

Toronto Newcomer Initiative

Program Report

2012

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Introduction

The Toronto Newcomer Initiative (TNI) is a set of pilot projects that took place between September 2010 and December 2011, which focused on answering the following two questions:

- How well are municipal services supporting newcomers?
- How well is the broader human service system (funded by all three levels of government and co-delivered by a range of nongovernmental organizations) supporting newcomers?

The purpose of the initiative was to get a snapshot on the state of affairs, and test some new approaches through a set of pilot projects. Insights gained from these projects were then used to develop the beginning of a multi-sectoral strategy to improve the interconnected relationships of municipal and other services in the broader human service systems that serve newcomers.

Citizenship and Immigration Canada funded the Toronto Newcomer Initiative as part of the Local Immigration Partnerships (LIPs) program. The purpose of LIPs is to help cities and communities develop and implement strategic plans that will support the social and economic integration of newcomers. There are 45 LIPs in municipalities/regions across Ontario; 17 of which are neighbourhood-based projects in Toronto. Each LIP has a Partnership Council that brings together stakeholders including community organizations, school boards, private businesses, government representatives and residents. Together, they develop strategic action plans¹ that will help the service system better support newcomers settling in their community. Part of the Toronto Newcomer Initiative pilot projects included an examination of Toronto's neighbourhood LIP strategies to determine how City-wide, multi-sectoral activities can support those issues identified in local research and consultations.

The Toronto Newcomer Initiative pilot projects were:

Settlement Workers in City Facilities: This project placed settlement workers in City Facilities from Oct 2010 to Mar 2011. Settlement workers provided information and service referrals to newcomers accessing City services while also helping those service site locations learn how to better design, outreach and deliver programming to newcomers. Settlement workers were placed in Community Recreation Centres, Public Health offices, Children's Service locations and Shelters.

Recreational Programming for Newcomers: Parks, Forestry and Recreation developed and delivered new and enhanced programs as part of this pilot project. These included

¹ Action Plans can be accessed at www.toronto.ca/newcomer/neighbourhoods.htm

female-only swim programs, cricket, and winter sports (ski, skate and more) orientation for newcomer youth among other programs between Sept 2010 and Aug 2011. Partnerships with community-based organizations and support from the settlement workers placed in community centres were central to both new program ideas and outreach to newcomer populations.

Reunification and Adaptation Program: This program was a partnership between Toronto Public Health and small, ethno-specific community-based agencies as they developed a program model to support families experiencing family separation issues due to the migration process. Using peer support, both parent and youth participants helped shape the approach to counselling and gave input on how to build resilience given the challenges of being apart for many years before being reunited in Canada. The program took place between Sept 2010 and Aug 2011.

Health Research on Newcomers: This goal of this research initiative is to improve our understanding of the physical and mental health status, health needs and health determinants of recent immigrants and refugees in Toronto. The product of this work, The Global City: Newcomer Health in Toronto² is a comprehensive report that will help both health and settlement service providers undertake activities to better support newcomer health in Toronto and beyond. The report was released in Nov 2011.

City-Wide Local Immigration Partnership: The multi-sectoral City-Wide Local Immigration Partnership (LIP) table was formed in June 2010 to enhance the planning of the human service system for newcomers in Toronto. Members of this table has included the Toronto's neighbourhood LIPs and other City-Wide stakeholders. The primary work of this table through the first phase has been to synthesize local findings across the neighbourhood LIPs and determine some areas for city-wide action. Related to this, a sub-project to develop a web-based mapping interface, known as Wellbeing Toronto³ was completed and launched in June 2011. This report outlines the synthesis of the work of neighbourhood LIPs.

² Global City can be accessed at <http://www.toronto.ca/health/map/newcomer.htm>

³ WellBeing Toronto can be accessed at <http://map.toronto.ca/wellbeing/>

Settlement Workers in City Facilities

Between Nov 2010 and Mar 2011, the City of Toronto hosted 18 settlement workers in various city locations to evaluate ways city services could better serve newcomers. Four settlement workers spent their time between child care centers operated by Children's Services and housing shelters operated by Shelter, Support and Housing Administration, while ten workers were hosted at Parks, Forestry & Recreation sites and four at Toronto Public Health.

The 18 settlement workers were drawn from a range of agencies and seconded to work with Scadding Court Community Centre, the community organization selected to partner with the City of Toronto to implement this project. The workers contributed both geographic and ethno-specific expertise to the project. During their placements, they provided newcomers with information and referral to both City and other services and helped newcomers navigate these services. They also developed partnerships between the City and local community organizations. Towards the end of the project, they reported feedback both about their experience and those of the newcomers they served through surveys conducted with participants.

The 18 settlement workers helped over 900 clients from over 500 families, benefitting more than 1200 individuals during the course of the project. The top three countries of origin of newcomers served were China, Bangladesh and India, and the most frequently requested topics for more information or navigation help were libraries, recreation services, employment, family-related services, immigration and housing. As a result of the program, 27 existing partnerships were enhanced and 24 new partnerships or collaborations were forged.

The City-wide pilot served over 900 clients from over 500 families.

The most common recommendations identified by settlement workers to help the City better serve newcomers include:

- Specifically market/communicate program information to newcomers – those who recently arrive to Toronto often have not heard of and/or utilized City Services. This includes placement of information, appropriate information (translated, simple language) and timely information (ahead of registration deadlines).
- Improve customer service to both newcomers and other residents – many get confused and lost navigating City services. Newcomers also do not often differentiate between City services and those funded by other levels of government and need help navigating the service system as a whole. City sites with reception staff that had specific competencies to welcome new users to the facilities were cited as good customer service practice.

- Adapt, innovate and design programs based on demographics – newcomers to Toronto are diverse and they settle in diverse neighbourhoods; one-size-fits-all approaches to programs are not sufficiently responsive to resident interests. Engage resident input to help design programs that suit each community.
- Focus on staff recruitment and training to help develop a workplace culture that values newcomers.
- Work in consultation and partnership with residents and community organizations to achieve the above

This project illustrated the importance of increased integration of city services with local settlement and community services. Community-based agencies have the skills and knowledge on how to outreach and market services to newcomers; they also have insights regarding which programs will be of more interest and higher demand among newcomers. Partnership with this sector will advance both program reach and improved design. As well, stronger working relationships between City staff and community agency staff will improve referrals and service continuum for newcomers who will benefit from access to other services.

Outcomes

Given the feedback from settlement workers, City Divisions developed new marketing materials to share with community-based settlement agencies and newcomers that explained their services in a simple one-page format. These were distributed at newcomer welcome programs including Newcomer Orientation Week that takes place in schools in early September targeting students beginning their first school year in Toronto. Some City Divisions also held open houses and special training sessions for front-line settlement workers to increase their knowledge about City programs that complement those of community-based agencies.

For continued support to help newcomer access to information in City facilities, one outcome of this project saw the placement of "Welcome to Ontario Kiosks" in some City facilities. These kiosks, funded by Citizenship and Immigration Canada, provide basic information in 17 languages on topics such as housing, education, employment and more. Newcomers can navigate resources and services specific to their own communities. There are 21 kiosks across Ontario in locations such as schools, CIC offices, Newcomer Welcome Centres, and now, as a result of this project, there are also kiosks at Toronto City Hall and one each in a select location in Children's Services, Parks, Forestry and Recreation, and Toronto Public Health.

Enhanced Recreational Programming for Newcomers

Parks, Forestry and Recreation (PF&R) led this pilot project with a goal to increase newcomer participation in City recreational programs. The 10 settlement workers who were placed in several community recreation centers complemented and supported the work of this program. They provided insight to newcomers' needs and interests and helped PF&R staff strengthen relationships with community agency partners with expertise serving newcomers. They also provided valuable support to newcomers by both welcoming them to the site and providing interpretation and translation of written materials where possible. As a result of the valued role played by the 10 workers, PF&R is exploring a "Greeter" position for sites with no full-time receptionist.

As part of this project, new and expanded recreation programs were provided in over 20 facilities across the City of Toronto between Sept 2010 and Aug 2011. At least 5000 participants enrolled in 172 newcomer-focused programs and services (that were free to participants) during the course of the pilot. Where possible, programs provided childminding and translating services - valuable supports for newcomer families who were interested in participating. As well, some of the programming helped create opportunities for newcomer youth to develop leadership skills and access part-time employment opportunities. Some examples of programs that were delivered during this pilot include:

*By Summer 2011,
approximately 5000
participants participated
in 172 newcomer-
focused programs*

- Aquatic programs: youth leadership programs, women's-only swimming and drowning prevention programs
- Culture-sharing programs
- Sports programming including cricket, ball hockey, soccer, squash
- Winter sports orientation including skating, skiing, hockey
- Mural, gardening and neighbourhood beautification

Demand for programs increased during the course of the pilot – a probable indication that iterative improvements in program design and targeted outreach met the interests of newcomer participants. PF&R staff working on this pilot explored various ways to improve the promotion and marketing of their newcomer-focused programs to potential participants. This included targeted approaches to newcomers through collaboration with settlement and community agencies, as well as outreach to Local Immigration Partnerships via electronic media, telephone calls and site visits. The success of the targeted outreach to newcomers culminated in an overwhelming response and demand for programs and services during

Summer 2011. Details about specific programs that were delivered by this pilot is provided in Appendix A.

Outcomes

PF&R staff involved with this pilot developed better working relationships with community partners and also developed greater knowledge of diverse needs and non-traditional sports, arts and leadership programs. One important outcome is the sustained collaboration between PF&R and community partners on arrangements such as a continued itinerant presence of a settlement worker at three City sites – Driftwood CC, Oakridge CRC and McGregor CRC. The Jamaican Canadian Association, Access Alliance and Agincourt Community Services have each continued to send a settlement worker to these sites on a part time basis.

PF&R continues to embed new knowledge into its programming and service delivery as an outcome of this project. During the Recreational Service Planning consultations held in Mar 2011, two sessions were focused specifically on gathering newcomer resident input; one session at St. James Town (Wellesley CC) and one at Jane-Finch (Driftwood CC). Input from newcomer families as well as from newcomer-serving agencies regarding newcomers' program participation and engagement with City staff was particularly valuable to the Service Planning exercise, in particular to help achieve outcomes related to its four guiding principles (equitable access, quality, inclusion and capacity building).

Public Health Newcomer Pilot Projects

The overall goal of 3 interconnected activity streams led by Toronto Public Health was to establish stronger links with newcomer-serving agencies in order to improve the overall health, wellness, and resilience of Toronto's newcomers. The following activities took place between Aug 2010 to Nov 2011:

Reunification and Adaptation Program (RAP): A partnership with 10 newcomer-serving agencies to support residents affected by immigration-related family separation and reunification

Partnership with Settlement Workers: Insights from the placement of settlement workers in TPH led to joint projects with Local Immigration Partnerships (LIPs).

Research on Newcomers Health in Toronto: TPH partnered with Access Alliance to consolidate new and existing evidence on the health status and health needs of recent immigrants and refugees in Toronto. The result of this project is a comprehensive report entitled The Global City: Newcomer Health in Toronto⁴ which was released during November 2011.

Reunification Adaptation Program (RAP)

The Reunification and Adaptation Program (RAP) was designed to support newcomers with health challenges related to family separation and reunification during the migration process. Family separation due to immigration is an area of health concern, arising from different scenarios including: a parent who leaves family to work abroad, a youth joining parents after years apart, or a refugee claimant seeking safety alone, without family. Men, women, seniors, children and youth all face difficulties due to family separation. Notably, children and youth are particularly vulnerable.

The objectives of RAP were:

- To support families affected by separation and reunification through peer support groups
- To raise awareness of issues with stakeholders (Toronto Public Health, settlement agencies and children/youth service organizations)
- To build an information base about family separation and reunification and identify associated needs

⁴ Global City can be accessed at <http://www.toronto.ca/health/map/newcomer.htm>

- To develop support tools and a peer support model to engage and empower newcomers affected by family separation and reunification
- To prepare communities, services and families to support newcomer children and youth dealing with family separation and reunification
- To identify/engage community stakeholders to integrate insights related to family separation and reunification into practices (intake, services) and policies
- To disseminate findings through publications and other forms of information sharing to broader audiences

The RAP project operated from Sept. 2010 to Aug. 2011, and resulted in the refinement of a peer support model for newcomer families with documentation of model development and good practices. The project's strength includes partnerships between Toronto Public Health and newcomer-serving agencies and an iterative process that shaped the program through continuous newcomer input. Details about the three phases of this program are provided in Appendix B.

Outcomes

One outcome of this project was a 'train the trainer' model, which embeds new practices to the community-based agencies involved in the program. The agencies involved learned more about the issues faced by newcomers and now have models with which they can respond. As well, the manuals and practices were shared with a range of stakeholders, such as the Children's Aid Society and others so that these organizations who deal closely with struggling families can enhance their knowledge and practices. Tip sheets for families in the process of reunification (available in 13 languages) and eight client stories have been posted on the City's Immigration and Settlement Web Portal⁵ as part of a broader dissemination strategy.

Partnership with Settlement Workers

Toronto Public Health hosted four experienced settlement workers from November 2010 to March 2011. These workers were employees of Culturelink, SAFSS and Scadding Court Community Centre (SCCC) respectively, all seconded to work through SCCC for the duration of the pilot. During the project, the work of TPH staff in collaboration with the settlement workers demonstrated the value of building and maintaining closer links to the settlement sector, particularly front-line workers. The four workers themselves learned more about TPH services than they had previously known and through that, helped newcomers navigate TPH services more effectively. The settlement workers attended 21 TPH staff meetings to explain newcomer issues and settlement services provided by their agencies to TPH staff and TPH staff in turn provided them opportunities to visit various public health

⁵ Accessed at www.toronto.ca/immigration

programs and interact with clients. The four workers were then able to promote TPH services to other newcomer-serving agencies and helped increase the knowledge of both settlement workers and newcomer clients about public health services.

