



REPORT FOR ACTION

City of Toronto Refugee Capacity Plan

Date: March 20, 2019

To: Economic and Community Development Committee

From: Executive Director, Social Development, Finance and Administration

Wards: All

SUMMARY

Toronto is the principal immigrant destination in Canada and receives the greatest proportion of new arrivals to Canada, including refugees and refugee claimants. Respected globally for its approach to newcomer integration, high level of diversity and multiculturalism, Toronto is also a municipal leader in newcomer settlement and integration. The Toronto City Council has repeatedly recognized the critical importance of newcomers to the social, economic and civic life of the city.

This report responds to the City Council's request to develop a refugee capacity plan, outlining the planning process, as well as the proposed immediate and long-term actions.

RECOMMENDATIONS

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

1. City Council adopt the proposed Refugee Capacity Plan, attached as Appendix A.

FINANCIAL IMPACT

There are no financial implications resulting from the adoption of the Refugee Capacity Plan beyond funds in the approved 2019 budget. The Chief Financial Officer & Treasurer has reviewed this report and agrees with the financial impact information.

EQUITY IMPACT

Refugees, refugee claimants and undocumented Torontonians face barriers that may challenge their ability to access municipal and other services. In 2013, Toronto City Council approved the Toronto Newcomer Strategy, as well as Access to City Services for Undocumented Torontonians in recognition of the important role the City of Toronto

plays in providing supports to all Torontonians. In 2015, the City Council approved the Refugee Resettlement Program. Targeted efforts will ensure that these vulnerable groups are able to access programs and services and improve their quality of life in Toronto.

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 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 November 2017, City Council directed the Executive Director, Social Development Finance and Administration to develop a refugee capacity plan, in consultation with appropriate City staff, Provincial and Federal representatives and to report back in the second quarter of 2018 with an implementation plan that includes consultation and partnerships with the refugee shelters and houses in Toronto.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD23.12>

In June 2018, City Council authorized the Executive Director, Social Development Finance and Administration to enter into agreements with refugee-serving, non-governmental organizations to organize and facilitate information and referral services for refugee/asylum claimants, within the approved 2018 operating budget.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.CD29.8>

COMMENTS

Issue Background

The City of Toronto's commitment to being a welcoming place for all newcomers contributes significantly to its social and economic success. As the main destination for immigrants to Canada, the arrivals to Toronto average 50,000 new permanent residents a year. The city also receives the highest number of arrivals in classes that have more complex needs, such as refugees and refugee claimants. In 2016, Toronto successfully welcomed close to seven thousand Syrian refugees. During this period, there was a substantial and sustained increase in arrivals of refugee claimants which further intensified in 2017 and 2018.

While arrivals of new permanent residents are generally predictable and with less pronounced fluctuations (they are based on the federal Immigration Levels Plan), this is not always the case with refugee claimants. In the last two decades, there have been significant shifts in their arrivals with multifold increases in numbers within a short

period. For example, in 2008 there were 36,856 new refugee claims made in Canada. Five years later, in 2013, this number was 10,375 and in 2018 it was 55,388.

Surges in arrivals and their unpredictability create significant pressures on settlement support systems, often stretching their capacity beyond limits. More recently, they have exposed the need for the City to create capacity to deal with them in a more systemic way, and to introduce immediate and long-term strategies to address service needs.

Recognizing this urgent need, in November 2017 City Council directed that a refugee capacity plan be developed, in consultation with appropriate City staff, Provincial and Federal representatives and in partnership with the refugee shelters and houses in Toronto.

A Refugee Capacity Plan Advisory Group (Advisory Group), was established in early December 2017, and has met five times to inform the development of the Plan. Additionally, two working groups were formed to focus on how to leverage public-private partnerships and on ways to collect data related to immigration status without contravening the City's Access T.O. policy. This input has been incorporated into the consolidated Access T.O. policy, currently being reviewed by Legal Services. The Planning Framework for the development of the Refugee Capacity Plan, Advisory Group Terms of Reference with a complete membership list are provided as Appendix B and Appendix C.

