



STAFF REPORT ACTION REQUIRED

Toronto Newcomer Strategy – Progress Report

Date:	October 5, 2016
To:	Community Development and Recreation Committee
From:	Executive Director, Social Development, Finance and Administration
Wards:	All
Reference Number:	AFS#22213

SUMMARY

Over the past ten years, more than six hundred thousand new permanent residents have arrived to Toronto. Recognizing the critical importance of the successful settlement and integration of newcomers, City Council approved the Toronto Newcomer Strategy (TNS) in 2013, and adopted the Integrating Cities Charter in 2014.

Over the past three years, the Toronto Newcomer Office (TNO) has been working with multiple City divisions and partners to coordinate the implementation of the Strategy and Charter, and integrate newcomer needs into strategic planning, policy development and service improvements. Significant advancements have been made, firmly establishing City of Toronto as a critical stakeholder and leader in the settlement and integration of newcomers and refugees.

This report provides an update on the progress related to the implementation of the Toronto Newcomer Strategy since 2014, including the City of Toronto Refugee Resettlement Program. It also seeks authority to extend the programming for the Refugee Resettlement Program into 2017.

RECOMMENDATIONS

The Executive Director, Social Development, Finance & Administration recommends that:

1. City Council approve the continued implementation of the Refugee Resettlement Program approved by City Council at its meeting on September 30, October 1 and 2, 2015, with the addition of the Syrian Youth component described in this report.

2. Building on the anti-islamophobia and anti-black racism campaigns, City Council direct the Executive Director Social Development Finance and Administration, in consultation with the Director, Equity Diversity and Human Rights, to further develop the "Toronto For All" public education campaign to address transphobia and issues experienced by indigenous peoples.
3. City Council request the Government of Canada and the Province of Ontario to establish an Integrated Welfare of Immigrant Children System in order to address service gaps and improve co-ordination to ensure newly arrived reuniting children are safe and protected.
4. City Council adjust the 2017 Operating Budget Submission for Social Development, Finance and Administration by \$0.200 million gross, \$0 net to reflect the unspent 2016 budgeted funding to continue the Refugee Resettlement program in 2017 and that the 2017 interim operating estimates be adjusted accordingly.
5. City Council request the Executive Director, Social Development, Finance and Administration to identify funding needs of the Toronto Newcomer Office, for the 2018 budget cycle, in order to ensure sustainability of implementation of the Toronto Newcomer Strategy and the Integrating Cities Charter.

Equity Impact

Newcomers to Toronto face a number of barriers that challenge their ability to successfully integrate into the social, economic and civic life of the city. Toronto City Council approved the Toronto Newcomer Strategy in 2013 in recognition of the important roles the City plays in advancing the successful settlement and integration of immigrants and refugees in Toronto. Toronto continues to be the top immigrant destination in the country, receiving the highest proportion of immigrants with complex needs, such as refugees. Many rely on a range of City services - from employment supports and recreation, to youth programs, public health clinics and City-funded community-based service delivery. Targeted efforts will ensure that programs, services, and opportunities are available to meet the needs of Toronto newcomers, to assist them to effectively transition and settle into life in Toronto.

Financial Impact

The 2016 Approved Operating Budget for Social Development, Finance and Administration includes \$0.820 million gross \$0 net to deliver the Refugee Resettlement Program with one temporary position to support program delivery. In 2016 the Refugee Resettlement program was fully funded from a one-time draw from the Tax Stabilization Reserve Fund.

The 2016 spending projections indicate that the program will be underspent by \$0.200 million at year end. The 2017 Operating Budget Submission for Social Development and Finance Administration will include a request of \$0.200 million gross \$0 net to extend the Resettlement program into 2017 and to extend the term of the temporary position until December 31, 2017.

Future direction of the program as well as the 2018 funding requirements will be reviewed in the 2018 progress report on the Toronto Newcomer Strategy, and will be considered as part of the 2018 annual budget review process.

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

DECISION HISTORY

In February 2013, City Council approved the mission, vision and guiding principles contained in the Toronto Newcomer Strategy:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CD18.7>

In May 2013, City Council authorized the Executive Director, Social Development, Finance and Administration to have delegated authority to extend future contracts and receive and expend funds from Citizenship and Immigration Canada to support the Toronto Newcomer Initiative for future years:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.EX31.19>

In July 2013, City Council adopted the recommendations from the report Welfare of Immigrant Children and directed the Executive Director, Social Development, Finance and Administration and the General Manager, Children's Services to report back on the progress to the Community Development and Recreation Committee:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CD22.6>

In June 2014, City Council approved the Toronto Newcomer Strategy 2014-2016 Implementation Plan and the recommendations of the Immigrant Friendly City Project:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.CD29.10>

In October 2015, City Council approved the City of Toronto Refugee Resettlement Program, and a one-time allocation of \$0.600 million from the Tax Rate Stabilization Reserve (XQ0703) to fund the settlement program:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX8.39>

In December 2015, City Council approved allocation of project resources and named Councillor Joe Cressy and Councillor Joe Mihevc as its Newcomer Advocates:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.CD8.9>

In February 2016, City Council approved a one-time allocation of \$0.220 million from the Property Tax Stabilization Reserve for the purposes of the Syrian Resettlement Program, for Syrian youth integration work and public education campaign:
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX12.2>

In March 2016, Community Development and Recreation Committee requested the Executive Director, Social Development, Finance and Administration to evaluate staffing levels at the Toronto Newcomer Office and report, as part of the 2017 budget process, on a more sustainable approach:
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.CD10.6>

ISSUE BACKGROUND

Toronto is a global centre for business, finance, arts and culture. It is the largest city in Canada, and has been consistently ranked as one of the world's most livable cities. With an average annual inflow of 60 thousand newcomers, Toronto continues to be the top immigrant destination in Canada. The city also receives the highest proportion of immigrants in classes that have more complex needs, such as refugees, refugee claimants, international students and other temporary residents. In the first six months of 2016, Toronto received close to five thousand Syrian refugees, representing 20% of the national total, or more than 40% of Ontario's total.