Several themes emerged at the meetings between settlement workers and TPH staff. The four workers pointed out some key reasons why TPH services have remained somewhat unknown to newcomers and settlement agencies:

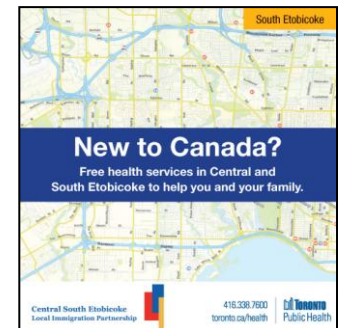
- The absence of communications products that effectively describe TPH services for newcomers
- Ways that Public Health services are not accessible to newcomers such as registration and information that is available online or by phone but not in-person.

Outcomes

Building on the insights gained from the Settlement Worker project, TPH then worked closely with three Toronto Local Immigration Partnerships (LIPs) to develop new communication projects to raise awareness about public health services among community-based agencies.

Community specific brochures were created in Scarborough, South Etobicoke and North Etobicoke as pilot activities that focused on local resources. As well, training sessions were held for front-line settlement workers in Scarborough and Etobicoke that helped them understand the range of services provided by Community Health Centres, Public Health, Hospitals and other health service providers and to discern which service referrals are appropriate in given scenarios.

The brochures provide information on ten TPH and community health services, most of which are available without a health card, which would support recently arrived newcomers.



Brochure content was tested in three focus groups and findings were:

- Participants were largely unaware of the available services.
- New mothers expressed disappointment that they didn't know about services that could have supported them during pregnancy and in the early years.
- Sexual health service is a new concept for many newcomers.
- The responsibility to report children's vaccinations to TPH was not well understood by newcomers.

The training sessions that were organized built upon these learnings and focused on sharing how particular health services support maternal and infant health, family planning and sexual health, healthy food access, using a hospital, service access for uninsured at community health centres, free dental clinics, and immunization reporting. A reference

document was distributed upon completion of the session to sustain knowledge and practices among the participants. As a result of this work, Toronto Public Health plans on how to roll out brochures and training right across the City.

In addition to the training and new brochures, Toronto Public Health also launched a new informational video linked through the City's Immigration and Settlement Web Portal⁶ to give an interactive, visual look to newcomers about TPH services that are most relevant to them.

Newcomer Health Research Study

This research project was a partnership between Toronto Public Health and Access Alliance Multicultural Health and Community Services, with a goal to improve our understanding of the health status, health needs and health determinants of recent immigrants and refugees in Toronto. The project took place between Sept 2010 and Nov 2011, and culminated in the release of **A Global City: Newcomer Health in Toronto**⁷ during Nov 2011.

The Global City report consolidates existing knowledge and identifies gaps of knowledge or health service for newcomers, which helps to inform both Toronto Public Health and other health stakeholders of improvements in service coordination and policy planning. The overarching themes that emerged from the project's findings include:

- **Settlement is a health issue.** Immigrant health needs are different, in many ways, from those of the Canadian-born population. The health of newcomers is clearly affected by the processes of migration, settlement and adaptation. The challenge and opportunity, therefore, is to provide the necessary conditions and supports that will enable newcomers to stay healthy and fulfil their potential. This will require a coordinated and integrated approach to providing health and settlement services in Toronto.
- **Newcomers have diverse health needs.** Findings show that some health needs are broadly applicable to many newcomers, while others are unique to certain sub-groups based on their age, gender, sexual orientation, ethno-cultural identity, migration experiences, income level, education and other factors. Planners and service providers need to understand and address unique barriers and health risks that some groups face and adopt tailored approaches to address the range of newcomer health needs.
- **Newcomers experience multiple barriers to accessing necessary services.** Key barriers relate to cost and eligibility, socio-cultural and linguistic barriers, lack of cultural competency among service providers and poor awareness of services. Failure

⁶ Accessed at www.toronto.ca/immigration

⁷ Global City can be accessed at <http://www.toronto.ca/health/map/newcomer.htm>

to address these barriers may lead newcomers to forgo or delay care, which can lead to more serious health problems and increased future costs to the health system.

- **Social and economic exclusion has a major impact on the health of newcomers.** Many newcomers to Toronto are unable to fully participate in many aspects of life in Toronto as a result of poverty, unemployment, racism, stigmatization and other forms of social exclusion that limit their access to social, cultural and economic resources, such as education and training, housing, health and social services. Findings underscore the need to expand and coordinate efforts across the health, settlement and other sectors to advocate for policy changes that will promote the social and economic inclusion of newcomers.
- **Research on immigrant and refugee health in Canada yields vital data.** Ongoing research on the health and well-being of immigrants and refugees in Canada is vital to our understanding of this population and to responding adequately to their diverse health needs. Although there is a substantial and growing body of evidence related to newcomer health, local and Canadian data are limited with respect to certain health topics and newcomer sub-groups. Ongoing surveillance and population health assessment are also needed to measure health disparities over time.

Outcomes

The Global City report was presented to the Board of Health in Nov 2011 along with the findings from the other pilot projects involving Toronto Public Health. The Board of Health found the insights compelling and directed Toronto Public Health staff to share this report with a range of stakeholders and convene a forum to develop strategic actions that would address the identified issues. These activities continue as part of the thematic focus on Newcomer Health in the Toronto Newcomer Strategy and the City-Wide LIP.

City-Wide Local Immigration Partnership

Social Development, Finance and Administration (SDFA) led two important pieces of work to help bring a newcomer lens to coordinated human service system planning, as part of this Initiative. One was the facilitation of a multi-sectoral City-Wide Local Immigration Partnership (CWLIP) table. A sub-project of this was the development of a web-based mapping interface known as Wellbeing Toronto (WT).

Web-Based Mapping: Wellbeing Toronto

Wellbeing Toronto (WT)⁸ is a web-based measurement and mapping tool that provides comprehensive indicators of community wellbeing across Toronto's 140 neighbourhoods. It is a unique tool that allows users to compare, contrast and rank neighbourhoods by dozens of indicators or sets of indicators.

There are over 50 indicators across domain areas such as safety, culture and housing, which assist in monitoring neighbourhood economic and social wellbeing, as well as other determinants of health. Users can custom-select, combine, and weight data based on preference or research purpose. The results instantly appear on a map of Toronto, or in tables and graphs.

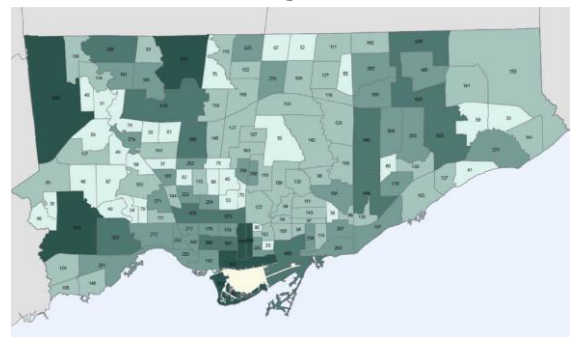


Figure 1: WT Sample map

Before *Wellbeing Toronto*, this amount of open data was largely inaccessible to most Canadians, or at least difficult to locate. Data was collected from a variety of internal and external sources, including several City Divisions, Statistics Canada, Agencies, Boards and Commissions and other NGOs. The funds from CIC that supported the development of this application, in particular helped interface immigration data.

In addition to assisting better public understanding of the diverse communities that comprise our city, *Wellbeing Toronto* is a tool for that will help with the development of policies and programs that require a place-based, neighbourhood perspective. The tool provides a common fact base across neighbourhoods, over time. Ongoing enhancements will iterate its many uses.

Local Immigration Partnerships

Local Immigration Partnerships (LIPs) are funded by CIC to support multi-stakeholder collaboration, recognizing the human service system for newcomers is funded and delivered

⁸ Accessed at www.toronto.ca/wellbeing

by many different players. In 2009, LIP projects were rolled-out in municipalities across Ontario to support the formation of local planning tables and the development of local settlement strategy action plans. The LIP model varies from municipality to municipality, but members often include residents, non-profit community agencies, the municipality, provincial and federal government ministries, schools/school boards, for-profit organizations and others. In Ontario, there are 45 municipally-led or neighbourhood LIPs, with 17 neighbourhood LIPs in Toronto as well as a City-Wide Local Immigration Partnership.

City-Wide LIP

As mentioned, there are 17 neighbourhood LIP Councils in Toronto, and each prepared a local settlement strategy for their respective catchment area. An initial City-Wide LIP table was established in June 2010 as part of the TNI, to examine cross-cutting systemic issues identified at the neighbourhood-level, which would benefit from coordinated action. Co-Chaired by the City of Toronto, OCASI and United Way, the initial City-LIP was made up of several stakeholders including representatives from each of the neighbourhood LIPs. (See Appendix C and D for descriptions of neighbourhood LIPs and most City-LIP members)

Part of the mandate of the interim City-LIP table was to determine the need and value for an ongoing Partnership table and what such a structure should look like and do. The

Toronto Neighbourhood LIPs

- Bathurst/Finch
- Lawrence Heights
- Black Creek
- Central South Etobicoke
- Don Valley
- East Downtown Toronto
- Eglinton East-Kennedy Park
- North Etobicoke
- York South-Weston
- Northwest Scarborough
- North York East
- South Scarborough
- Southwest Scarborough
- Toronto East
- West Downtown Toronto (grouping of 3 LIP councils)
 - Kensington-Chinatown-Annex
 - Bloor-Junction
 - Parkdale-Trinity

Other Sectoral Members

- Centre Francophone du Toronto
- College Boreal
- COSTI Immigrant Services
- Council of Educators
- Toronto Regional Immigrant Employment Council (TRIEC)
- Citizenship and Immigration Canada
- Ministry of Citizenship and Immigration
- Ministry of Training, Colleges and Universities
- OCASI (Ontario Council of Agencies Service Immigrants)
- Service Canada
- City of Toronto - Social Development, Finance and Administration
- Toronto Public Health
- United Way

primary data source to inform this was the findings of the neighbourhood LIP research and stakeholder consultations. Ad Hoc Work Groups were formed with staff from neighbourhood LIPs to support the consolidation of this research; consultation with all City-LIP members provided input towards an ongoing structure.

Ad Hoc Work Groups

Ad Hoc work groups met between April and Aug 2011 to conduct the following activities.

Findings and Report Development: Members of this group included staff from the Central South Etobicoke, East Downtown Toronto and North York East LIPs. This work group advised and supported City-LIP project staff to consolidate findings across the Toronto neighbourhood LIP reports. The consolidated findings are discussed in the next section of this report.

Community of Practice: Members of this group included staff from the Bathurst-Finch, Black Creek, Lawrence Heights, Northwest Scarborough, South Scarborough, Toronto East and West Downtown LIPs. This group explored opportunities for neighbourhood LIPs to share practices and research among themselves on an ongoing basis. After conducting some research and considering several options, the group determined that an online "wiki" would be a good approach to sharing ongoing information and research. The group is utilizing a wiki hosted by OCASI on the *Settlement at Work* website <http://atwork.settlement.org/atwork/home.asp>. The group also conducted a mapping exercise of all of the neighbourhood LIPs in terms of membership, governance structure, research approaches and more to help determine shared or overlapping items. It complemented the research findings of the LIP strategy reports completed by Mar. 2011 with updated information.

One chart from the mapping exercise that indicates membership/stakeholder engagement is included here.

Table 1: LIP membership

Stakeholder	#LIPs that engaged stakeholder:	% LIPs that engaged stakeholder:
Local Health Integration Network (LHIN)	4	30.8
Toronto District School Board (TDSB)	11	84.6
Toronto Community Housing Corporation (TCHC)	8	61.5
Toronto Catholic District School Board (TCDSB)	4	30.8
City of Toronto (various divisions)	13	100
Libraries	11	84.6

Community Health Centres	11	84.6
Hospitals	9	69.2
Employers	5	38.5
For-profit businesses	5	38.5
Integrated Local Labour Market Planning Tables	6	46.2
Employment Ontario Service Providers	11	84.6
Settlement Service Providers	13	100
Violence Against Women Programs	9	69.2
Unions	5	38.5
Ministry of Training, Colleges and Universities	6	46.2
Ministry of Citizenship and Immigration	7	53.8
Universities	7	53.8
Existing Civic Networks (i.e. CivicAction)	12	92.3
Faith Groups	9	69.2
Non-organizational actors (i.e. residents)	13	100
Business Improvement Areas (BIAs)	7	53.8
Other (i.e. CERIS, Citizenship and Immigration Canada, City Councilors, Social Planning Toronto)	8	61.5

City-Wide Action Areas: Members of this group included staff from Don Valley, Eglinton East-Kennedy Park, North Etobicoke, North York East, Northwest Scarborough and Southwest Scarborough LIPs. This work group considered possible collective activities that could be carried out by neighbourhood LIPs and members of the broader City-Wide table. Emerging priorities focused on Health, Education and Employment. Activities such as workshops, conferences, and engaging new stakeholders were part of this work group's discussions.

The work of this group culminated in a large consultation and workshop forum that took place on Sept 21st, 2011. This special session of the City-Wide LIP provided opportunity to both share research findings and practices from neighbourhood LIPs as well from TNI pilot projects. In addition, it facilitated discussion of the synthesized research findings and proposed directions for a Toronto Newcomer Strategy. Over 100 stakeholders including members of Toronto neighbourhood LIPs, City staff from several Divisions, sectoral staff from Health, Education and Employment, academics, provincial and federal government representatives attended this session. Feedback gathered at this special session provided guidance for a future structure and activities of the City-LIP, as discussed later in this report.

Outcomes

While the ad hoc work groups completed their initial work by Aug 2011, neighbourhood LIPs continued to collaborate together, building directly on the findings of each work group. LIP staff meet to share information, work together on specific initiatives and strategize together. A Google group is used as a virtual meeting and discussion forum between meetings. Meetings during Fall 2011 focused specifically on shared activities relating to Employer Engagement and Employer Service coordination, with TRIEC and TESS as guest discussants at these meetings. As well, a training session on WellBeing Toronto was held for LIP staff in Nov 2011 and planning for future City-LIP forums began.

In addition to full group collaboration, several neighbourhood LIPs within geographic proximity come together in groups of three or four to tackle actions that were found as common issues amongst them as well as logical action areas due to their close proximity and overlap of stakeholders on their LIP councils.