Furthermore, between January and June 2018, there has been an ongoing information exchange between the City of Toronto's Newcomer Office and the Ontario Ministry of Citizenship and Immigration, as well as Montreal's Office of Newcomer Integration, which has been working on developing an "Intervention Plan," similar to Toronto's Refugee Capacity Plan and has dedicated resources to implement it. The UNHCR's Toronto office has also been consulted, specifically regarding data collection.

Since the development of the Refugee Capacity Plan started, the number of arrivals continued to escalate necessitating further expansion of the City's shelter capacity as well as mobilization of a larger scale response, including activation of the City's contingency plan for emergency social services through the Office of Emergency Management, and opening of temporary sites at two college dormitories in 2018.

This experience has additionally informed the Plan's development, and reinforced its critical importance for a successful mobilization of coordinated efforts across the City and beyond. It also brought to light significant policy gaps related to refugee claimant issues that require longer-term policy discussion between all three orders of government, informed with input from community and other partners, such as refugee houses, United Way, and researchers.

Successful settlement of all newcomers, from refugee claimants to economic immigrants, has always been a critical part of the success of Toronto as a community that works. One of the key factors to effective settlement, is a settlement support system based on a coherent, integrated, inter-governmental framework within which all governments understand and commit to their respective roles in settlement support. In

the absence of such an understanding and commitment, the City of Toronto will face increasing challenges.

The following outlines the proposed City of Toronto Refugee Capacity Plan (full text provided as Appendix A) as well as additional short-term and long-term strategies to expand the City's shelter capacity, as identified by the Advisory Group.

City of Toronto Refugee Capacity Plan

The Refugee Capacity Plan aims to facilitate seamless and efficient mobilization of resources and supports during periods of significant and unforeseen increases in refugee populations in Toronto. Its purpose is not to provide a solution for a specific situation, but to establish an approach to managing situations of extreme and unplanned service pressures resulting from increased refugee and refugee claimant arrivals.

The main components of the Plan include:

- management structure
- intergovernmental aspects
- communications and information management plan
- community supports

Management structure: The proposed management structure includes three distinct components, with different mandates, roles and responsibilities:

- Refugee Capacity Senior Executive Committee, internal to the City
- Advisory Group, consisted of members that are both internal and external to the City, and
- The City of Toronto's Newcomer Office, as the coordinating mechanism

The Refugee Capacity Senior Executive Committee (SEC) is a division-head level committee, chaired by the Executive Director of Social Development, Finance & Administration (SDFA). A co-chair may be identified based on which division is expected to be impacted the most. For example, the General Manager of Shelter, Support and Housing Administration (SSHA) may be identified as a co-chair when the City's shelter system is significantly impacted. Other members are also identified based on the specific circumstances, and will likely include division-heads of SSHA, Toronto Employment and Social Services (TESS), Toronto Public Health (TPH), Children's Services (CS), Office of Emergency Management (OEM), Strategic & Corporate Policy, and Corporate Communications. Activated within 48 hours of an identified need, the SEC is established on an ad-hoc basis to direct and oversee a coordinated response, including recommending activation of any of the City's contingency plans through the Office of Emergency Management as necessary.

The new Advisory Group will be formed based on direction from SEC, as required, to advise and support the City's efforts, with a particular focus on coordination of services not provided by the City.

The role of the City of Toronto's Newcomer Office (TNO) related to the implementation of the Refugee Capacity Plan is twofold: ongoing advisory role, and a coordination role during the Plan activation. On an ongoing basis, the Office will liaise with City divisions, federal and provincial immigration ministries, community and other partners. The Office will monitor immigration trends and related impacts on City services. It will bring any significant shifts to the attention of the Chair of the Senior Executive Committee, and will advise the activation of the Capacity Plan. Once the Plan is activated, the Office will provide secretariat support for its implementation. This includes continued liaison with internal and external partners, organizing of meetings, drafting of decision and other documents, development and distribution of situation reports, and providing input to Corporate Communications to draft a communications plan and key messages.