Despite the wealth of resources in Toronto, newcomers face many barriers that often prolong and hinder their settlement and integration, keeping many on the margins of our society. The unemployment rate for university educated immigrants is double the rate of the Canadian-born counterparts. Once employed, the average income of these newcomers is three times lower than of Canadian-born workers. According to the Toronto Board of Trade, the estimated cost of undervaluing newcomers' qualifications and experience to the Toronto region's economy is between \$1.5 and \$2.25 billion annually. The impact on newcomer families often spans generations, is long-lasting, and incalculable.

Statistics Canada projects that in less than 20 years, our population growth will be based solely on immigration, a situation similar in other developed countries. Recognizing this, as well as the urgent need to support newcomer integration, cities across Canada and around the world are developing strategies and investing resources to attract newcomers and help them integrate faster and better.

In Toronto, the Toronto Newcomer Office, funded by Immigration, Refugees and Citizenship Canada (IRCC), has been working with multiple City divisions and partners to coordinate the implementation of the Newcomer Strategy, as well as to utilize opportunities for enhancements.

The Toronto Newcomer Strategy

The vision of the Toronto Newcomer Strategy (2013) is that "all newcomers reach their full potential to thrive and contribute to their local neighbourhood, community and city,

ensuring Toronto's continued success and prosperity." The Toronto Newcomer Strategy has three key components: Newcomer Leadership Table (NLT), four strategic pillars, and cooperation with the four Quadrant Local Immigration Partnerships (LIPs).

In 2014, Toronto's adoption of the Integrating Cities Charter reinforced the City's commitment to immigrant integration. The Charter requires the municipal government, as a policy maker, service provider, employer and buyer of goods and services, to provide equal opportunities for all residents, to integrate migrants, and to embrace the diversity of the local population.

While the implementation of the Strategy between 2014 and 2016 focused on the development of the strategic pillars, the adoption of the Integrating Cities Charter necessitated that the two strategic documents are brought together and aligned. The Toronto Integrating Cities Action Plan is a result of that work. The Action Plan will be implemented through the Newcomer Office, framing the City's work moving into 2017 and beyond.

COMMENTS

The following are major implementation activities since 2014. A summary of the remaining activities is provided as Appendix 1.

Strategic Pillar: Improving Access to Municipal Supports

Municipalities have a significant role in newcomer integration. They are providers of services that are often critical for the successful settlement: childcare, affordable housing, transit and many other essential services. At the same time, newcomers continue to face multiple barriers in accessing City services, such as lack of information about City services and unintended barriers in service design. Toronto Newcomer Office is uniquely positioned to influence change in this regard, and address newcomer needs in a consistent, innovative and coordinated manner at the City level. This Pillar has been a significant focus of work during this implementation period, with the work centered on delivering the following three strategic priorities:

- establishment of annual Newcomer Day
- establishment of Newcomer Services in City Facilities
- development of Toronto Integrating Cities Action Plan

Newcomer Day

First proclaimed in 2015, the Toronto Newcomer Day is an annual event that welcomes newcomers to Toronto, helps them understand and access a range of services, and celebrates their contributions.

Close to one thousand people attended the first Newcomer Day, while more than six thousand attended in 2016. Mayor Tory provided opening remarks, and Councillors

Cressy and Pasternak participated in the program. Special guests included Minister John McCallum, Minister Mitzie Hunter and Senator Ratna Omidvar. Numerous activities took place across Nathan Philips Square and inside the City Hall: a formal program on the Square stage, a citizenship ceremony in Council Chamber, a Newcomer Artists showcase, REF Talks in Members' Lounge, art performances, an Information Fair, speaker's corner filming, and much more. More than 50 community agencies, City divisions and other organizations participated in various segments of the program, including 75 City staff that volunteered that day.

The event resulted in significant social media engagement. The hashtag #TONewcomerDay trended locally during the event with over seven million timeline deliveries. Tim Hortons, Metroland Media, and Toronto Arts Foundation made close to \$55,000 in financial and in-kind contributions, and have committed to a continued sponsoring relationship.

Newcomer Day represents a powerful community-building opportunity, bringing together community and government agencies, newcomers and other stakeholders. As a symbolic 'welcome' to newcomers, it promotes Toronto as a diverse, inclusive and welcoming metropolitan city. The organization of the Newcomer Day is led by Toronto Newcomer Office, with support from many City divisions, the Inter-Divisional Newcomer Workgroup, as well as Newcomer Leadership Table and other community partners.

Newcomer Services in City Facilities

In 2014 and 2015, the Toronto Newcomer Office and Parks, Forestry & Recreation introduced a pilot project with a goal to increase newcomer access to City facilities and services while strengthening City partnerships with settlement-serving agencies. The pilot was successfully implemented in five community centres, and in partnership with five settlement agencies (Toronto Settlement Collaborative includes Thorncliffe Neighbourhood Office, CultureLink, Centre for Immigrant and Community Services, Catholic Cross Cultural Services, and North York Community House).