Examples of such collaboration include:

- The four neighbourhood LIPs located in Scarborough working together on the development of a common referral tool that will help agencies with service coordination
- Three neighbourhood LIPs between Etobicoke and North York exploring opportunities to engage local employers to partner on activities to support newcomer access to the labour market

More detail about Neighbourhood LIPs is found in Appendix C and D.

Toronto LIP Research Findings

To synthesize the issues and recommendations identified by neighbourhood LIPs, each of their respective strategy and actions plans was read, themed and analyzed. A distillation of cross-cutting findings helped delineate what activities could and should be conducted at a local neighbourhood level; what strategic actions might be better facilitated through city-wide coordination; and what actions require policy involvement and intergovernmental collaboration.

The volume and breadth of recommendations from individual neighbourhood LIP reports is significant. These cut across a wide range of sectors including housing, language training, employment, mental health/health, immigration status, systemic issues, child care, among others. In efforts to streamline the findings and recommendations of the neighbourhood LIP reports, themed summary charts were completed for each report to help elicit emerging issues. Then, a further thematic breakdown was done across the individual summary charts to land on a city-wide set of themes and recommended action items, which could then be tackled at a city-wide level.

Step 1: Exploring the key findings and action items from individual neighbourhood LIP reports

Step 2: Theming items within each LIP report



Step 3: Extracting themes common across all LIP reports

The recommendations, or strategic actions, were sorted into four main themes, and further categorized as actions that were implementable at a local level, through city-wide collaboration, or those needing substantive policy or funding changes.

The four themes that were most consistent across Toronto's LIP reports were:

- 1) Enhanced information dissemination and newcomer civic engagement
- 2) Improve newcomer access to services and shift traditional models of service delivery
- 3) Improve newcomer access to the labour market (faster access to skill-matching jobs)
- 4) Improve language, education and skills programs to better-serve the needs of newcomer, and certain groups of newcomers.

Table 2: Sample set of LIP thematic recommendations

Themed recommendations  Purview 	Foster newcomer civic engagement and enhance information dissemination	Make it easier and more coordinated for newcomers to access services	Encourage faster newcomer access to the labour market	Enhance newcomer education, languages services, and skills development
LOCAL ACTIONS (Front-Line, Agencies, Residents at Neighbourhood-level)	Example Promote newcomers' civic participation: <ul style="list-style-type: none"> • Endorse community-led or newcomer-led events that are culturally diverse and promote ideas exchange • Support resident-led groups • Encourage newcomer community planning tables 	Example Improve local referrals through inter-agency awareness <ul style="list-style-type: none"> • Catalogue existing community services • Assess supply of services vs. appropriateness • Encourage "information fairs" to facilitate dialogue about local services 	Example Outreach to local employers <ul style="list-style-type: none"> • Service providers to communicate with local employers on the benefits of hiring newcomers • Identify local employment champions and mentors 	Example Enhance local programs to better meet newcomer needs <ul style="list-style-type: none"> • Enhance informal and conversational language training • Focus on immediately usable language • Support more non-class based learning opportunities
COORDINATED ACTIONS (City-Wide)	Example Improve, enhance newcomer information materials: <ul style="list-style-type: none"> • Catalogue translation materials city-wide • Collaborate information materials among agencies • More uniform use of translation, reduce repetition 	Example Support City-wide client referral system <ul style="list-style-type: none"> • "No Wrong Door" access model: harmonized intake, assessment and referrals • Common follow-up system • Support diverse access points • Cooperative client sharing 	Example Newcomer-focused employment services <ul style="list-style-type: none"> • Newcomer-focused employment services, such as women-only or entrepreneur services • More soft skills training such as: commitment, work ethic, work relationships 	Example Support more consistency in language and skills training sector-wide and city-wide <ul style="list-style-type: none"> • Consistent client assessments and outcomes evaluation • Consistent use of translation materials among agencies in language and skills training
POLICY ACTIONS (Inter-governmental collaboration)	Example Increase communication funding: <ul style="list-style-type: none"> • Government-funded orientation package • Increase funding for interpretation services • Fund permanent Community Animators to help agencies engage newcomer residents 	Example Ontario Employment Standards Act to include precarious work <ul style="list-style-type: none"> • Pension reform for seniors • Increase subsidized housing availability • Healthcare for non-insured • Eliminate three-month OHIP wait 	Example More timely credential recognition: develop "temporary licenses," <ul style="list-style-type: none"> • Post secondary/training institutions to work closer with all levels of government so programs better meet labour market needs 	Example Client supports to mitigate access barriers to language and skills development programs <ul style="list-style-type: none"> • More workplace language training • Transit supports • Subsidized service access for post-secondary newcomers • Enhance access to childcare

The LIP reports consistently voiced the need for **coordinated system planning**, where funders, service providers, and clients have greater connection to each other in the ongoing planning and design of newcomer settlement services. For example, the Central South Etobicoke LIP cited newcomer focus group participants who felt "their time had been wasted in accessing services which they later found they were ineligible for, and/or were not of use to them" and many participants perceived this situation to have occurred due to "competition between agencies to reach participant targets" for programs.⁹ The reports indicate that a lack of funder coordination fosters a culture of competition and duplication of efforts. Additionally, complex eligibility criteria make the services system difficult for newcomers and other residents alike to navigate. As such, they outline the need for effective partnerships incented by governance and accountability supports to help build relationships among and beyond settlement sector actors.

A summary of some LIP strategic actions include:

- 1) Greater coordination among funders.
- 2) Supports to develop more common referral techniques/mechanisms – 'No Wrong Door' access model (cooperative client sharing, multiple service access points, seamless service with follow-up on referrals)
- 3) Collaboration on programming and funding applications among agencies
- 4) Research coordination: conduct local and City-wide environmental scans to assess and update demographic profiles, current newcomer needs, the local labour market, and assess the supply of services against what is sufficient and appropriate to meet newcomer needs on an ongoing basis

LIPs have already begun to tackle some of these recommendations. The Eglinton East-Kennedy Park LIP Council's focus has been on improved service system coordination and the body itself acts as a learning network. This LIP is coordinating with others in Scarborough on the early development of common referral mechanisms as well.

Interconnected Issues

Although the themes that have emerged could provide a roadmap for action by a City-Wide LIP, it is worth noting the connection between the themes.

For example, enabling faster access to labour market for newcomers connects directly with several other facets of the human services system such as good access to child

⁹ Central South Etobicoke LIP Strategy, pg. 44

care, housing, language and skills training. It further connects to better navigation of the health care system (good health leading to stronger participation in the labour force), and the need for timely foreign credential recognition.

The following categorization helps combine thematic recommendations in a manner that was useful to conduct further research on the general themes of Infrastructure, Social inclusion and Economic inclusion (each with sub-categories):

Table 3: Thematic Findings

	Infrastructure	Social Inclusion	Economic Inclusion
Description	Findings and recommended action items prescribing policy or funding changes to government-mandated services	Findings and actionable items relating to the social integration of newcomers into host community	Findings and actionable items relating to the economic integration of newcomers into host community
Sub-categories	<ul style="list-style-type: none"> • Transit • Social Assistance • Housing • Childcare • Healthcare 	<ul style="list-style-type: none"> • Civic Engagement • Host Community • System navigation • Language training 	<ul style="list-style-type: none"> • Education, Skills programs • Language • Host Community • System Navigation

Figure 2: Categorization of service-specific gaps

Based on this categorization, a scan was conducted to identify organizations or actors already actively responding to address these thematic areas in some fashion. It was important to gain a glimpse into how robust and active the service system is by determining:

- What activities/programs and collaborative activity already exist?
- Are the issues identified related to capacity (are there enough programs and services?), connection (does the system help people reach programs?) or appropriateness (are the programs the right ones?)

Appendix E contains a detailed charting of the thematic issues and recommendations from LIP reports with some key players identified.

Developing a City-Wide Strategy

From the research synthesis described the major directions for strategic action are to:

- 1) Ensure **timely access to information** for newcomers
- 2) Support full participation of newcomers in society (**civic engagement**)
- 3) Enable improved newcomer **access to the right services** and programs
- 4) Ensure appropriate design/access to language, education and **skills** programs
- 5) Enable faster access to skill-matching **jobs**
- 6) Support **human service system coordination** to achieve the above

Priority areas are Health, Education and Employment, with infrastructure such as transit, housing and child care also notable as vital enablers for the service system.

The thematic charts (Appendix C), produced as part of the research process, indicate that these issues are not newly identified and several organizations/actors do strive to provide support to one or more of these areas. As such, it becomes important for any City-Wide strategy to answer the following questions about Capacity, Connections and Design.

Capacity - Are there enough programs and services?

Connections - Does the system help individuals connect with the right programs and services?

Design - Are the programs and services out there the right ones?

The fragmentation of the service system is illustrated through showing how services are often parceled for various groups. For example, there are services for which only permanent residents are eligible, and services for which refugees are either eligible or excluded. The need for the service system to respond to needs and outcomes, rather than eligibility criteria, cut across the LIP findings, and speaks to a prominent theme around which service system coordination should occur.

As well, though the community-based sector in parts of the City with a longer history of diversity has innovated and responded to customized and culturally-competent approaches, the LIP reports and subsequent research indicates that these practices have not been and are not shared across the current geography of newcomer concentration. Thus building capacity across the City through shared practices is value a City-Wide perspective can facilitate.

Given the data of the robust activities of service system stakeholders, a strategy and action plan could:

- 1) **Complement** the activities of other stakeholders and existing initiatives and **leverage** activities where possible
- 2) **Strengthen** other stakeholders in the human services system
- 3) **Aligns interconnected activities** as appropriate
- 4) Focuses on **demographic diversity** broadly speaking (not just recent newcomers, but a continuum of service)
- 5) Be rooted in an objective to achieve measurable and **tangible change**

At a culminating session of the City-LIP held during Sept. 2011, over 100 stakeholders were invited to discuss the following model for a future City-Wide structure to address the issues identified:

Table 4: City-LIP Principles

	City Wide LIP
Purpose:	To help local and city-wide actors in Toronto's human service system take individual and collective action towards common goals of newcomer social and economic inclusion To facilitate alignment of activities across Toronto through collaboration
Role:	<ol style="list-style-type: none"> 1. Support the planning and coordination of human service system capacity in Toronto through funder planning and multisectoral engagement in Toronto 2. Convene stakeholders (decision makers and local experts) across different sectors in Toronto 3. Link between Toronto and provincial LIP structures and other GTA LIPs 4. Support capacity development at the local, community based level
Stakeholders:	<ul style="list-style-type: none"> • Government – Policy Makers and program staff • Sectoral leaders and champions <ul style="list-style-type: none"> ○ Settlement, Health, Education, Employment, Research/Academia, other • Toronto LIPs • Community-based organizations, local coalitions and networks, resident/informal groups
Actions:	<ul style="list-style-type: none"> • Collect and synthesize action-research to support policy development for <ol style="list-style-type: none"> a. Municipal and local action b. Reports to other levels of government • Support/facilitate collaborative activities for specific areas of action such as labour market access, health outcomes for newcomers and more • Support/facilitate professional development, information sharing and capacity building at the local/regional level

	Support stakeholders to answer the following at the 1, 2 and 3 year mark: <ul style="list-style-type: none"> • How has planning for newcomers improved? • What program changes or other outcomes have resulted from this work? • How has policy development at all 3 levels of government been informed and acted upon by this work?
Key principles:	<ul style="list-style-type: none"> • Geographic coverage: Full geography of Toronto • Collaboration: Among wide range of Toronto stakeholders to support participation on province-wide bodies and connection with other GTA LIPs • Action Oriented: Develop an evaluation framework for the impact of this body • Alignment: Align actions to create a collective impact

The feedback from participants about both the session and the model were appropriate; they found the session useful as a co-creation exercise. The more common suggestions for the model include:

- Ensure balanced participation, input and contribution of stakeholders: decision makers, community-based organizations, newcomer residents
- Bring visibility to the issues of immigration and settlement through public awareness and policy change
- Develop clear goals and metrics related to evaluation of activities in the service system and in coordination
- Help broker relationships between diverse stakeholders
- Develop governance and accountability mechanisms for the model

Strategic Approach

Given the role and function outlined for the City-LIP as well as the priorities identified by neighbourhood LIPs and TNI pilot projects, some key intersections emerged. These are outlined in the following chart, indicating the complementary current City of Toronto strategy, helping lay the foundation for coordination between City Divisions and LIPs under a Toronto Newcomer Strategy.

Proposed Strategic Approach (2012-2013)

Partnership Table	Objective	Focus and Proposed Activities	
Newcomer Leadership Table	Coordinate service planning and evaluation	<ul style="list-style-type: none"> • Coordinate with LIPs in Toronto • Convene stakeholders to receive findings from work groups, other LIPs in Toronto for policy and program recommendations 	
Strategic Pillars	Objective	Focus and Proposed Activities	Complementary City of Toronto Reports (anticipated)
Health	Improve Newcomer Health Outcomes	<ul style="list-style-type: none"> • Connecting settlement and health 'siloes' • Convene forums to share research, best practices • Facilitate partnerships, training 	<ul style="list-style-type: none"> • Toronto Public Health Newcomer Reports (Nov 2011)
Labour Market	Improve Newcomer Labour Market Pathways and Outcomes	<ul style="list-style-type: none"> • Improving service continuum among employment services for newcomers • Facilitate partnerships and training 	<ul style="list-style-type: none"> • Toronto Employment and Social Services – Workforce Development Strategy (Feb 2012) • Economic Development Strategy (June 2012)
Municipal Supports	Improve Newcomer Access to Municipal Services	<ul style="list-style-type: none"> • Improve newcomer knowledge and usage of City services • Facilitate new partnerships, training and improved outreach & marketing 	<ul style="list-style-type: none"> • Strong Neighbourhoods 2020 (Feb 2012)
Community	Improve Newcomer Civic Engagement and Community Capacity to support Newcomers	<ul style="list-style-type: none"> • Support civic engagement of newcomers • Improve newcomer access to information and services 	

Appendices

Appendix A: Recreational Programming

Programs and Attendance

During the Fall 2010 and Winter 2011 programs, PF&R delivered 48 newcomer-focused recreational programs that served over 900 clients. By the end of the pilot, these numbers grew substantially. Newcomer program attendance was highest during Summer 2011 programming. In total, PF&R offered 172 newcomer-focused programs and services during the course of the project.