Intergovernmental aspects: As fluctuations in immigration flows necessarily impact more than one jurisdiction and involve cross-jurisdictional issues, inter-governmental involvement is necessary. The Refugee Capacity Plan proposes immediate engagement and coordination with other orders of government and other relevant jurisdictions, in order to address cross-jurisdictional issues in a comprehensive and coordinated way. Potential areas of cooperation include management of inter-provincial flows, funding mechanisms, data sharing. The governance structure established through recently signed Canada-Ontario-Toronto Memorandum of Understanding on Immigration provides an opportunity for regular, ongoing conversations.

Communications and information management plan: Ensuring that all stakeholders are kept abreast of the situation and that up-to-date information is available will facilitate coordination and informed decision-making. At their first meeting, the Senior Executive Committee will consider and approve a communications plan for the specific situation, prepared by Corporate Communications with input from TNO, as well as an information management plan prepared by TNO with input from impacted divisions. The information management plan will address the need to capture statistics related to immigration status of service users in a way that does not contravene the City's policy on undocumented Torontonians.

Community supports: Community agencies in Toronto provide numerous services to refugees and refugee claimants that support and facilitate their faster integration. While refugee claimants are not eligible to receive settlement services funded by the federal government, many settlement and community agencies provide services to this client group using funding from other sources. This includes refugee houses, as well as many community agencies that are members of Toronto's Quadrant Local Immigration Partnerships (LIPs). In 2016, Toronto's LIPs worked with the City's Newcomer Office to provide information sessions to private sponsors and to facilitate coordination of services at the local level. In 2017 and early 2018, refugee houses mobilized to provide emergency shelter and other supports to arriving refugee claimants. During the summer of 2018, TNO in partnership with LIPs coordinated provision of settlement services at the two college dormitories, and established a listing of agencies in Toronto that provide services to refugee/asylum claimants. These proven system-level approaches provide for an opportunity to be replicated in future similar situations.

Strategies to Expand Shelter Capacity

The Refugee Capacity Plan focuses on mobilizing City services and supports in response to significant increase in arrivals of refugees and refugee claimants. To ensure a successful and cost-effective reception of these vulnerable newcomers, it is necessary to consider additional strategies that are outside of the City's structures.

The Advisory Committee has identified the following short-term and long-term strategies:

- establishing a 24/7 refugee claimant reception and referral centre
- utilization of refugee houses to increase flexibility in the emergency shelter system
- creation of new emergency shelters for refugee claimants through engagement of refugee houses and other partner organizations
- increase the current options for transitional housing as a longer-term solution

24/7 Refugee Reception and Referral Centre: It is a well-established fact that the quality of the initial 'welcome' and reception of newcomers has a direct impact on their long-term success in Canada. The Advisory Group noted that "investing in a front-end resource to provide information, support and referrals will allow effective access and coordination in serving refugee claimants in Toronto." The Advisory Group strongly recommended that a 24/7 refugee claimant reception and referral centre is put in place, where new arrivals could access vital information, onsite respite and emergency supports, including referrals to shelters and housing, as well as a drop-in access and referrals to wraparound settlement services. The Advisory Group further urged that a pilot model is immediately established using a temporary site, until a long-term site is identified for a permanent refugee claimant hub where services would be provided to all new arrivals. Based on Council's direction from June 2018 (CD29.8) funding has been provided to Red Cross as a representative of a group of agencies, for such a pilot project to be established in 2019, and be operational 12 hours a day Monday through Friday. In absence of a regional response and in addition to providing the initial reception and referrals, the pilot provides an opportunity to facilitate connection and flow to areas outside of the city.

Creating flexibility in the emergency shelter system: The Advisory Group identified a number of immediate and long-term strategies to ensure for a greater flexibility in the current shelter system while creating efficiencies. In the short-term, the Advisory Group proposed that funding for the current hotel contracts continues, while discussions are initiated with refugee houses and other community partners regarding developing additional refugee claimant-specific emergency shelter sites, which would be managed by partner agencies, for additional immediate and long-term capacity. Once alternatives are established, clients should be redirected to these sites, and from there to permanent emergency shelter and/or sustainable housing.