On average, 200 new clients have been served a month, with additional group sessions provided to more than 100 clients on monthly basis. The pilot-test established that by integrating settlement services in City locations:

- newcomer residents are better supported and feel more welcome,
- City staff is more aware of the needs of their clients who are newcomers,
- settlement workers have better insights into City's programs and supports that may be of interest to newcomers, and
- referrals and service continuum for newcomers is improved with the stronger working relationship between City staff and settlement workers.

In late 2015, arrivals of Syrian newcomers highlighted the need to accelerate the expansion of the project to other City facilities. TNO has been working with numerous City divisions in order to facilitate this expansion. At present, Parks, Forestry and

Recreation, Toronto Employment and Social Services, Children's Services, and Shelter, Support and Housing Administration are committed partners, providing space and support for newcomer services on behalf of the newcomer clients they serve.

In September 2016, two new service locations opened: in the City Hall Rotunda, and at Housing Connections on 176 Elm Street. Locations to follow include Scarborough Civic Centre, Etobicoke Civic Centre, as well as TESS and Children's Services' facilities. Given the scope of the initiative, TNO is working to ensure a consistent approach across all locations and divisions.

Toronto Integrating Cities Action Plan 2016 - 2020

On December 18, 2014, Mayor Tory signed the Integrating Cities Charter, completing one of the final formal steps for Toronto to become the first non-European signatory. In 2015 and early 2016, the Toronto Newcomer Office together with the Newcomer Leadership Table (NLT), engaged in developing the Toronto Integrating Cities Action Plan 2016 - 2020.

The Action Plan speaks to the City's role as a policy maker, service provider, employer and buyer of goods and services. It outlines key priorities and actions that align relevant City strategies with the City's commitments stemming from the Integrating Cities Charter. The document provides a high-level framework to identify and track key actions supporting newcomer settlement and integration across City divisions and strategic planning processes.

To evaluate municipal progress in meeting Charter commitments, EuroCities have developed detailed performance indicators and benchmarks. In 2017, the Newcomer Leadership Table and the Toronto Newcomer Office will analyze these pre-determined measures and adapt them to Toronto context. They will then be inserted into the Toronto Integrating Cities Action Plan and used to assess and monitor the City's progress. This will ensure that the City is moving towards achieving Charter commitments, and will ultimately result in better settlement outcomes for newcomers.

The Integrating Cities Action Plan 2016 – 2020 is provided as Appendix 2.

Strategic Pillar: Supporting Civic Engagement and Community Capacity

Through the development of the Newcomer Strategy it has been identified that the capacity of community organizations and the community sector in Toronto needs to be strengthened, in order to better respond to newcomer needs. The Toronto Newcomer Office has been able to leverage its municipal positioning to develop a strong network of partners at the municipal, provincial, federal and community level, and increase their participation in planning and coordination. This ultimately increased their commitment and capacity to integrate immigrants.

Strategic Partnerships

The implementation approach of the Strategy and the Charter involves shared leadership between City divisions and champions from several sectors, strong collaborations, and creation of a more seamless and well-coordinated service system.

Since 2014, the Toronto Newcomer Office facilitated and/or chaired several partnership tables, bringing together leaders from City divisions, community agencies, other orders of government, and other sectors. This includes:

- the Newcomer Leadership Table (NLT),
- Inter-Divisional Newcomer Workgroup,
- Welfare of Immigrant Children Workgroup,
- Toronto Inter-LIP Network, and
- Toronto Settlement Collaborative.

In addition, TNO has participated on several committees that work to improve newcomer integration, some of which are:

- the Intergovernmental Committee for Economic and Labour Force Development in Toronto (the ICE Committee),
- Toronto Region Immigrant Employment Council's (TRIEC's) Intergovernmental Relations (IGR) Committee,
- Board of the Centre of Excellence for Research on Immigration and Settlement (CERIS), and,
- the Municipal Immigration Committee.

Between City divisions, new coordinated efforts emerged related to the incorporation of the newcomer lens into other city-wide strategies, raising awareness of newcomer needs and issues they are facing. Between the City and the community sector, joint initiatives have been developed to implement the Strategy, bringing the two sectors closer together.

Strategic Pillar: Promoting and Supporting Good Health

Research shows that the settlement process has a significant impact on the health of newcomers. While most arrive in Toronto in good health, it declines over time due to the stress associated with migration, settlement and adaptation. The focus of this Pillar between 2014 and 2016 has been on enhancing collaboration between the health and settlement sectors, and facilitating partnerships to address the social determinants of health. Particular advancements in that regard have been made in relation to reuniting children.

Welfare of Immigrant Children

During the reporting period, the Toronto Newcomer Office and Children's Services continued to co-chair the Welfare of Immigrant Children Workgroup, focusing on identifying ways to improve service coordination, lack of data and service gaps for

children (under 18 years) coming to Canada to be reunited with a parent or caregiver. International Social Service Canada was recruited to join the Work Group to share expertise from their established international network. In the fall of 2015, the Work Group held three Open Dialogue sessions to discuss challenges, opportunities and solutions for enhancing services for reuniting newcomer children. Close to 150 stakeholders attended the sessions.