A Fall 2010 survey indicated that 75% of program participants were born outside Canada, 13.5% were newcomers within one year, and 36.5% arrived in the last three years.

Programs were categorized by the following groupings:

- **Expansion** of existing programs that required additional support to enhance and expand access for newcomers. Before this project there were long waiting lists for certain programs. Newcomers, who often do not register early enough or are unaware of programs, had low levels of participation in existing programs. The additional focus and targeted funding helped expand programs in high demand to support newcomer participation.
- **Newly Developed** programs were piloted in many recreation facilities. Community Recreation Programmers evaluated the effectiveness of the new programs for newcomers and considered long-term implementation of ones that proved successful and in high demand.
- **Unstructured** and Drop-in programs were meant to engage newcomer families and youth in an open forum of recreational activities, particularly those accessing services for the first time. These programs provided information about the range of PF&R services and opportunities such as the daily 15-minute sessions that explain PF&R registration processes, the City's 311 services, Welcome Policy, employment opportunities and more.

Program Highlights

Newcomer Youth Ball Hockey Tournament

At least six community centres and over 50 newcomer youth participated in a ball hockey tournament to celebrate the North District Youth Week in May 2011. The youth participated in a minimum of five games where they experienced interplay with youth from outside their neighbourhoods.

Upon completion of the tournament, the youth expressed interest in taking part in another event of inter-community play. PF&R staff and youth outreach workers noted the youth participants showed immense enthusiasm during the event. Participating Community Centres (CC) included: Antibes Community Centre (CC), Lawrence Heights CC, Driftwood

CC, and Oakdale Community Recreation Centre (CRC), Jenner Jean-Marie CC and Dennis R. Timbrell CRC.

Swimming in the City

A newcomer youth aquatics leadership and certification program was held during the Summer 2011 session. The lead community centre for the program was the Wellesley CC who subsequently ran the program at Regent Park and Stanley Park Outdoor Pools.

This program helped newcomer youth develop their swimming, aquatic lifesaving, and leadership skills. It also provided opportunities to obtain Wading Pool Certification, Standard First Aid and CPR "C" Lifesaving Society Certification. A resume-writing workshop was included in the program, as well as a job-shadowing opportunities at the Antibes CC Newcomer Youth Programs,

South Asian Heritage Month Youth Leadership Retreat

Approximately 150 South Asian youth between the ages of 14 and 21 from the Scarborough District took part in the South Asian Heritage Month Youth Leadership Retreat during May 2011 at the Cedarbrook C.C. This retreat offered workshops on leadership development, media skills, communication skills and conflict resolution to its participants.

Women-only Programs

Several women's only programs were delivered across Toronto. Newcomer Women's Services Toronto partnered with PF&R to deliver women's-only yoga, girls and young women's soccer and women-only swimming classes in Danforth East. Women's-only adult swim was piloted in the Thorncliffe and Flemingdon neighbourhoods, where program attendance reached capacity. The program at Dennis R. Timbrell C.C. had at least 110 participants and requests have been made for continued and expanded programming. Netball and Women's Fitness were also offered to women at Elmbank CC.

Sharing Culture Programs

1. *Newcomer Citizenship Seminars* were offered during May 2011 at L'Amoreaux CRC to support the adaptation and integration of newcomers of Chinese heritage into the L'Amoreaux community. These sessions that shared information about

- *At least 150 newcomer youth participated in the "Focus on Youth" leadership certification and employment program (Antibes CC, July 2011 data)*
- *50 youth engaged daily at Earl Bales Summer 2011 drop-in program*
- *Over 1000 school-aged newcomer children engaged in cricket Summer 2011 camps*
- *Over 150 seniors, children and youth engaged in neighbourhood beautification (July 2011 data)*
- *Skiing and snowboarding opportunities offered to more than 120 newcomer youth (Feb. 2011)*
- *Skating program at John Booth Arena where over 50 newcomer youth were provided skates and helmets (March Break 2011)*

Canadian culture and histories reached capacity and had a waiting list.

2. *Asian Heritage Month Celebration* during May 2011 was a collaborative event among newcomers and participants from the Chinese, Tamil, Indian, Pakistani, and Japanese communities that celebrated multiculturalism through a showcase of talent performances, crafts, and the promotion of diverse cultures and heritages.
3. *Black History Month* celebrations during February 2011 included Caribbean-themed cooking classes, awareness-raising youth educational events, workshops and healthy lifestyle events.

Family and Adult Programs

One PF&R newcomer family program was Family Adventures offered at Jenner Jean-Marie Community Centre during Fall 2010. It gave families an opportunity to experience a different activity each week, including health living, getting to know their neighbourhood, and various field trips. Another program was Family Tennis offered at L'Amoreaux CRC. The program was designed to facilitate interaction between young families and provide the opportunity to learn tennis. Other family programming included:

- Parent/Child Drop-in (McGregor Park CRC)
- Intro to Preschool (McGregor Park CRC)
- Drop-in Family Lounge/gym, family board games (Malvern CC)
- Introduction to Squash for Families (St. Lawrence CRC)
- Drowning Prevention Programs (various)

Outreach and Promotion of Newcomer Programs & Services

PF&R staff working on this pilot explored various ways to improve the promotion and marketing of their newcomer-focused programs to potential participants. This included targeted approaches to newcomers through collaboration with settlement and community agencies, as well as outreach to Local Immigration Partnerships via electronic media, telephone calls and site visits. The success of the targeted outreach to newcomers culminated in an overwhelming response and demand for programs and services during Summer 2011.

The settlement workers placed in PF&R sites also helped reach newcomers through the development of translated written literature and interpretation while on site. PF&R is currently developing a "Newcomer Greeter" position for continued assistance to newcomers with interpretation and navigation of services.

PF&R also worked with external partners for outreach. For instance, it worked with the Big City Youth Services Soccer Program. This initiative resulted in soccer program staff and

PF&R had a presence at Newcomer Orientation Week (NOW) and Welcome & Information for Newcomers (WIN) held at TDSB schools for newcomers, youth and families.

newcomer participants to receive updates on new programming. PF&R also had a presence at the CIC funded Newcomer Orientation Week (NOW) and Welcome & Information for Newcomers (WIN) session in August and September 2011. Both programs provide orientation to first-time students in Toronto middle and high schools on services found both within and outside of schools. PF&R promoted its programming and newcomer-focused services

to hundreds of newcomer students, families and settlement workers at various locations including Marc Garneau C.I., Valley Park Middle School and C.W. Jefferys C.I. Several other area schools also attended. This successful outreach method can be used in future years, expanding to all NOW and WIN programs across Toronto.

Partnerships and Collaboration

Settlement Workers in PF&R

Through the work of the settlement workers placed at PF&R sites, formal partnerships were established with community organizations. Sites that continue to host a settlement worker on an itinerant basis include:

- Driftwood Community Centre (Jane-Finch) – Partner with Jamaican Canadian Association
- Oakridge Community Recreation Centre (Crescenttown) – Partner with Access Alliance
- McGregor Park Recreation Centre (Dorset Park) – Partner with Agincourt Community Services

Local Immigration Partnerships (LIP)

PF&R supervisors and staff working on this pilot collaborated with the following neighbourhood LIPs on programming and outreach:

- Antibes Community Centre (Bathurst-Finch LIP)
- Oakridge Community Recreation Centre (Toronto East LIP)
- L'Amoreaux Community Recreation Centre (Northwest Scarborough LIP)

Other LIP Councils where PF&R staff participated on LIP committees and work groups include:

- Black Creek LIP – Service Integration Committee
- Central South Etobicoke LIP – Round table
- Don Valley LIP – Service Access Working Group

- Lawrence Heights LIP

Other City Divisions

PF&R collaborated with TPH for the Reunification and Adaptation (RAP) pilot. Together with Culture Link, a community-based settlement agency, a Mural Art Program was implemented. The program offered 20 newcomer youth the opportunity to share their experiences of settlement and acculturation through art in the Downtown Diversity Garden. The partnership's concluding celebration, entitled "Seasons of Migration," included the mural unveiling and displays, screening of a RAP youth video, showcase of photography and participant recognition. Other City Divisions who participated include the Mayor's Tower Renewal, City Manager's Office and Clean and Beautiful, Transportation Services and the Public Realm Office

Recreation Service Plan

PF&R held consultation sessions with newcomer residents, as part of the City Council-approved, multi-year 2011 Recreation Service Planning process in St. James Town (Wellesley CC) and Jane-Finch (Driftwood CC) during May 2011. Input from newcomer families as well as from newcomer-serving agencies regarding newcomers' program participation and engagement with City staff was particularly valuable to help achieve outcomes related to the Service Plan's four guiding principles of *equitable access, quality, inclusion and capacity building*.

Appendix B: RAP Program Details

Discovery Phase

The first phase of the RAP project called Discovery (Sept. to Dec. 2010) was to gather newcomer input on how family separation and reunification issues present themselves in different communities. Twelve agencies undertook consultations in their neighbourhoods through the work of community animators and youth organizers. Through group sessions and one-on-one conversations, agencies reached out to youth and adults within the East Asian, South Asian, South East Asian, Caribbean, African and Latin American communities. Their findings were presented at a December 2010 sharing session. Participant suggestions for building Phase Two of the RAP included:

- language specific programming
- peer support
- language/culture-specific mental health support
- parenting classes
- parent-child bonding
- networking/interacting with other cultures
- connecting with immigrants who have integrated
- and language/culture-specific family and marriage counselling

A total of 1013 newcomers participated in 54 consultation sessions during the first phase

Refinement Phase

Jan. to Mar 31, 2011 marked the second stage of the RAP. Settlement Assistance and Family Support Services (SAFSS) was selected as the lead agency of a consortium of 10 partner agencies to conduct this phase. Each agency in the consortium built action plans from the learnings from the Discovery Phase to expand the peer-support model. Agencies formed client groups based on specific issues and focused on providing families with useful information, resources and support to assist them during the transition period from family separation to reunification.

Table 5: RAP Agencies Focus Areas

Agency	Target Communities	Specific Focus
HSDC – Heritage Skills Development Centre	African and Caribbean in Scarborough	African, Caribbean and diverse residents of TCHC apartment community
AWO – Afghan Women's Organization	Afghan community	Afghan youth and women recently reunited with husbands/fathers
Kababayan Community Centre	Live-in Caregivers, mostly from the Filipino community	Filipino caregivers who have been separated from their children and recently reunited
SAFSS - Settlement Assistance and Family Support Services	South Asian communities in Scarborough	South Asian families who have recently been reunited with their husbands/fathers

NAIFA – National African Integration and Family Association	African and Caribbean across the City	Caribbean and African single mothers and unaccompanied youth involved in the judicial system
ACLIC – African Canadian Legal Clinic	African and Caribbean youth	African and Caribbean youth and families involved in the judicial system
CASSA – Council of Agencies Serving South Asians	Tamil and other South Asian communities	Tamil and Bangladeshi youth recently reunited or unaccompanied
Culturelink	Latin American	Latino children and youth in schools dealing with separation and reunification
CICS – Centre for Information and Community Services	Chinese communities	Chinese parents of infants that are sent abroad until grade one and unaccompanied youth
HDC – Hispanic Development Council	Hispanic/Latino community	Newly reunited parents and unaccompanied youth

There were two main objectives of the Refinement Phase. First, was encouraging a peer-support model among participants to foster the sharing of their stories. Second, was to develop manuals on what practices and strategies support families during reunification and adaptation that other service providers (schools, settlement agencies, social service providers) could use.

TPH and partner agency staff noted their favourite aspects of this phase were being able to work within their communities, work with youth, and listen to clients' stories. The challenging aspects they faced included working with conservative family and social situations, building trust with some participants, and learning how to best deal with emotional participants.

Engagement Phase

From Apr. 1st to Aug. 31st 2011, the final phase of the RAP pilot was implemented. The Engagement Phase was characterized by program participants taking part in family-centred bonding activities. For example, families played sports and participated in activities together to enhance and create stronger bonds. The goal of this phase was for families to connect within and among each other.

Engagement Phase activities included:

- Picnics and orientation trips around Toronto
- Accessing employment, social services and volunteer opportunities
- Art sessions (drawing, mural designs, crafts, photography, video, dance, piano)
- Sports (soccer, cricket, badminton, volleyball, canoeing)
- English conversational sessions
- Cooking classes

"They shared resiliency stories and provided advice for other families dealing with the same issues. The participants offered advice to families and service providers on how to navigate systems and survive the challenges of change, transition, family separation and adaptation."

