
2. Each sub-council will select its chair and co-chair, and determine the members from the immigrant community.
3. The London Middlesex Local Immigration Partnership Council, composed of a central council and five sub-councils, is struck.
4. LMLIPC members will meet biweekly from February 2 to the end of March, with the goal of confirming a local strategic plan no later than March 31, 2010.

⁴ One year or staggered term

“Council of Councils” Draft Governance Model



Appendix D: Community Feedback

Note: Community feedback has been summarized here to avoid duplication. Most groups combined question a. and b. as seen here.

- a. **a. Do you see any issues or challenges in the recommended approach? If yes, how can they be overcome?**
- b. **Are there any changes that you think should be included?**
 - Need to ensure we are seeking participation and coordinating amongst various levels. Ensure there is consistent feedback. Need to streamline- this is the role of the Project Coordinator.
 - Much overlap in terms of 'Focus Areas', need to identify them. For example, family violence and poverty would touch on various focus areas.
 - Sustainability and community ownership. Develop as an outcome and pursue additional funding for March 2010.
 - Need to identify the champions in each area of focus. Develop additional champions to continue with momentum of what we are trying to achieve.
 - Need to ensure inclusion: voices of various groups, newcomers, networks. Not just services providers at table: all groups, professionals, newcomers. Need to communicate this in presentations, in writing etc. Connect and engaged other religious and ethno cultural leaders. Empower them and ensure they have a voice.
 - One challenge of many agencies is that they are not static agencies. Although participants are committed it can dwindle over time. Need to ensure consistency of participation. In terms of meetings, need to ensure that the frequency meets needs, using electronic updates, teleconferences, surveys. Going to community centers instead of inviting them to a location.
 - Communication: provide resources in various languages and translation where needed.
 - For profit agencies should be engaged? Possibly under 'Employment'.
 - Communication: How will the public be involved? Need to communicate on a regular basis to keep transparency.
 - How will the process keep moving: Need to identify the resources and supports (sustainable funding).
 - 'Areas of Focus' are unclear. Need to include a definition i.e. "Inclusion & Civic Engagement".
 - Where do the protective and justice services fit? Need to include a sixth area of focus.
 - More clarity around the roles of professionals and volunteers. Need to identify where they fit.
 - How will sub-councils share information and best practices? Need to ensure there are full meetings.
 - Broad communication needs to be in place. Need to communicate the 'Expression of Interest' (EOI) widely. A communication plan needs to be developed to reach out to the ethno cultural community. EOI should be passed to immigrant serving service

providers to pass on to immigrants. Ethno media should also be used to reach ethno cultural leaders.

- Need to use focus groups in order to identify immigrant needs.
- In terms of the 'Governance Model', how will the service provider benefit? How will the immigrant benefit? Need to reflect this in the model.
- Intent should include attracting and retaining immigrants.
- Where does business fit? Can they be included as a stakeholder?
- How can the strategic plan be accessed by interested parties? What is the ultimate goal?
- Need to ensure that sub-councils are manageable. Will need to use working groups.
- Where are the youth? Is that a focus across all areas or should there be a specific groups? There needs to be clarity around where different age groups fit.
- Where do heritage, art and culture fit? Is there a place for them?
- Need to address and respond to any barriers that may interfere with participation. Such as, transportation, interpretation and child minding.
- Francophone integration and engagement.
- Middlesex County representation. How to do this with limited resources.
- Education to service providers and educating the public about immigrant contributions.
- Need to use and acknowledge the networks which are already in place to enhance communication.
- Need to broaden "inclusiveness" to include health status, religion/spiritual beliefs and sexual orientation.

c. Are there any deal breakers? If so, how could they be resolved?

- Sustainability and accountability is a very important aspect. We need to ensure initiatives we undertake; there is a lot of integrity in approach. Community needs to see itself in it and develop ownership.
- In terms of accountability: strategic plan, priorities in each area. Establishing benchmarks. Evaluating how we are doing. We all want to know what we are doing well at various stages.
- Clear communication must be established between all levels. Need to develop a communication strategy.
- Collaboration of social planning initiative: 'synergy not silos". However terms of reference talked about duplication in terms of services, but each agency can't be all things to all people. It is okay to duplicate small things.
- Sub-councils need to be manageable. Fifteen members or less.
- Clarity on duties, tenure and responsibilities of Sub-councils.
- Self evaluation? Need to measure how well are we performing; Need to measure and achieve timelines.
- Governance Model should have arrows pointing in both directions to indicate communication between different levels.
- Strategic plan must build on other networks and projects that have already been developed and have history.

- How will success be measured? Will it be measured according to Canadian standards of success or the immigrant's standards?

Questions:

- Will existing projects continue to work? Do they merge? What happens in terms of competing for funding?
- How are we going to do this with limited resources?
- How much influence is the Council going to have? Will they have a say in who gets funding for what?
- Where does the business community fit?
- Where does culture and heritage fit?
- Are we integrating immigrants? How far are we going to go with this? More than just about integrating services but that people know how to access services.

Appendix E: Evaluation

Name_____

Organization_____

Email_____

1. Which stakeholder perspective(s) do you represent?

- Immigrant
- Civic Inclusion & Engagement
- Education
- Ethno cultural association
- Government
- Health & Wellbeing
- Settlement

Other (please specify): _____

2. Do you feel that you have had the opportunity to discuss and understand the London and Middlesex Local Immigration Partnership process?

- Very much Somewhat Not at all

3. How would you like to be involved in the future?

- Council Sub-council (Please check) Information only please.
- Health and Wellbeing
 - Education
 - Civic Inclusion & Engagement
 - Settlement
 - Employment

Other (please explain):

4. Do you have any advice or suggestions to help us move forward?

For more information, please contact:

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Thank you

Appendix F: Detailed Evaluation Responses

Question 4: Do you have any advice or suggestions to help us move forward?

- All was given through the focus groups.
- Include people who experience barriers at the table.
- Put on action initiatives.
- Further educate, ourselves, the public and service providers about immigrant: their needs, their gifts, life experiences, qualifications.
- Try to erase myths and perceptions about immigrants.
- To be sure to hear the voices of immigrants in the community strategy plan.
- Look into how to attract immigrants to events and programs.
- Get the government to respond to strategic plan within certain timelines.
- Keep steps and processes very simple and clear.
- Excellent collection of people- great job.
- Ensure open and continuous communication with everyone who is interested. Great turn out need to keep this momentum going.
- Bring fresh eyes to the subcommittees. It is the only way to get a new perspective.
- More involvement of the community we are trying to serve and enhance diversity.
- Coordination with all the refugee/immigrant serving committees (much work has already been done already in many areas, needs focus).
- Community involvement (both immigrant and host community awareness and education).
- More information needed which outlines the responsibilities of the chairs and committee members (understand that this will be sent out).
- Constant communication with internal and external stakeholders. Get this ingrained in the City psyche and budgets.
- Today's review of the Terms of Reference was well done. I will reserve expression of interest in further involvement until EOI Is sent in December.
- Continue with clear information.
- Please communicate frequently.
- I am looking forward to more information.
- Wish you all the best.
- Please don't forget about Middlesex County.

- Include Middlesex County and acknowledge what is going on outside the City of London and use those as a base for work. Build on history and recognize it.
- Communication mechanism will be very important- consider electronic methods.
- As a volunteer, not representing a professional agency, my role is not very clear.
- Great session and excellent project.
- I appreciate the translation of the documents.
- Maintain high level of communication.
- I think the first community consultation meeting went really well and keeping the momentum moving will help retain community members. Regular communication and updates keep us connected to the strategies.