The work that followed focused on building an integrated response system across the following key government agencies:

- Canada Border Services Agency
- Immigration, Refugees and Citizenship Canada
- Ministry of Children and Youth Services
- Ministry of Education

The goal of the model would be to:

- a) address service gaps and improve co-ordination between the appropriate federal, provincial and local bodies to ensure newly arrived children are safe and protected;
- b) create an early warning system to detect and act on cases of reuniting children suffering abuse; and
- c) improve services available to immigrant children that come to Canada to be reunited with their parents and/or step-parents.

Given that the City doesn't have the jurisdiction in these issues, Council's involvement is required in order to encourage participation of these stakeholders and initiate changes in their policies and procedures that would allow for a coordinated action and systems integration in order to provide for a better protection of reuniting children.

Refugee Resettlement Program

In October 2015, City Council approved the Refugee Resettlement Program implemented by the Toronto Newcomer Office to support the large-scale resettlement of Syrian refugees to Toronto.

Through the successful phase one of the program, 4,900 Syrian refugees have been resettled to Toronto, with a focus on supports for housing and private sponsorships as critical foundations for stability and settlement of these new Torontonians. Arrivals are continuing and expected to again increase in the next period, while those that already arrived will soon no longer be eligible to receive assistance from the federal government, or their sponsors.

The Toronto Newcomer Office has been coordinating City divisions and partners to implement the program. The program recently received the 2015 City Manager's Award, in the category Human Rights, Access, Equity & Diversity Goals, and has also received an award from COSTI, presented by the Governor General of Canada, David Johnston.

Major activities undertaken since the last progress report provided to Council in March 2016 include:

- provision of supports for private sponsors and privately sponsored refugees
- establishment of the Welcome Fund
- integration planning and supports
- planning related to Syrian youth
- public awareness campaign

Supports for Sponsors

The City of Toronto funded the following five community agencies to provide supports to private sponsors in Toronto: WoodGreen Community Services, COSTI Immigrant Services, Lifeline Syria, Arab Community Centre of Toronto (ACCT) and Catholic Crosscultural Services (CCS).

Their achievements to date include:

- provision of resources, services, and support to over 200 private sponsorship groups
- development and delivery of over 100 workshops, open discussion sessions and public events for sponsor groups to exchange and gather information
- development of online and offline resources for private sponsor groups (for example, ACCT created a website 'welcomingsyrians.ca' as an interactive portal and connection point for sponsor groups)
- one-on-one and group mediation and conflict resolution services and supports (for example, CCS developed a free mediation service for sponsors and newcomers in collaboration with St. Stephen's Community House and recruited 10 Arabic-speaking volunteers to act as mediators and interpreters)
- 690 active community users of the WoodGreen's HOME portal, including donors, sponsors, service agencies and refugees. 257 units for rent were made available through the portal; with 68 units rented and 65 landlords engaged.
- 111 landlords were recruited, and 106 Syrian refugee families housed through COSTI. They also provided information sessions and training on landlord and tenant rights and responsibilities.

The impact of funding is considerable and far-reaching. It successfully facilitated that hundreds of Syrian families can start their settlement faster and with more supports. It also enabled hundreds of private sponsors to fulfill their commitments and meet their sponsorship goals.

All funding agreements stipulate that the funding is for the period January 1 to December 31, 2016. WoodGreen Community Services were able to make a small savings on their staffing line, and have requested an extension of the agreement to the end of March 2017.

Lifeline Syria experienced delays in hiring and requested that their agreement be extended to 2017 and that \$27,767.51 of the funding be used in 2017.

Rent Supplement Program – Welcome Fund for Syrian Refugees

To facilitate access to affordable housing for Syrian Government Assisted Refugees (GARs) arriving in Toronto and Mississauga, the City of Toronto entered into an agreement with the Toronto Foundation, COSTI Immigrant Services and Polycultural Immigrant and Community Services, establishing Welcome Fund for Syrian Refugees. The Welcome Fund provides a rent supplement through an allowance paid directly to landlords on behalf of tenants, in the amount of up to \$200 per month, for up to 24 months. Landlord contribution is an important feature and condition for program participation, requiring that participating landlords provide rent reductions and/or rent waivers.

The City of Toronto, through Shelter, Housing and Administration is the Program administrator, while Toronto Newcomer Office has been facilitating an ongoing communication between the partners, and providing support on as needed basis.

Integration Planning and Supports

The majority of the resettled Syrian refugees will soon no longer be eligible to receive assistance from the federal government, or their sponsors. Ongoing planning to prepare for this transition is underway, and includes community partners, City divisions and the Province.

Toronto Newcomer Office has been working to support planning of City divisions that are likely to be impacted by this transition. Toronto Employment and Social Services (TESS) has formed a TESS Syrian Newcomer Working Group that is coordinating service planning to facilitate a seamless transition of Syrian newcomers to Ontario Works, ODSP and other related supports. Shelter Support and Housing Administration is continuing to administer the Welcome Fund program, and is also starting to prepare for a possible increased demand for shelter space.

Through our ongoing engagement with internal and external partners, a number of issues have been identified that require system-level coordination and our continued action. Examples include employment supports, interpretation, language training, supports for children and youth, domestic violence, and child minding.

Syrian Youth

More than half of the resettled Syrian refugees are children and youth. Following Council's direction from February 2016, that identified Syrian newcomer youth as a priority focus, the Toronto Newcomer Office designed a 2-phased strategy to be implemented from June to December 2016. Phase 1 focused on information gathering and research. Phase 2 will focus on community engagement.