- Orientation to the school system
- Various other field trips (theme parks, art galleries, Toronto Zoo)

RAP partner agencies had different target communities and subsequently differed in service and programming focus, resulting in an acquisition of unique expertise. The agencies shared their best practices and learned-expertise with the RAP Peer Support Group Consortium towards the end of this project

Table 6: RAP Agency Findings

Agency	Best practices or knowledge shared with consortium
HSDC – Heritage Skills Development Centre	Parenting in a new country, dealing with post traumatic stress, dealing with isolation in TCHC, human rights, guidance volunteering and referrals, mentorship program
AWO – Afghan Women's Organization	Intergenerational/intercultural values and beliefs, adjusting to Canadian children and culture, employment supports, youth mentorship, peer network groups, communicating with teachers/guidance counsellor, anti-bully sessions, mental health agencies referrals
Kababayan Community Centre	Communication strategies for dealing with parents, parenting in Canada, rebuilding family relationships and bonding, change and transition, engaging children in social activities, effective stress management, time management and self care, parenting
SAFSS - Settlement Assistance and Family Support Services	Adapting to a new country without parents, involvement in school/community, planning the future, recreational activities/sport leagues, implementing after school programs for newcomer students (access to schools), go into schools and talk to classes and children who are hard to reach
NAIFA – National African Integration and Family Association	Domestic violence, navigating legal system, anger management, finding help outside family, cooperative business, entrepreneurship, safe place for youth to support each other (outlets for their frustration without being involved in criminal activity)
ACLC – African Canadian Legal Clinic	Resiliency/coping strategies, navigating legal & school systems, school issues (bullying, being teased), sibling conflict, linking parents that have the knowledge of navigating systems, providing community resources, artistic/religious discussions
CASSA – Council of Agencies Serving South Asians	Orientation to community resources/networks, youth engagement, health topics (tattooing, piercing harm reduction), youth leadership development, SWIS and Canadian school system
Culturelink	Adapting to Canada and school system, peer support, journal writing & documenting, developed tip sheet for youth dealing with family separation/reunification
CICS – Centre for Information and Community Services	Parent On-line support group, parent-child relationships and discipline, realistic expectations of children, multimedia project focusing on family, advice for parents, workshop on bonding and re-bonding, use book Tiger Mom by Amy Chua to analyze Chinese Culture and strict expectations
HDC – Hispanic Development Council	Parenting and communicating with children, communication with parents, employment support, informing people at home about the reality of living in Canada, women support group session, coping with stress

Appendix C: Toronto Neighbourhood LIPs

Between 2009 and 2012, from South Etobicoke to Northeast Scarborough, the city's 17 neighbourhood Local Immigration Partnership Councils (led by 14 non-profit agencies) facilitated local collaboration and activities among non-profit agencies and other groups serving newcomers and immigrants. The key theme when looking across neighbourhood LIPs is diversity. As can be seen in *Figure 1*, the neighbourhood LIPs vary in size. Some are focused on one or two neighbourhoods while others span a larger cluster of neighbourhoods.

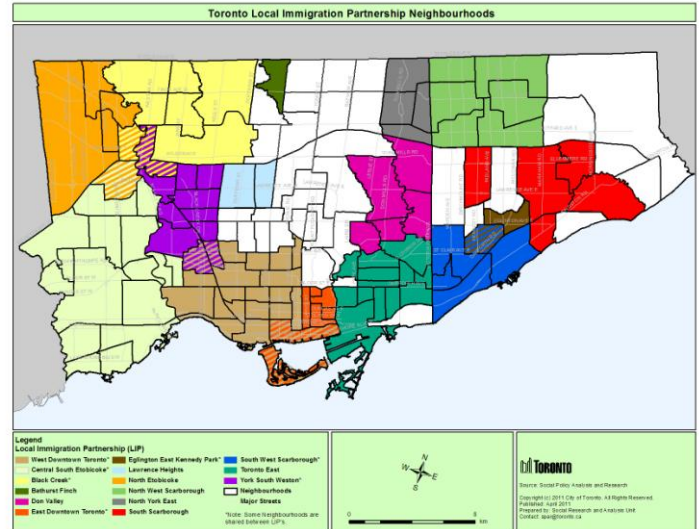


Figure 1: Toronto LIPs

Other Local Planning Across Toronto

The work of the neighbourhood LIPs either builds on or intersects with a range of other community development activities. This includes the Priority Neighbourhood program led jointly by the City of Toronto and United Way, the Action for Neighbourhood Change program funded by the federal government, local labour market planning that is led jointly by provincial and municipal players (MCI, MTCU, TESS) and neighbourhood revitalization led by the City of Toronto to transform neighbourhoods with social housing. Each of these initiatives share

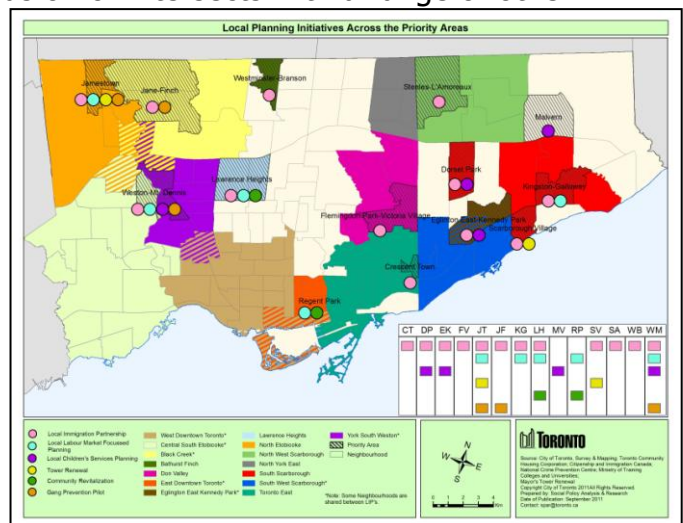


Figure 2: Local Planning in Toronto

common features with LIPs such as

- Engaging residents to be part of the issue identification, action plan development and implementation phase
- Focus on a place-based approach

Of these other local initiatives, LIPs are unique in their focus primarily on newcomers as a demographic.

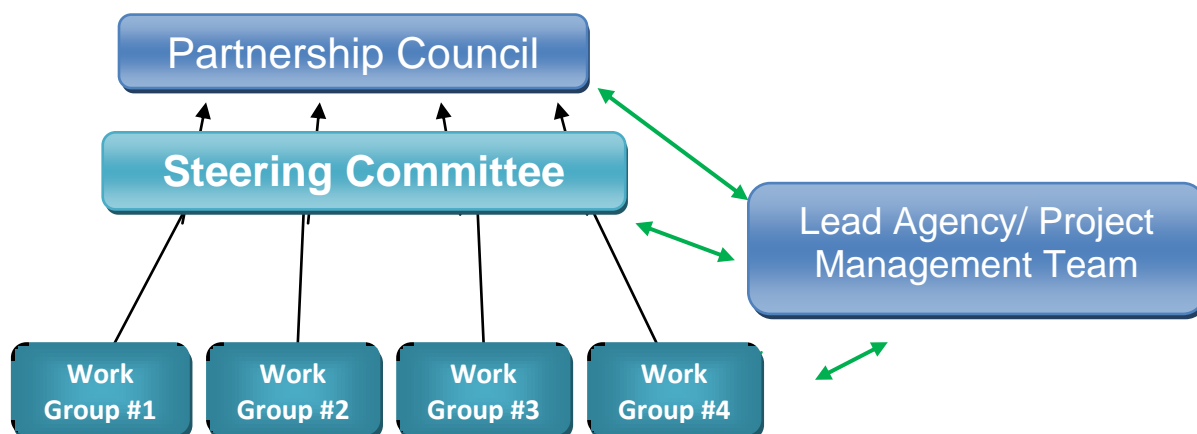
Neighbourhood LIP Structures

Trustee: Each neighbourhood LIP in Toronto has a lead non-profit agency as its trustee. However, the type and size of lead agency varies. For example, Access Employment is the trustee for the Eglinton East-Kennedy Park LIP. It is an agency that provides services all over the City of Toronto, but is also the trustee for a LIP in this neighbourhood cluster. By contrast, Rexdale Women's Centre is the lead for the LIP in North Etobicoke, which is primarily focused in the same neighbourhood cluster as the LIP.

Staffing: In most cases, representatives from the lead agency form the LIP project team; these are staff hired specifically to facilitate the LIPs activities. This often includes a Project Manager, community outreach staff, as well as animators (newcomer residents) who were hired for some stages of action-research.

Governance: The Local Immigration Partnership structure usually involves a broad partnership council and smaller steering committees that guide the development of the local settlement strategy. Partnership council members range from representatives from non-profit (community-based) agencies, private (for-profit) organizations, public (government) institutions and residents. LIP steering committees often include a representative from the lead agency, project staff and where applicable, representatives the Council's work groups. The make-up of these partnership councils and steering committees vary in terms of size and scope across the Toronto LIPs.

neighbourhood LIPs also have representation from additional stakeholders on various work groups and project teams beyond their Councils. These smaller initiatives within the LIPs' purview include representation from community groups, residents, government, private sector and non-profit agencies. Some LIPs had 20 or fewer stakeholders represented on such sub-groups, while other LIPs had over 40. The purpose of these sub-groups is usually to plan for issue or subject-specific integration barriers. For example, the East Downtown Toronto LIP had five planning tables according to their report: immigration and settlement, health and mental health, social and cultural inclusion, employment training and language, and housing.



Neighbourhood LIP Research Approaches

Toronto neighbourhood LIPs used a variety of research methods to understand how newcomers are doing in their geographies. They:

- Used demographic and statistical data to make profiles of their communities
- Conducted surveys and focus group of newcomers, particularly through employing newcomers and residents themselves to do peer outreach, often in first languages
- Surveyed and gathered information from non-profit agencies, private businesses and other key stakeholders in their communities who contribute to the wellbeing of neighbourhoods and residents in a myriad of ways.

This research helped each neighbourhood LIP produce a Strategy Report (outlining their findings and identified action areas), and an Implementation Plan (the plan for how their community plans to improve the social and economic outcomes of newcomers) as part of their project outcomes.

Although there was no single, uniform reporting style used across the 17 LIPs; however there was much consistency in terms of common fact-gathering methods and the scope of information presented. All the LIP reports provided demographic profiles, findings on the major integration barriers faced by newcomers in their respective catchment areas, and actions or advocacy work LIPs could pursue to mitigate the identified barriers.

In terms of gathering research, the most common research tactics used by all LIPs in some combination, as determined based on surveys of the LIPs completed by a City-LIP work group:

- consultants
- focus groups
- interviews
- community animators
- surveys
- literature reviews
- community forums and discussion

The key informants of LIP research included residents, local newcomers, community groups, newcomer service providers (both volunteers and staff) and employers. For example, according to their report, the Bathurst-Finch LIP lead by JVS Toronto conducted focus groups, interviews and community cafés in order to learn the key settlement issues of newcomers living in their LIP area. In their consultations, they received input from residents, grassroots groups, and community service providers.

The process for gathering research, though not completely uniform, was fairly similar across LIPs. A common research method can be seen as:

Step 1: Initial Findings

- Demographic mapping exercise of LIP area to create a local profile
- Interview LIP Council/Steering Committee partners and other key stakeholders
- Conduct relevant literature review

Step 2: Based on findings, identify methodology

- Utilize community animator, hired from within affinity group
- Focus groups
- Surveys
- Interviews
- Community summits, cafes or discussion forums

While the LIPs gathered local data that was necessary for the formation of their reports and strategic plans, some of them noted impeding research challenges. Namely, the most common challenges were:

- Lack of up-to-date and available local demographic data
- Lacking time, funds, or both, meant that some LIPs conducted only a limited, non-probability sample of the local population(i.e. the research findings could not be generalized)
- High staff-turnover, in some case, created inconsistency in research technique and procedures
- Some LIP teams found certain informants more difficult to engage, including newcomer men, seniors, newcomers with young children and youth (men were often unavailable due to work schedules, and newcomers with young children often experienced difficulty in finding childcare to attend community consultations)
- Language was a barrier when appropriate interpreters could not be secured
- Some participants expressed "research fatigue" – they have been consulted numerous times by various researchers without follow-up or feeling their voices were heard

Having noted the above, a rich set of data was still found by the LIPs and formed the basis for the synthesis of LIP research.

Complementing the activities of their action-research and planning, Toronto's 17 LIP councils are also a vehicle for local change. LIPs mobilize players at the grassroots level, and this is central to their ability to effectively collect local research data and develop and implement strategies. Their ability to organize, gather local input through resident engagement and take actions on the local level is summarized in detail in their individual strategy reports and ongoing work.

Bathurst-Finch LIP - Lead agency: JVS Toronto

This LIP covers south of Steeles Ave West, west of Bathurst St, north-east of G. Ross Lord Park/West Don Parklands/Carscadden Greenbelt. According to the 2006 census, Bathurst-Finch has a very large immigrant population with over 70% residents being foreign-born. Thirty-one per cent of residents identify themselves as being of Jewish ethnic origin, and 23% of Russian origin. The other top ethnicities include Filipino, Ukrainian, and Polish. The top languages besides English are Russian, Tagalog, Korean, Hebrew, and Persian. The neighbourhood is characterized by tower residences, and Bathurst-Finch was previously identified as one of Toronto's 13 Priority Neighbourhoods largely due to the low level of per-capita services available to its residents.

Black Creek LIP - Lead agency: Delta Family Resource Centre

This LIP roughly covers the area south of Steeles Ave, north of Hwy 401, east of the Humber River and west of Dufferin St. It is in the former City of North York, and has a higher percentage of renters, lone-parent households and multi-family dwellings than the City of Toronto averages. The top five languages spoken within homes are Vietnamese, Spanish, Chinese, Italian and Arabic. Immigration to Black Creek has steadily increased since 1961, and the most recent immigration trends show newcomers arriving from South Asia, Africa, West Asia and The Middle East.

Central South Etobicoke LIP - Lead agency: Job Start

The LIP roughly covers the area south of Hwy 401, west of the Humber River to the Mississauga border and north of Lake Ontario. In 2006, the census found that the Central South Etobicoke population was 257,375, and 41.8%, or 107,580 of its residents were immigrants. Of the immigrant population, 18.5%, or 19,915, were recent newcomers (less than five years). The top ten ethnicities in Central South Etobicoke were English, Canadian, Scottish, Irish, Italian, Polish, Ukrainian, German, French, and East Indian. The majority of recent immigrants to this area are relatively young; about 47% of them were between the ages of 25 and 44. Finally, 37.5% of recent immigrants in Central South Etobicoke hold a Bachelor's degree or higher.

Don Valley LIP - Lead agency: Thorncliffe Neighbourhood Office

The Don Valley LIP covers five City neighbourhoods: Banbury-Don Mills, Victoria Village, Flemingdon Park, Parkwoods-Donalda and Thorncliffe Park. Immigration into the Don Valley LIP area is high with 57% of the population being born outside of Canada. The top countries of origin for newcomers are Pakistan, India, China, Philippines, and Sri Lanka. There is evidence of more recent Afghan and Filipino populations.

East Downtown Toronto LIP - Lead agency: Canadian Centre for Victims of Torture

The neighbourhoods North St. James Town, Cabbagetown-South St. Jamestown, Church and Wellesley, and Moss Park comprise the East Downtown Toronto LIP. Based on the 2006 Census, 42% of the local population are considered immigrants, and 10.7% are recent immigrants. The top visible minority groups among recent immigrants are: South Asian 24%, Chinese 18.2% and Black and Filipino each representing 10.7%. Recent South Asian immigrants derive mostly from India, Bangladesh, Pakistan, and Sri Lanka.

Eglinton East-Kennedy Park LIP - *Lead agency: Access Employment*

The two neighbourhoods that comprise this LIP are Eglinton East and Kennedy Park, which are usually considered separate communities. It has a high percentage of immigration, where South Asians are the largest visible minority group in the area, followed closely by Black and Filipino. The most common non-English languages are Tamil, followed by Tagalog (Filipino), Chinese-Cantonese, Bengali, Persian (Farsi), Urdu and Greek among many others.

Lawrence Heights LIP - Lead agency: JVS Toronto

This LIP spans north of Ridelle Dr., south of the 401, west of Bathurst St and east of the CNR Railway tracks. About 51% of residents in Lawrence heights are immigrants. The top regions of origin are Southeast Asia (i.e. Philippines), Eastern Europe, the Middle East, South America, and Africa. In addition, Lawrence Heights is currently undergoing a Revitalization process. Land owned by the City of Toronto, and public housing units managed by the Toronto Community Housing Corporation (TCHC) are slated for renewal. Revitalization is accompanied by a Social Development Plan, which supports development in the local labour market, social services, community development, and programming.

North Etobicoke LIP - Lead agency: Rexdale Women's Centre

The LIP covers south of Steeles Ave West, north of Dixon Road, east of Highway 427 and west of Weston Road. India dominates as the source country for immigrants and recent immigrants to North Etobicoke, and Jamaica is the second largest source country. According to Statistics Canada, in 42% of North Etobicoke homes, English is not the predominant language spoken. Punjabi is the most prevalent non-English language used at home, followed by Gujarati, Urdu, Tamil, Arabic, Hindi and Farsi.

Northwest Scarborough LIP - Lead agency: Agincourt Community Services

Northwest Scarborough encompasses six neighbourhoods: Steeles, L'Amoreaux, Tam O'Shanter Sullivan, Agincourt North, Milliken and Agincourt South-Malvern West. More than two-thirds of Northwest Scarborough residents are immigrants, at 69.5% of the population. Compared to other parts of Toronto, there are fewer recent immigrants to this

area between the ages of 0-24 years. This indicates that many recent immigrants to Northwest Scarborough are young adults. These young adults are often having children within five years of immigrating though. The largest visible minority group is Chinese (49.2%), with sizeable South Asian (15.0%) and Black (5.9%) populations.

North York East LIP - Lead agency: Working Women Community Centre

The LIP boundaries are Steeles Ave East to the north, Highway 401 to the south, Victoria Park Ave to the east and the Don River to the west. About 70%, or 54,815 residents, of the North York East population are foreign-born. Chinese and Farsi are the predominant first languages spoken in North York East, however strong pockets of Arabic, Romanian, Tagalog and Urdu also exist.

South Scarborough LIP - Lead agency: Catholic Cross Cultural Services

The South Scarborough LIP is comprised of three neighbourhoods in South Scarborough. They are all City of Toronto priority neighbourhoods, characterized by higher than average numbers of recent immigrants, visible minorities and lone-parent families along with higher levels of low-income residents and unemployment rates. A description of the LIP, by neighbourhood, can be found here:

- Dorset Park: 61.4% of residents are immigrants. The top five non-official languages spoken at home are Tamil, Chinese, Gujarati, Tagalog and Urdu.
- Kingston Galloway/Orton Park: 50% of residents are immigrants, and 22% are recent. The top in-home languages are Tamil, Tagalog, Bengali, Persian and Urdu.
- Scarborough Village: 55% of residents are immigrants, and 18.1% are recent. The top five languages spoken at home are Tamil, Urdu, Persian, Tagalog and Chinese.

Southwest Scarborough LIP - Lead agency: Warden Woods Community Centre

The LIP is composed of five City of Toronto neighbourhoods: Clairlea-Birchmount, Oakridge, Birchcliffe-Cliffside, Cliffcrest and Kennedy Park. About 45% of all residents are immigrants, and 11% are recent newcomers. The average resident age in the LIP area falls within the 40-44 year range, however, the age distribution pattern of recent immigrants in the LIP is very different. There is a small spike in the proportion of 5-9 year old immigrants, and the proportion of 30 to 34-year-old newcomers is significantly higher than both the City and the Southwest Scarborough LIP area average. Thus, the foreign-born population in the LIP area is young. Furthermore, the higher proportion of married immigrant couples indicates that families with young children are settling in Southwest Scarborough.

Toronto East LIP - Lead agency: WoodGreen Community Services

The area includes 11 City-defined neighbourhoods, covering the area south of O'Connor Drive, north of Lake Ontario, east of Don Valley Parkway and west of Victoria Park Ave.

Toronto East is a very diverse community, with over 100 languages spoken at home by immigrants. Southern Asia, Eastern Asia and Europe are the top three regions of origins for Toronto East. The immigrant population and incidence of low income are concentrated and correlated into four distinct geographic areas: Massey Creek, Crescent Town, Broadview-East York and Central Riverdale.

West Downtown Toronto LIP - Lead agency: St. Stephen's Community House

The West Downtown Toronto LIP covers south of St. Clair Avenue West, north of Lake Ontario, east of Parkside Drive/Keele St. and west of Yonge St. The area is comprised of 20 official City of Toronto neighbourhoods, and the LIP functions through three Neighbourhood Partnership Councils: Bloor-Junction, Kensington-Chinatown-Annex, and Parkdale-Trinity. About 42% (over 143,000 residents) of West Downtown Toronto's population is foreign-born, and about 25,000 are recent immigrants.

York-South Weston - Lead agency: Social Planning Toronto

The York-South Weston LIP covers the area south of Wilson Ave., west of Dufferin St. and east of Scarlett Rd. As per the Ontario riding delineation of the 2008 federal election, York-South Weston has a population just over 114,000, and 54 per cent of its residents are foreign-born. The top countries of origin include Italy, Portugal, Jamaica, India and China. According to the 2006 Canadian census, the average family income was \$62,218 – the second-lowest of all of Ontario's 106 electoral ridings.

Quadrant LIPs: The New Model

In December 2011, Citizenship and Immigration Canada (CIC) announced a new model for Toronto LIPs. Building on the work of the neighbourhood, CIC announced that as of April 1st 2012, there would be 4 LIP Quadrants in Toronto, built by clustering 3 or 4 neighbourhood LIPs in each area.

The new LIP Quadrants, as outlined in Figure 3, now cover the full City of Toronto as compared to the neighbourhoods maps shown in Figure 1.

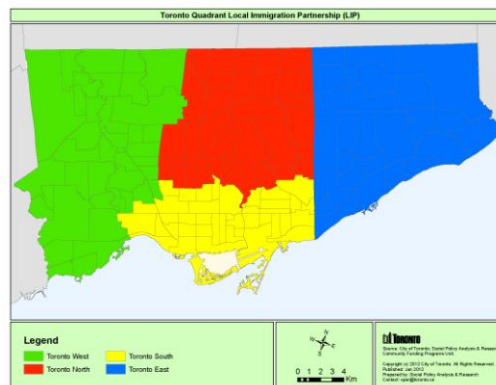


Figure 3: Quadrant LIPs

As each neighbourhood LIP had been trustee by a community-based organization, the new Quadrants are built in partnership between all original trustees in a consortium model. This helps further systemize collaboration within larger geographies and streamlines the coordination across the city that is supported by the City-Wide table.

At the time of this report, the consortium trustee information was available as follows:

LIP Quadrants	
<p>North Quadrant Lead Trustee <i>JVS Toronto</i></p> <p>Consortium Trustee Partners: <i>Working Women Community Centre</i> <i>Thorncliffe Neighbourhood Office</i></p>	
<p>West Quadrant Lead Trustee <i>JobStart</i></p> <p>Consortium Trustee Partners: <i>Rexdale Women's Centre</i> <i>Delta Family Resource Centre</i> <i>Social Planning Council of Toronto</i></p>	<p>East Quadrant Lead Trustee <i>Catholic Crosscultural Services</i></p> <p>Consortium Trustee Partners: <i>Access Employment</i> <i>Warden Woods Community Centre</i> <i>Agincourt Community Services Association</i></p>
<p>South Quadrant Lead Trustee <i>St. Stephens Community House</i></p> <p>Consortium Trustee Partners: <i>Canadian Centre for Victims of Torture</i> <i>Woodgreen Community Services</i></p>	

<p>City Wide LIP Trustee <i>City of Toronto</i></p> <p>Steering Committee Partners: <i>OCASI</i> <i>United Way Toronto</i></p>
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Appendix D: City LIP Members

Ontario Council of Agencies Serving Immigrants (OCASI)¹⁰

OCASI is comprised of more than 200 community-based, immigrant-serving agencies in Ontario and is the umbrella organization that serves its members as a collective voice to government on shared needs and concerns. Part of OCASI's work includes hosting, partnering and funding projects to facilitate the social, economic and political participation of newcomers. For example, since 1999 OCASI has developed and maintained www.settlement.org, an online space for newcomers to Ontario to find relevant information on topics including Community & Recreation, Daily Life, Employment, and Legal Services.

OCASI innovates many projects including InMyLanguage.ca (an 11 language website with a broad range of information for newcomers) and 'Creating Safe and Positive Space for LGBTQ Newcomers Initiative'

As well, OCASI continues to evolve the *Settlement at Work* webpage¹¹ which provides professional development resources to those working with newcomers in Ontario. Toronto's LIPs use a 'wiki' on this website as place to share best practices and documents.

United Way Toronto¹²

The United Way of Toronto is one of the integral funders of the city's not-for-profit sector. In fact, their reach is so expansive that they can be seen as not only major builders, but maintainers, of Toronto's social fabric. The United Way of Toronto supports over 200 member agencies, including most of the agencies involved in the LIPs and various TNI pilot projects. Newcomers to Toronto have been benefactors of United Way support either directly or indirectly through the support United Way provides to many agencies across the City. . The charitable foundation operates on the premise of three main goals: helping people break the cycle of poverty, building healthy people and strong communities, and helping children to have the opportunity to live to their fullest potential and be all they can be. In addition to supporting and sustaining many of the city's non-profit agencies, the United Way of Toronto engages with private sector actors and all levels of government to catalyze meaningful social change.

"What unites us is ultimately far more powerful than what divides us."

¹⁰ <http://www.ocasi.org/index.php>

¹¹ Accessed at <http://atwork.settlement.org/atwork/home.asp>

¹² <http://www.unitedwaytoronto.com/main.php>

Toronto Regional Immigrant Employment Council (TRIEC)¹³

The Toronto Regional Immigrant Employment Council works to improve labour market access for newcomers, and combat the underutilization of their skills, experience and talent. Created by the Maytree Foundation and Toronto City Summit Alliance (now Greater Toronto CivicAction Alliance), TRIEC works directly with employers, foreign trained professionals and community organizations to leverage relationships and convene connections to the labour market. It also works with all levels of government through the facilitation of an intergovernmental table.

"TRIEC creates and champions solutions to better integrate skilled immigrants in the Greater Toronto Region labour market."

Toronto Council of Educators

The recently-formed Toronto Council of Educators (TCE) is comprised of representatives from all of the public post-secondary institutions in Toronto and the two main Toronto school boards. TCE works to improve access to post-secondary education for marginalized youth.

COSTI¹⁴

COSTI is one of the largest community-based, multicultural agencies providing employment, education, settlement and social services to newcomers, immigrant communities and individuals. It has operated in the Toronto area for over five decades and currently offers its services in more than 60 languages, throughout 18 offices across Toronto as well as York and Peel Region. The agency's wide range of service areas include: children and youth, seniors, employment, settlement and citizenship, family and mental health, skills training, housing, vocational rehabilitation, language training, women and problem gambling.

"COSTI makes every effort to ensure that individuals from every corner of the world are provided with equal access to our services."

Francophone Organizations

A *Francophone Immigration Network System*¹⁵ was established by CIC to better connect Ontario agencies serving Francophone newcomers to each other. Much like a LIP, this network strives to enhance the capacity of Francophone minority communities better facilitate the economic and social integration of these newcomers. The network began in 2002 and developed a strategic plan¹⁶ in 2006 focused on for the attraction, protection, integration and retention of Francophone newcomers in French-minority communities.

¹³ <http://www.triec.ca>

¹⁴ <http://www.costi.org/whoweare/whoweare.php>

¹⁵ <http://www.etablissement.org/reseau/home.asp>

¹⁶ <http://www.cic.gc.ca/francais/ressources/publications/etablissement/plan-minoritaires.asp>

*Centre Francophone du Toronto*¹⁷

The Centre Francophone du Toronto is a not-for-profit organization, and serves as a main gateway for Francophones who live or settle in Toronto. The Centre, which was established in 2004, is committed to the welfare of Toronto's Francophone community. The Centre offers a range of services and multidisciplinary programs, largely through partnerships, to meet the needs of Toronto's diverse Francophone population. Values of the Centre include: promotion of the French language, respect for the person and culture, collaboration, autonomy, accountability, accessibility community participation and confidentiality. Some key areas of programming and services include: health and health promotion, children and families, newcomers, and legal supports.

"In Toronto, almost half of the Francophones were born outside the country"

- Government of Ontario

*College Boreal*¹⁸

College Boreal officially opened its main campus in Sudbury, Ont. in Sept. 1995, with the mission of providing personalized education, and fostering leadership within and the sustainable development of Ontario's Francophone community. In addition to offering French-language continuing education, College Boreal offers its students employment assistance, integration programs and services for immigrants, and other social programs. The post-secondary educational institution now has seven campuses across the province, including one in Toronto, which is partly to a collaborative relationship with York University's Glendon College. Many College Boreal classes are already offered at the Glendon campus, giving College Boreal students a taste of University education.