As part of Phase 1, TNO conducted a comprehensive literature review and mapping of newcomer youth-serving agencies, formed an Advisory Committee on Syrian Newcomer Youth to advise on strategies to support Syrian newcomer youth integration in Toronto, and held an Open Dialogue session to discuss the challenges, barriers and opportunities related to settlement and integration of Syrian newcomer youth.

The following key messages emerged:

1. Investing funds and providing services for newcomer youth generally, Syrian newcomer youth particularly, and the family unit as a whole is important for building the social infrastructure necessary for newcomer youth settlement and integration.
2. City-wide cross-sectoral partnerships, coordination and collaboration is needed to enhance health, mental-health, employment, and education sectors' response to Syrian newcomer youth settlement and integration.
3. Long-term resources, service coordination and partnerships are required to prepare for "month 13" and integration objectives of Syrian newcomer youth.

From September to December 2016, the Toronto Newcomer Office will work to:

- Plan a second Youth Open Dialogue for newcomer youth and their families to understand their experiences and challenges, and strategies moving forward.
- Create a Newcomer Youth Advisory that will be composed of newcomer youth and representatives from other youth advisories across City divisions. This table will advise on newcomer experiences and challenges and will help put together a framework/strategy particular for newcomer youth in Phase 3.
- Continue the coordination of Advisory Committee on Syrian Youth to help plan and advise on Newcomer Youth Advisory and identify next steps.

The findings so far, as well as lessons learned from past experiences of Somali, Tamil and Roma youth, indicate that intentional service coordination and support is necessary for the successful settlement and integration of refugee newcomer youth. The City of Toronto's Newcomer Office is well positioned to play a convening and coordination role in that regard, through a continued implementation of the City's Refugee Resettlement Program.

Public Awareness Campaign – Toronto For All

As part of the approval of the Refugee Resettlement Program, in October 2015, Council directed that "an anti-rumours campaign be developed to address issues related to islamophobia, xenophobia, and anti-immigrant sentiments which have the potential to undermine social cohesion and community-building." The City entered into a service agreement with OCASI - Ontario Council of Agencies Serving Immigrants to develop and implement such a campaign.

The campaign "Toronto For All" utilizes a phased and multipronged approach. The first phase focused on islamophobia and its impact on Toronto's Muslim community members. It involved a poster campaign with an accompanying website and a blog. Posters were displayed from June 13 to July 10 in 150 transit shelters (print and digital) across Toronto, in front of the City Hall, as well as public libraries and TESS locations.

The campaign provoked a reaction that brought to light the interconnection of different forms of discrimination and racism that exist in Toronto. This has created an opportunity to expand the campaign to anti-black racism, transphobia and indigenous issues.

Planning for the next phase of the campaign started over the summer, with a planned roll out for this fall.

Toronto Newcomer Office

The Toronto Newcomer Office in its current form was established in 2013, following the Council's adoption of the Newcomer Strategy. Its mandate is to facilitate the implementation of the strategy by providing management support to the Newcomer Leadership Table, by informing and advising the development and implementation of Strategic Pillar activities, and by working closely with other Local Immigration Partnerships. The Refugee Resettlement Program is also implemented through TNO.

This report outlines major activities undertaken by the Office over the past two years. Additional achievements are provided as Appendix 1.

The advancement that the City made in the last two years has not gone unnoticed outside of Toronto. Most recently, the City of Montreal decided to follow Toronto's example, taking it a step further. Montreal established a permanent Office of Integration of Newcomers to Montreal, headed by a Director, with a staff of three and a base 2016 budget of \$700,000, which will increase to \$945,000 in 2017. \$1M has also been set aside to provide funding for agencies working with Syrian refugees. It is expected that the staffing complement will increase once strategic priorities are identified.

TNO is fully funded by a federal grant, as a city-wide Local Immigration Partnership (LIP), with a term of April through March. While the funding continues to be renewed annually, the amount has been significantly reduced over the years. The current funding is not sufficient to fully cover the staffing costs of the three FTEs for the remainder of the current federal fiscal year.

The federal funding comes with significant limitations, including related to work parameters, eligible activities and clients, and the expected project outcomes. As LIPs do not provide direct services, activities that involve direct contact with clients are not permitted. Examples of other activities not funded include workshops, consultations, organizing of conferences, development and maintenance of immigration portals, development of information tools.

While the funding enabled the City of Toronto, through the Newcomer Office to work on achieving the vision of the Newcomer Strategy, much remains outside of the TNO's funded mandate. This situation is incongruent with the scope of the mandate of the Office, and has created significant workload pressures.

Conclusion

The adoption of the Toronto Newcomer Strategy and the Integrating Cities Charter formally confirmed Toronto's commitment to the successful integration of immigrants. It also established priorities to guide the work of the City in meeting this commitment.

The establishment of the Toronto Newcomer Office facilitated a coordinated approach across City divisions, and created a mechanism to address emerging issues as they arise. This contributed to the success of the Refugee Resettlement Program. Continued and sustained progress on the implementation of the Newcomer Strategy is critical in order to ensure the optimum outcomes for newcomers to Toronto, and ultimately the city as a whole.