"Foster knowledge and stimulate culture "

- College Boreal Mission

Research and Policy Sources

In addition to the members of the City-LIP, the following organizations are active in the areas of research and policy advisory in the Greater Toronto Area are worth noting for the publications and data they provide related to immigration.

Maytree Foundation¹⁹

The Maytree Foundation is a private charitable foundation with the goals of building strong civic communities and reducing poverty and inequality in Canada. It was founded in 1982 by Alan and Judy Broadbent. The foundation carries out its mission through funding and supporting leaders, ideas and organizations who embody their same goals and have the capacity to make change that advances the common good and creates opportunities for individuals to break the cycle of poverty. Furthermore, Maytree produces its own policy

¹⁷ <http://www.centrefranco.org/pages/cft.historique>

¹⁸ <http://www.collegeboreal.ca/home/>

¹⁹ <http://maytree.com/>

research and recommendations report, *Maytree Policy Insights*, as it believes progressive social policies will help reduce poverty. One of Maytree's subsidiary organizations is the Toronto Regional Immigrant Employment Council (TRIEC) who is a member of the City-Wide LIP.

In an effort to enhance the integration of urban migrants in cities around the world, Maytree launched the web-based initiative, *Cities of Migration*.²⁰ Through its interactive website, Cities of Migration serves as a virtual convenor for global policymakers, settlement workers, newcomer-serving agencies, business leaders, governments of all levels and planners to share best practices or inspire new thinking on successful immigrant integration. The initiative aims to better highlight the role and importance of cities in immigration policy.

Greater Toronto CivicAction Alliance

Originally named the Toronto City Summit Alliance, the Greater Toronto CivicAction Alliance was founded in 2002 to convene civic leaders to catalyze change and tackle tough issues facing the Toronto region's social, economic and environmental future. Key players in this organization are all levels of government, private sector, labour, academic, and the non-profit and voluntary sectors. CivicAction focuses on issues where there is a clear consensus for action and where progress can be made quickly.²¹

Many players are actively working to address economic topics related to immigration in the region, but they would all benefit from a common vision and coordinated strategy.

- CivicAction, 2011

Immigrant integration was one the priorities identified by early CivicAction conferences. In fact, it was out of CivicAction that the Toronto Region Immigrant Employment Council (TRIEC) was born. The development of TRIEC by CivicAction illustrates that immigrant integration is an issue that requires multi-stakeholder, multi-governmental and regional action.

In their 2011 report, *Breaking Boundaries: Time to Think and Act Like a Region*, CivicAction outlined their 10 priorities for action to improve Toronto region's social, economic and environmental potential, immigration was again outlined as a priority for action. CivicAction notes that the full economic potential of immigrants is not always realized, leading to a gap between foreign-born and Canadian-born citizens in terms of labour market outcomes. In their view, efforts to mitigate this issue are many yet uncoordinated and mentions LIPs as a promising practices to tackle this.

²⁰ <http://citiesofmigration.ca/about-2/#Background>

²¹ <http://www.civicaction.ca/history>

CERIS – Ontario Metropolis Centre²²

CERIS – Ontario Metropolis Centre is a research, knowledge-creation and knowledge-sharing network that connects academics, policymakers and various stakeholders engaged in migration studies and policy. Originally established in 1996 as the Centre of Excellence for Research on Immigration and Settlement (CERIS), it changed its name to CERIS – Ontario Metropolis Centre to reflect and showcase its partnership with the international immigration research and policy-sharing body, The Metropolis Project.²³ The Centre provides a place for researchers and practitioners alike to interact at various conferences or web-based initiatives. The research network has two publication series through which it disseminates research on immigration and refugee topics: CERIS Working Paper Series and Policy Matters. Their research most often falls into one of the network's six main policy research domains:

- Citizenship and Social, Cultural and Civic Integration
- Economic and Labour Market Integration
- Family, Children and Youth
- Health and Well-being
- Justice, Policing and Security
- Welcoming Communities: Building Capacity in Regions, Cities, and Neighbourhoods

Both the neighbourhood LIPs and the City-LIP referred to their publications, complementing their own community-based research.

Toronto Immigrant Employment Data Initiative (TIEDI)²⁴

This research initiative stemming from the work of CERIS, was launched in 2007 with funding from the Social Sciences and Humanities Research Council. Based out of York University, TIEDI provides free access to statistical data and analysis on various aspects of immigrant labour market integration. The research team is comprised of twelve members: three community representatives and nine academics drawn from York University, Ryerson University and the University of Toronto. TIEDI publishes reports, fact sheets, labour force updates and a newsletter, informing immigrant-service organizations with valuable information. Since 2008, their team has published 26 analytical reports on topics such as *Immigrants' Experiences of Discrimination in the Workplace* and *Credential Assessment by Occupation*, as well as 34 fact sheets and 15 monthly labour force updates of immigrant labour market outcomes in the Toronto Census Metropolitan Area.

²² <http://www.ceris.metropolis.net/>

²³ <http://www.canada.metropolis.net/>

²⁴ <http://www.yorku.ca/tiedi/index.html>

Government Stakeholders

Along with the organizations mentioned, each level of government is represented at the City-Wide LIP table. The federal government is represented by both CIC and Service Canada and the provincial government by the Ministry of Citizenship and Immigration (MCI) and the Ministry of Training, Colleges and Universities (MTCU). The participation of both CIC and MCI are notable given their roles as funders and planners of settlement and integration services.

City of Toronto: The City of Toronto does not have the purview held by the federal and provincial governments for settlement and integration and consequently does not fund settlement services. However, as noted by the Federation of Canadian Municipalities (FCM) in a Sept 2011 report²⁵, cities play a key role as front-line responders to newcomers when they arrive. The municipal delivery of housing, child care, social services, schools, roads, and transit are all valued by newcomers as they settle into communities. Municipal governments are also involved in economic development, both at the neighbourhood level and interconnected with the broader economic region and thus labour markets are often planned at a municipal level.

To demonstrate the complexity of the landscape of federal, provincial and municipal involvement in human services, the following chart, while not comprehensive, sheds some light of how the system is interconnected between numerous players. While they are not included here, worth noting are informal actors (private groups, associations, faith communities and families/neighbours) who play a large role in supporting newcomers, as cited by neighbourhood LIP research.

Service	Funded by:	Description or Target:	Delivered by:
Settlement Services	Federal Government (primary)	Newcomers - first 3 years in Canada	Non-profit agencies
	Provincial Government	Limited restrictions	
Language training	Federal Government	LINC (Language Instruction for Newcomers - first 3 years in Canada)	Non-profit agencies
	Provincial Government	English as a Second Language – all residents	School Boards
		Occupation-Specific Language training – labour market specific, all residents	Non-profit agencies
		Informal language training – all residents (conversation circles)	Non-profit agencies, informal sector, faith-based groups
Health	Provincial Government	Primary Health via Local Health Integration Networks - <ul style="list-style-type: none"> All residents except newcomers during first 3 months in Canada 	Hospitals Community Health Centres
		Public Health via Municipal health agency <ul style="list-style-type: none"> All residents 	Toronto Public Health

²⁵ Accessed at www.fcm.ca/Documents/reports/Starting_on_Solid_Ground_Municipalities_and_Immigration_EN.pdf

		Health promotion and other programs <ul style="list-style-type: none"> All residents 	Ministry of Health Promotion and Sport Community Health Centres Some non-profit agencies
Education and Training	Provincial Government	Primary and Secondary education <ul style="list-style-type: none"> All residents, including non-residents 	Ontario School Boards
		Post Secondary <ul style="list-style-type: none"> Delivered to all, including international students 	Various colleges, universities and training/trades schools
		Bridging programs <ul style="list-style-type: none"> For internationally trained professionals 	Various colleges and universities
Children's Services	Provincial Gov't Municipal Gov't	Ontario Early Years Centres Municipal Child Care and Children's Services	Non-profit agencies Municipality and non-profit agencies
Housing	Municipal Gov't	Subsidized Housing Shelters Municipal planning	Arms-length City Board Municipality and non-profit agencies Municipality
Income and other Support	Federal Gov't Provincial Gov't Municipal Gov't	Employment Insurance Education assistance (OSAP) Ontario Works (welfare)	Service Canada Provincial ministry Municipality
Economic and Labour Market Development	Federal Gov't Provincial Gov't Municipal Gov't	Infrastructure programs Economic development and trade Regional economic development Local labour market development	Infrastructure programs Province, City of Toronto Government collaboration Board of Trade Entrepreneurship, small business

Appendix E: Thematic Research Findings

INFRASTRUCTURE

Item	Purview	Findings	Who is active in this area?
Housing	Subsidized Housing	<ul style="list-style-type: none"> • Lack of available spots • Refugees/refugee claimants face heightened issues • “Hidden homelessness” • Supports to transition to home ownership • Need for income-rent subsidy when rent 30%+ of income • Policy recommendations, informed by research 	<ul style="list-style-type: none"> • Ontario Non-Profit Housing Association (ONPHA unites over 760 non-profit organizations providing housing in 220 communities across Ontario) <ul style="list-style-type: none"> • 2011 Waiting Lists Survey (waiting list statistics from the 47 Municipal Service Manager areas in Ontario) • Lawrence Allen Revitalization Plan to add 5500-6300 new market units to Lawrence Heights/Bathurst Heights/Lawrence Square area in next 20 years • Immigration and Refugee Housing Committee • CERIS – May 2011 Report: “Precarious Housing and Hidden Homelessness among Refugees, Asylum-Seekers, and Immigrants in Montréal, Toronto, and Vancouver”
	Non-profit/private	<ul style="list-style-type: none"> • Tenant rights, exploitation • Overall system navigation 	<ul style="list-style-type: none"> • City Welcome Home: A Guide to Services for Tenants (119-page guide for new Toronto tenants; provides community-specific information on a wide range of topics from “living a budget,” to dealing with bedbugs, to mental health services) • TCHC website Tenants Section (many resources for tenants including: eviction prevention policy, tenant complaint process, and becoming a youth tenant rep) • Ontario Human Rights Commission: Addressing Discriminatory Housing Ads • Ontario Tenants Rights (a non-government supported web guide to Ontario's Landlord and Tenant Act, Residential Tenancies Act, tenants' rights, social justice, and rental housing issues) • TCHC subsidiary: Housing Connections (provides housing solutions for people looking for affordable housing in Toronto)

Item	Purview	Findings	Who is active in this area?
Health	Public Health	<ul style="list-style-type: none"> Partnerships evolving, informed by research 	<ul style="list-style-type: none"> Access Alliance: <ul style="list-style-type: none"> Refugee Youth Health Project: research project about key determinants of health for refugee youth in Canada Toronto Public Health/Access Alliance “Toronto Newcomer Health Research Project” (underway)
	Mental Health	<ul style="list-style-type: none"> Need for a newcomer mental health strategy, informed by research Mental Health system navigation Easier access (i.e. translation) to mental health services and resources 	<ul style="list-style-type: none"> Toronto Public Health Reunification and Adaptation Project (RAP) Access Alliance: <ul style="list-style-type: none"> Newcomer Youth Mental Health Project (participatory research including qualitative and quantitative methods) Exploring Mental Health Issues Faced by Government Assisted Refugees (GARs) (studied Afghan, Sudanese & Karen refugees to promote evidence-based service and policy design for GARs’ mental health) Open Minds, Healthy Minds: Ontario’s Mental Health and Addiction Strategy Settlement.org Navigating Mental Health Services in Toronto – A Guide for Newcomers (translation in 9 languages) Mental Health Helpline CAMH resources: <ul style="list-style-type: none"> Alone in Canada: 21 Ways to make it Better (translated in 21 languages) About mental health – Fact Sheet (translated in 17 languages)
	Provincial Health Care	<ul style="list-style-type: none"> Need translation, system navigation Leverage settlement sector expertise for “culturally appropriate services” 	<ul style="list-style-type: none"> MOHLTC Multi-lingual Healthcare Fact Sheets (27 languages) on topics: getting started, getting medical care, emergency care, finding home care and getting prescription drugs InMyLanguage.org “Health” section (translated in 11 languages) Toronto Central LHIN’s Equity Action Plan (Collect equity data and develop equity indicators, Develop shared interpretation and translation services, Improve access for non-insured) MOHLTC services and programs list (no translation) OntarioImmigration.ca “After you Arrive: Healthcare” (no translation) Access Alliance Interpretation and Translation Services Mount Sinai Interpreter Services, Sick Kids Interpreter Services, University Health Network Interpretation Services
	Community Health Centres	<ul style="list-style-type: none"> Gaps for refugees, new immigrants 	<ul style="list-style-type: none"> Regent Park CHC (specific refugee program including programs: Tuesday night refugee drop-in, homework club, adult literacy, nutrition and health education)

Item	Purview	Findings	Who is active in this area?
Transit	Access	<ul style="list-style-type: none"> Cost of transit is a service access barrier for some newcomers 	<ul style="list-style-type: none"> Most municipalities/regions subsidize transit for seniors and disabled (some newcomers fall into these categories) <ul style="list-style-type: none"> City of London: subsidizes Seniors transit 25%, Visually Impaired 100% Peel Region beginning to subsidize low-income residents (addresses some newcomers' access barriers)
		<ul style="list-style-type: none"> Transit geographically inaccessible Under-served communities 	<ul style="list-style-type: none"> Metrolinx projects <ul style="list-style-type: none"> West Toronto Diamond Grade Separation (improving train service in The Junction-area) GO Transit Rail Improvement Program: included 12 rail projects, an expansion of GO bus network and Union Station revitalization
Child Care	Regulated spots	<ul style="list-style-type: none"> Limited quantity, access barrier to accessing settlement services, education and labour market 	<ul style="list-style-type: none"> Mothers for Child Care (task force to investigate accessibility, quality and affordability of child care services in Toronto – will release report June 17, 2011) Toronto Coalition for Better Child Care (broadly-based organization advocating for high quality, universally accessible, non-profit, publicly-funded child care) Child Care Advocacy Association of Canada
		<ul style="list-style-type: none"> Policy recommendations, informed by research 	<ul style="list-style-type: none"> YWCA – March 2011 Report: “Educated, Employed and Equal - The Economic Prosperity Case for National Child Care”
	Non-profit/private	<ul style="list-style-type: none"> System Navigation Increase home-based child care 	<ul style="list-style-type: none"> City of Toronto: Toronto Child Care Locator Min. of Education: Search for Licensed Child Care City of Toronto: Opening a Child Care
Social Assistance	Access	<ul style="list-style-type: none"> More supports needed for newcomers 	<ul style="list-style-type: none"> Commission for the Review of Social Assistance in Ontario (Mandated by the Government of Ontario to examine social assistance in the province through engagement, research and analysis. It will provide the government with a concrete action plan to improve the system for the people who need it)

SOCIAL INCLUSION

Item	Findings	Activity	Who is active in this area?
Civic Engagement	<ul style="list-style-type: none"> Need supports for newcomer-led events and newcomer civic engagement 	<ul style="list-style-type: none"> Youth engagement Fostering newcomer social inclusion Fostering civic engagement and voluntarism 	<ul style="list-style-type: none"> YMCA Community Outreach and Newcomer Services (Community-based youth drop-ins, leadership programs) OCASI project: Promoting Newcomer Integration and Social Inclusion (Assists newcomers access civic engagement, sponsor community development initiatives, and understand the rights and responsibilities of citizenship) Aviva Community Fund (private insurance company financing \$1,000,000 worth of community initiatives in Canada for 2011) Thorncliffe Neighbourhood House - Encourage Community Engagement through Active Citizenry (chapter in Maytree's 2011 Policy Insights, argues extending the vote to permanent residents will enhance civic engagement) OCASI Facilitator Guide to Encourage Newcomer Voluntarism Catholic Immigration Centre Renaissance50Plus (resource guide for agencies engaging people 50+ for voluntarism)
	<ul style="list-style-type: none"> Lack of newcomer input at local planning tables and in policymaking 	<ul style="list-style-type: none"> Models to engage newcomer input Initiatives to infuse newcomer input into planning 	<ul style="list-style-type: none"> Report for Rexdale Women's Centre: Organizing Ethno-cultural Seniors for Action: Resource guide to empower multicultural seniors to advocate for better community services Maytree DiverseCity: <ul style="list-style-type: none"> Civic Leadership School4Civics (trains and mentors promising leaders from diverse communities to organize political campaigns or run for office) DiverseCity onBoard (connects qualified racially and ethnically diverse candidates with governance positions in agencies, boards, commissions and non-profits across the GTA) Ontario Prevention Clearinghouse: Count Me In! Tools for an Inclusive Ontario (toolkit for developing inclusive community programs)
Host Community	<ul style="list-style-type: none"> Newcomers face discrimination in communities (lack of awareness of newcomer cultures) 	<ul style="list-style-type: none"> Local social integration and outreach/awareness initiatives Newcomer social research Awareness campaigns 	<ul style="list-style-type: none"> Ethno-specific organizations (CASSA, Toronto Chinese Community Services Association) OCASI Neighbours, Friends and Families (NFF) Diverse Communities Project (a province-wide public education campaign to raise awareness of the signs of abuse against immigrant and refugee women)
	<ul style="list-style-type: none"> Violence against women 	<ul style="list-style-type: none"> Preventative actions 	<ul style="list-style-type: none"> Ontario Women's Directorate – Publications: Prevention of Violence Against Women

Item	Findings	Activity	Who is active in this area?
Language	<ul style="list-style-type: none"> Limited common-language training 	<ul style="list-style-type: none"> Conversation circles initiatives by local groups 	<ul style="list-style-type: none"> Faith-based groups ex/ Trinity Evangelical Lutheran Church (Bloor and Sherbourne)
	<ul style="list-style-type: none"> More access to newcomer-focused services aimed at certain demographics 	<ul style="list-style-type: none"> Demographically-targeted programs for women, seniors, etc Enhance subject-specific language training for better social inclusion (not 	<ul style="list-style-type: none"> Working Women Community Centre Newcomer Women's Services Toronto
System Navigation	<ul style="list-style-type: none"> Information dissemination gaps (Inconsistent use or newcomers unaware of use of translation in settlement sector) Trouble navigating services (settlement and mainstream) 	<ul style="list-style-type: none"> Improve lines of information dissemination, explore new methods or tools for dissemination More consistent use or more promotion of translation in the settlement sector Coordinate and collaborate settlement services Better referrals in settlement sector Orientation to mainstream services (police, health) Research to inform improved service delivery and marketing 	<ul style="list-style-type: none"> OCASI – www.settlement.org (provides newcomers information to settle in Ontario, Canada) InMyLanguage Multilingual Community Interpreter Services (provides professional interpretation, translation and interpreter training in 96 languages to public and social service organizations across Ontario) <ul style="list-style-type: none"> CIC Finding Newcomer Services in Your Area CIC-funded Settlement Kiosks (21 across Ontario, operate in 17 languages; one at Toronto City Hall) Settlement.org “What are my rights as a patient,” (translated in 10 languages via InMyLanguage) and “What are my rights as a mental health patient?” (not translated) Community Legal Education Ontario (CLEO) “Connecting Communities” (three-year pilot project to support greater access to the legal system for residents who don't speak English/French, or who live in remote areas) CLEO Temporary Foreign Workers: Know Your Rights at Work! (fact sheet) CIC Welcome to Canada: What you should know <ul style="list-style-type: none"> Canadian Law Health Services CERIS working paper: “Recent Immigrants’ Awareness of, Access to, Use of, and Satisfaction with Settlement Services in York Region”
	<ul style="list-style-type: none"> Geographic/physical access barriers to services 	<ul style="list-style-type: none"> Itinerant services 	<ul style="list-style-type: none"> Various settlement agencies employ itinerant settlement counsellors <ul style="list-style-type: none"> LAMP Community Health Centre (Etobicoke) Catholic Crosscultural Services (South Scarborough)

ECONOMIC INCLUSION

Item	Findings	Activity	Who is active in this area?
Education, Skills	<ul style="list-style-type: none"> Newcomers' internationally-gained education and skills training not matching jobs; educated but income doesn't reflect it 	<ul style="list-style-type: none"> Bridging programs Sector-specific training programs Credentialing Research 	<ul style="list-style-type: none"> Ontario Bridge Training Program (in general, it provides: education/skills assessment, clinical or workplace experience, targeted skills/academic training, preparation for licensing or certification exams, occupation-specific language training, and individual learning plans for additional training needed) Ryerson University Chang School Gateway for International Professionals New To Canada, Humber College (newcomer courses, programming and bridging) ACCES Employment occupation-specific orientation courses: IT, Engineering, Financial & Banking Sector, Human Resources, Sales and Marketing Statistics Canada report: The Income of Immigrants who Pursue Postsecondary Education in Canada
	<ul style="list-style-type: none"> Newcomers don't have adequate education or experience 	<ul style="list-style-type: none"> Access to attaining an Ontario Secondary School Diploma (OSSD) or an Ontario High School Equivalency Certificate (GED) Meaningful internship/co-op programs to gain "Canadian Experience" and adequate skills for labour market entry Supports for newcomers pursuing professional development and training 	<ul style="list-style-type: none"> Independent Learning Centre (ILC is Ontario's designated provider of distance education and GED Testing. It offers credit courses in English and French for Grades 9 to 12, and OSSD and GED testing) Toronto Council of Educators (future collaborations with this <i>emerging</i> initiative would support post secondary education access for marginalized newcomer youth) ACESS Employment – Ready-to-Work: Tourism Sector Career Edge (internships) Maytree ALLIES program (<i>Assisting Local Leaders with Immigrant Employment Strategies</i> – ALLIES – provides work experience for skilled immigrants through internships and mentoring programs across Canada. It also implements policies and programs that facilitate hiring of skilled immigrants by small- and medium-sized businesses) TTC tokens and child-minding available while enrolled in Computer Classes at Newcomer Women's Services Toronto CIC Career Transition Assistance Toronto Council of Educators (<i>as above</i>)

Item	Findings	Activity	Who is active in this area?
Host Community	<ul style="list-style-type: none"> Anxiety of hiring newcomers (employer discrimination) still exists 	<ul style="list-style-type: none"> Employer outreach, promote benefits of hiring newcomers and the proven successes of hiring newcomers Research highlighting benefits workplace diversity 	<ul style="list-style-type: none"> TRIEC – Help Employers Hire Immigrants (Create an “employer gateway” to help employers find talent easily, and, develop and provide programs and supports for employers; highlights ‘champions’) Government of Ontario Employer Engagement Programs Toronto Board of Trade: Employer’s Resource Directory (directory to connect employers with knowledgeable and cost-effective agencies/tools to help them successfully recruit, retain, and integrate skilled immigrants into their workplaces) hireimmigrants.ca (website that provides employers with interactive tools and resources to accelerate integration of skilled immigrants in their organizations) Conference Board of Canada: The Value of Diverse Leadership Canadian Centre for Policy Alternatives (research paper re: labour market gap for racialized workers) DiverseCity Advantage (Maytree subsidiary, part of a three-year partnership with the Greater Toronto CivicAction Alliance building evidence for the economic and social benefits of diversity in leadership)
	<ul style="list-style-type: none"> Need for local labour market to better reflect skills and diversity of Toronto newcomers 	<ul style="list-style-type: none"> Local initiatives to facilitate labour market innovation Enhance labour market outcomes for newcomers 	<ul style="list-style-type: none"> Toronto Workforce Innovation Group <ul style="list-style-type: none"> Innovative Approaches to Prosperity: Shaping Toronto’s Labour Market (Nov. 2010 symposium featuring civic leaders discussing gap between “talent shortages” and highly skilled people struggling to find jobs) Diversity: Strategies for the changing workforce (2009 forum exploring existing diversity in the workplace and ways to facilitate a more flexible and inclusive workplace in the future)

Item	Findings	Activity	Who is active in this area?
Language	<ul style="list-style-type: none"> Lack in occupation-specific orientation training 	<ul style="list-style-type: none"> Targeted language programs for specific occupations General language training for the Canadian workplace 	<ul style="list-style-type: none"> Government of Ontario Specialized Language Training (Accounting, Business and Finance, IT, Engineering and Manufacturing, Health Care and Pharmaceutical, Hospitality and Tourism, Food and Beverage) ACCES Employment's "Talk English Café" program (Newcomers can improve their conversation and workplace communication skills in an informal, café-type setting. It includes ESL instructor-led activities, and informal group discussions. Participants develop skills in making small talk, working in teams, and an understanding of workplace nuances) ACCES Employment Language for Workplace Connections
System Navigation	<ul style="list-style-type: none"> Access to labour market info 	<ul style="list-style-type: none"> Newcomer Labour Market Research Inclusion at work 	<ul style="list-style-type: none"> Wellbeing Toronto Indices (new online tool measuring wellbeing across Toronto; uses indicators; monitors economic and social wellbeing; can custom select, combine, weight data; designed to assist the public and staff/Council in developing policies/programs with a place-based approach) Toronto Immigrant Employment Data Initiative (TIEDI) - helps organizations access quantitative data. Community organizations define the data that they need, then a team of academic researchers and student analysts pursue the agendas. <ul style="list-style-type: none"> TIEDI Toronto Data CIC Working in Canada: Job Seekers (list of services to help newcomers in job search) Labour Community Services (helps organize workers and families in their communities and organizations ; builds a bridge between the unions and the community)
	<ul style="list-style-type: none"> Better orient to mainstream workplace norms Not enough pre-arrival supports 	<ul style="list-style-type: none"> Soft skills training to aid economic inclusion Pre-planning 	<ul style="list-style-type: none"> Key2Careers Soft Skills Training – offer courses for newcomers, not free Youth Employment Services Skilled Workers and Professionals: <ul style="list-style-type: none"> "Immigrating as a worker: am I eligible" questionnaire Eligibility criteria for federal skilled worker applications Provincial Nominee Programs <ul style="list-style-type: none"> Ontario Provincial Nominee Program

Item	Findings	Activity	Who is active in this area?
System Navigation (cont'd)	<ul style="list-style-type: none"> Improve referral system for employment, language and education services Lacking financial literacy 	<ul style="list-style-type: none"> 'Networking in,' professional mentoring Financial literacy 	<ul style="list-style-type: none"> The Mentoring Partnership (TRIEC program that brings together recent skilled immigrants with established professionals for occupation-specific mentoring) Consortium of Agencies Serving Internationally-trained Persons (consortium of agencies collaborating to drive innovation, advocacy, excellence for GTA-skilled immigrants, employers) Ethno-specific professional organizations <ul style="list-style-type: none"> Chinese Professionals Association of Canada Indo-Canada Chamber of Commerce ACCES Employment's "Talk English Café" program SmartSaver (non-profit community project helping families open RESPs and navigating Government money for their children's higher education; translated in 14 languages) Financial Basics Workshop (federally-funded financial literacy workshops aimed at ages 18-29; schools and organization request materials and can run their own workshop) SEDI/CCFL Financial Literacy Work Ombudsman for Banking Services and Investment (free, independent, national dispute resolution service that's an alternative to the legal system; look primarily at cases of direct financial loss as a result of error, misleading information or bad advice)
	<ul style="list-style-type: none"> More supports/easier navigation of existing supports available to entrepreneurial newcomers 	<ul style="list-style-type: none"> Efforts supporting newcomer entrepreneurs 	<ul style="list-style-type: none"> Connect Legal (provides legal education and assistance to low-resource immigrants engaged in launching and growing independent businesses) Industry Canada: Canada Small Business Financing Program (helps new businesses get access to loans up to \$500,000) Canada Business Ontario (provides businesses a wide range of information on government services, programs and regulations for business owners. Its aim is to promote entrepreneurship and innovation, and provide assistance through an organized network of service centres across Canada) Ontario Self-Employment Benefit (provides unemployed people who are or have recently been eligible for Employment Insurance with income and entrepreneurial support while they develop and start their business) CIC Global Business Centre (serving Peel and Halton; works to enable newcomer entrepreneurs to settle in Canada and integrate) Le Réseau de développement économique et d'employabilité de l'Ontario (provide support to the francophone community for business start-ups and existing businesses) Statistics Canada Report: Immigrants in Self-Employment