CONTACT

Denise Andrea Campbell
Director,
Social Policy, Analysis & Research
Social Development, Finance &
Administration
416-392-8614
dcampbe6@toronto.ca

Vera Dodic
Manager,
Toronto Newcomer Office
Social Development, Finance &
Administration
416-392-5679
vera.dodic@toronto.ca

SIGNATURE

Chris Brillinger
Executive Director
Social Development, Finance and Administration

ATTACHMENTS

Appendix 1 – Toronto Newcomer Office (TNO) – Summary of Additional Achievements
2014-2016
Appendix 2 – Toronto Integrating Cities Action Plan 2016-2020

Appendix 1

Toronto Newcomer Office (TNO) – Summary of Additional Achievements: 2014-2016

Local Immigration Partnership (LIP) Collaboration

The Toronto Newcomer Office has engaged in ongoing collaboration efforts with the Toronto Quadrant LIPs to enhance coordination, identify emerging issues, and share information and tools. Achievements include:

- Attended 10 Inter-LIP Network Meetings;
- Participated in weekly Inter-LIP Manager calls during the refugee resettlement crisis to coordinate planning and information sharing;
- Attended quarterly Partnership Council meetings for each of the quadrant LIPs;
- Attended a number of meetings of quadrant LIP subcommittees and working groups, including over six meetings of the Toronto South LIP's Systemic Issues and Social Change Working Group;
- Participated in the planning and facilitation of over 18 quadrant LIP events and initiatives.
- Provided advice and input to five newly-formed LIPs from across Canada; and
- Attended three inter-LIP conferences and learning sessions to share experiences and lessons learned.

Newcomer Leadership Table (NLT)

The Toronto Newcomer Office provided ongoing leadership support to the Newcomer Leadership Table Steering Committee, through developing meeting agendas, drafting minutes, coordinating meeting logistics and arranging guest speakers. 11 NLT meetings were held during this period.

Strategic Pillar: Advancing Labour Market Outcomes

The Toronto Newcomer Office has worked collaboratively with City Divisions and external partners to advance newcomer labour market outcomes. Select achievements include:

- Attended monthly meetings of the Intergovernmental Committee for Economic and Labour Force Development (ICE Committee);
- Attended quarterly meetings of the Toronto Region Immigrant Employment Council's (TRIEC) Intergovernmental Relations (IGR) Committee; and
- Led the planning and organization of seven well-attended events, including a forum *Bridging the Gap: Building an Immigrant Inclusive Public Sector* and a Newcomer Business Start-up Forum.

Strategic Pillar: Promoting and Supporting Good Health

The Toronto Newcomer Office has worked to enhance collaboration between the health and settlement sectors and to facilitate new partnerships to address the social determinants of health. Since the Toronto Newcomer Strategy Implementation Report was approved, the Toronto Newcomer Office has:

- Participated in six Health Pillar Steering Committee meetings chaired by Toronto Public Health;
- Hosted eight meetings for the Welfare of Immigrant Children Working Group and three well-attended Open Dialogue sessions on the topic of reuniting newcomer children;
- Assisted in the planning of two successful events on the topics of newcomer youth access to recreation and refugee mental health; and
- Provided support and input in a number of meetings for the development of a Mental Health Navigation Tool, led by the Toronto North LIP.

Strategic Pillar: Improving Access to Municipal Supports

The Toronto Newcomer Office has taken a leadership role in working with City Divisions and external partners to promote the inclusion of a newcomer lens in the development and implementation of City policies and programs to enhance newcomer access to information and services. Achievements include:

- 15 meetings of the Inter-Divisional Newcomer Work Group;
- Distribution of over 18,000 English and 8,000 translated copies of the Newcomer Brochure;
- Annual facilitation of City of Toronto presence at Newcomer Orientation Week (NOW) and Welcome and Information for Newcomers (WIN) events;
- The successful pilot of the Settlement Workers in City Facilities initiative in five community recreation centres (CRCs) across Toronto. A number of meetings have been held to expand the initiative to other City facilities, including the launch of the City Hall and Housing Connections kiosks in September 2016;
- Extensive planning and facilitation for the City's first Newcomer Day, held May 29th, 2015. Over 1000 individuals attended the celebrations and close to 25 community agencies and City Divisions participated in the information fair; and
- Extensive planning and facilitation of the second Newcomer day held May 24, 2016. Over 6000 individuals attended the celebrations, and representatives from 46 community agencies, City Divisions and sponsors participated in the information fair.

Strategic Pillar: Supporting Civic Engagement and Community Capacity

The Toronto Newcomer Office works collaboratively to support greater newcomer participation in City processes and to build the capacity of community-based organizations. Achievements include:

- Supported the annual city-wide BRIDGES Collaboration and Partnership Forum hosted by the Toronto East Quadrant LIP;

- Provided support, advice and information to over 28 City Divisional initiatives and planning processes to enhance the inclusion and participation of newcomers in programs and policies;
- Provided support, advice and information to over 42 community agencies, municipalities, and researchers;
- Participated on a number of committees and boards, including the board of the Centre of Excellence for Research on Immigration and Settlement (CERIS) and the Lifeline Syria Steering Committee; and
- Attended three large sector conferences, including as a presenter on *Large-Scale Refugee Resettlement* and *Best Practices for Community Partnerships*.

Appendix 2

Toronto Integrating Cities Action Plan 2016 - 2020						
Charter Pillars	Strategic Directions	Recommendations	Actions	Lead City Division(s)	NLT Partner(s)	Corporate Inputs
1. The City as Policymaker	1.1 Actively communicate the City's commitment to equal opportunities for all its residents.	The City demonstrates an understanding of newcomers in the development and implementation of City policy and programs.	Provide advice to City Divisions on integrating a newcomer lens into emerging policies.	SDFA (TNO)	TBD	Toronto Newcomer Strategy, Refugee Resettlement Program
			Align implementation activities with Eurocities benchmarks to assess equity impact as signatory of the Integrating Cities Charter.	SDFA (TNO)	TBD	Toronto Newcomer Strategy
			Report on the implementation of Excellence Toronto, a common management framework that incorporates equity and diversity assessment measures.	Executive Management, HR, EDHR	TBD	EDHR - Strategic Plan, Talent Blueprint
			Assess results of the "Count Yourself In" survey to monitor and promote staff diversity as part of the City's Employment Equity Policy.	EDHR, HR	TBD	EDHR - Strategic Plan, Talent Blueprint
	1.2 Ensure equal access and non-discrimination across all City policies.	The City commits to working with municipal and community partners to address issues facing newcomer populations.	Work in partnership with City divisions and stakeholders to facilitate access to services for international students.	SDFA (TNO)	TBD	Toronto Newcomer Strategy, Refugee Resettlement Program, Economic Development & Culture
			Expand the Refugee Resettlement Program to address additional refugee populations.	SDFA (TNO)	TBD	Toronto Newcomer Strategy, Refugee Resettlement Program

			Work with the provincial and federal government to increase access to services for undocumented Torontonians (eg. reviewing policies around "proof of identity" and the sharing of information).	SDFA	TBD	Toronto Newcomer Strategy, Refugee Resettlement Program, Access T.O.
			Apply strategies to promote meaningful civic engagement (eg. host culturally-sensitive events in community spaces; implement resident-led, youth-led and peer-to-peer project models; invest in and empower local newcomer-serving organizations).	SDFA (TNO), City Planning, EDHR, PFR	TBD	Toronto Newcomer Strategy, TSNS 2020, Growing Conversations, EDHR - Strategic Plan, Recreation Service Plan
			Regularly monitor and evaluate the City as a corporation against best-practices in equity and diversity.	EDHR	TBD	EDHR - Strategic Plan
	1.3 Facilitate engagement from newcomer communities in the City's policy-making processes and remove barriers to participation.	The City implements formal participation mechanisms for newcomer residents to provide feedback and input into policies and practices.	Host meetings, consultations and advisory groups that encourage participation from residents, community agencies and other community stakeholders (eg. TSNS Resident Advisory Table, TYES Table, Toronto Seniors Forum, Growing Conversations Stakeholder Advisory Group, Newcomer Leadership Table, etc).	SDFA	TBD	TSNS 2020, Toronto Youth Equity Strategy, Gender-Based Violence, Toronto Newcomer Strategy

			Clearly articulate how community feedback has been used in decision making.	SDFA, EDHR, City Planning	TBD	TSNS 2020, Toronto Youth Equity Strategy, Gender-Based Violence, Toronto Newcomer Strategy, EDHR - Strategic Plan, Growing Conversations
2. The City as Employer	2.1 Take steps to reflect the City's diversity in the composition of the workforce across all staffing levels.	The City commits to building a public service that reflects the population it serves and values and champions diversity, access, inclusion and respectful behaviour.	Apply the Equity Lens Tool and EDHR key performance indicators to evaluate equity, diversity and newcomer considerations in hiring and recruitment policies.	EDHR, HR	TBD	Strategic Theme: Social Development Action #11: Advance Toronto's Motto "Diversity Our Strength", EDHR - Strategic Plan, Talent Blueprint,
			Integrate diversity considerations into the City's gateway programs (eg. Urban Fellows, profession-to-profession mentoring, career bridging, etc) to establish a culture that links learning and development with career aspirations.	EDHR, HR	TBD	EDHR - Strategic Plan, Talent Blueprint
	2.2 Ensure that all staff, including staff with a newcomer background, experience fair and equitable treatment by their managers and colleagues.	The City ensures equity of opportunity in the recruitment, development and promotion of newcomers within its workforce.	Embed considerations of equity and diversity throughout the entire employment process (outreach, recruitment, leadership competencies, executive on-boarding) to become a welcoming and inclusive employer of newcomers.	EDHR, HR	TBD	EDHR - Strategic Plan, Talent Blueprint
			Employ new tools and approaches to increase the accuracy and reliability of hiring decisions that support the creation of diverse teams by eliminating unconscious bias.	EDHR, HR	TBD	EDHR - Strategic Plan, Talent Blueprint

	2.3 Ensure that staff understand and respect diversity and equity issues.	The City takes an active role in increasing staff knowledge of equity and diversity issues.	The City develops the diversity competencies of its staff through the creation of clear standards and training (eg. implement staff training to ensure access for undocumented Torontonians; coordinate staff trainings for divisions on settlement services; develop trainings for CDOs working in NIAs, etc).	SDFA, EDHR, HR, Strategic & Corporate Policy	TBD	Access T.O., TSNS 2020, Toronto Newcomer Strategy, Talent Blueprint, EDHR Strategic Plan
			Promote the benefits of employee diversity within and beyond the public sector,	SDFA (TNO), EDHR, HR, Strategic & Corp. Policy	TBD	Toronto Newcomer Strategy, EDHR Strategic Plan, Talent Blueprint
3. The City as Service Provider	3.1 Support equal access for newcomers to services to which they are entitled (eg. housing, employment, health, social care and education).	The City leverages resources to enhance newcomer access to information and City services.	Develop and implement policies, programs and initiatives that support refugee resettlement in collaboration with internal and external partners.	SDFA, Children's Services, EDHR, HR, TPH, PFR,	TBD	Toronto Newcomer Strategy, Refugee Resettlement Program, Toronto Youth Equity Strategy, Toronto Poverty Reduction Strategy, Children's Services 2015-2019 Service Plan, EDHR - Strategic Plan, Talent Blueprint, A Healthy City for All, Recreation Service Plan, Collaborating for
			Develop tools to support newcomer access to municipal services in partnership with various City divisions (eg. the City services for newcomers brochure).	Economic Development, TCH, TPS, TPL	TBD	Competitiveness, Homeward 2016, Toronto Police Service Business Plan, Toronto Public Library Strategic Plan, etc.
			Create opportunities to connect newcomers and settlement service providers to City services through information sessions and community events (eg. welcome events for refugees and sponsors; NOW and WIN program; local consultations, etc).		TBD	

		The City strives to implement innovative service models that are responsive to the needs of newcomers.	Expand the settlement workers in City facilities initiative and track outcomes.	SDFA	TBD	Toronto Newcomer Strategy, Refugee Resettlement Program
			Examine the potential of implementing portions of the Reunification and Adaptation Project (RAP) within existing resources.	TPH, SDFA	TBD	A Healthy City for All, Toronto Newcomer Strategy, Toronto Youth Equity Strategy
			Facilitate new partnerships that address the social determinants of health and enhance collaboration between the health and settlement sector.	TPH, SDFA (TNO), TCH	TBD	Toronto Newcomer Strategy, Healthy Kids Initiative, A Healthy City for All, Homeward 2016
			Work with other orders of government, child protection agencies, school boards and other relevant organizations to address lack of data and coordination gaps related to services for immigrant children.	SDFA (TNO), Children's Services	TBD	Toronto Newcomer Strategy, Children's Services 2015-2019 Service Plan, TDSB/TCDSB
			Facilitate new cross-sectoral partnerships that address immigrant attraction and labour market integration (eg. explore collaborative opportunities with LIPs, RIFs, IECs and inter-governmental partners; nurture and support newcomer-focused labour market partnerships, etc).	SDFA (TNO), TESS, Ec.Dev	TBD	Toronto Newcomer Strategy, Workforce Development Strategy, Collaborating for Competitiveness

			Engage newcomer communities directly in the design of services through co-design of advisory bodies.	SDFA, TESS, Children's Services, PFR	TBD	Toronto Newcomer Strategy, Refugee Resettlement Program, Toronto Youth Equity Strategy, Toronto Poverty Reduction Strategy, Children's Services 2015-2019 Service Plan, EDHR-Strategic Plan, Talent Blueprint, A Healthy City for All, Recreation Service Plan, Collaborating for Competitiveness, Homeward 2016, Toronto Police Service Business Plan, Toronto Public Library Strategic Plan, etc.
3.2 Ensure that newcomers' needs are understood and met by service providers.	The City supports capacity building within City divisions and among community-based organizations to facilitate enhanced services for newcomers.	Increase access to training to ensure staff are sensitive of and respond proactively to the needs of newcomers.	SDFA (TNO), EDHR, HR, TPH	TBD	Toronto Newcomer Strategy, Refugee Resettlement Program, Toronto Youth Equity Strategy, Toronto Poverty Reduction Strategy, Children's Services 2015-2019 Service Plan, EDHR - Strategic Plan, Talent Blueprint, A Healthy City for All, Recreation Service Plan, Collaborating for Competitiveness, Homeward 2016, Toronto Police Service Business Plan, Toronto Public Library Strategic Plan, etc.	
		Facilitate cross-sector information sharing on funding opportunities and best practices to enhance support to services for newcomers.	SDFA, Children's Services, EDHR, HR, TPH, PFR, Economic Development, TCH, TPS, TPL	TBD		

4. The City as Purchaser of Goods and Services	4.1 Apply principles of equity and diversity in procurement and tendering.	The City adheres to clear policies on equity and diversity in the procurement processes for municipal contracts, encouraging a diverse supplier base and promoting the benefits of diversity to employers and service providers in the city.	Increase economic opportunities for unemployed and underemployed Torontonians, particularly those who are disproportionately impacted by systemic factors and are most distant from the labour market.	SDFA	TBD	Social Procurement Strategy (Toronto Poverty Reduction Strategy)
	4.2 Promote principles of equity and diversity amongst contractors.	The City leverages its economic power to stimulate job growth, support local businesses, and drive inclusive economic growth.	Bring greater diversity to the City's contracting process by understanding and addressing barriers to access for small and medium-sized enterprises (SMEs), especially those owned by members of equity-seeking groups, to compete for City contracts.	SDFA, Economic Development & Culture	TBD	Social Procurement Strategy (Toronto Poverty Reduction Strategy), Collaborating for Competitiveness
	4.3 Promote the development of a diverse supplier-base.	The City commits to purchasing goods and services from employers who provide decent work and quality jobs for disadvantaged and racialized communities.	Increase access to City contracts for small diverse suppliers and social enterprises.	SDFA, Economic Development & Culture	TBD	Social Procurement Strategy (Toronto Poverty Reduction Strategy), Collaborating for Competitiveness