Transitional housing: The Advisory Group has further identified the need to provide intentional supports to refugee claimants regarding their movement from emergency shelters to transitional housing, and finally to permanent housing. In that regard, they proposed that the City assesses the current stock of TCH scattered site houses as an

extension of transitional housing for refugees and refugee claimants. This work is underway.

Next Steps

The Refugee Capacity Plan will be implemented as needed, and implementation reports provided to City Council after each occurrence. The Advisory Group will continue meeting to provide expert advice on strategies identified in this report, as well as other opportunities to improve settlement and integration of newcomers in Toronto.

CONTACT

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SIGNATURE

Chris Brillinger
Executive Director, Social Development, Finance and Administration

ATTACHMENTS

Appendix A: Refugee Capacity Plan
Appendix B: Planning Framework for the Refugee Capacity Plan for the City of Toronto
Appendix C: Terms of Reference - Advisory Group

Appendix A

City of Toronto Refugee Capacity Plan

The Refugee Capacity Plan aims to facilitate seamless and efficient mobilization of City's resources and services during periods of significant and unforeseen increases in refugee populations in Toronto. This may include irregular migrants, refugee claimants, undocumented persons, as well as resettled refugees.

The Plan components include:

- management structure
- intergovernmental aspects
- communications and information management plan
- community supports

Management Structure

The management structure of the Refugee Capacity Plan includes three distinct components, with different mandates, roles and responsibilities:

Senior Executive Committee

The Refugee Capacity Senior Executive Committee (SEC) is an internal senior executive level committee, chaired by Executive Director, Social Development, Finance & Administration. Other members include division heads of Shelter, Support and Housing Administration (SSHA), Toronto Employment and Social Services (TESS), Toronto Public Health (TPH), Children's Services (CS), Office of Emergency Management (OEM), Strategic & Corporate Policy, and Corporate Communications. Other members may be added as needed, based on circumstances.

The SEC is activated by the Chair within 48 hours of an identified need, to direct and manage a coordinated response of the City of Toronto, including identifying if activation of the City's Contingency Plan for Mass Care is necessary.

Once activated, the Committee will meet once a week. The work of the Committee will be supported with daily conference call briefings. The Chair may decide on a different frequency of meetings and conference calls, based on circumstances.

At their first meeting, the Committee will develop a Plan of Action and a communications plan, which will be updated on an ongoing basis. The communications plan will include daily or weekly situation updates, depending on how quickly the situation is changing. The Plan of Action will identify service pressure points as well as gaps that need to be addressed (e.g. shelter capacity, housing, public health concerns).

The Chair of the Committee will provide briefings to the City Manager, and the Mayor as necessary, regarding the situation and will keep them abreast of any significant developments.

Advisory Group

The Advisory Group (AG) is an external-internal senior level table, with a mandate to advise and support the implementation of the Refugee Capacity Plan, chaired by Executive Director, Social Development, Finance & Administration. Membership is a representative group established from the original Advisory that participated in the development of this Plan, as identified by the Chair, based on the circumstances.

The first meeting is called as soon as the Refugee Capacity Plan is activated. The Advisory provides input into the Plan of Action, developed by the Senior Executive Committee. The frequency of meetings is identified based on circumstances. In addition to regular meetings, the work of the Advisory may also be facilitated through conference calls on as needed basis.

Toronto Newcomer Office

The City of Toronto's Newcomer Office (TNO) has an advisory and coordination role. On an ongoing basis, the Office monitors immigration trends. For the purposes of the Plan activation, the Office will bring any significant shifts to the attention of the ED of SDFA. This will inform the activation of the Capacity Plan, and support its implementation. During the activation, the Office will provide secretariat support to the Senior Executive Committee and the Advisory Group. This includes advising the development of a Plan of Action, drafting of situation reports and working with Corporate Communications to draft a communications plan. TNO will facilitate engagement of other stakeholders as needed.

Intergovernmental Aspects

Immigration flows involve a number of cross-jurisdictional issues. Early engagement and coordination with other orders of government and relevant jurisdictions is necessary, in order to address them in a comprehensive and coordinated way. Potential areas of cooperation include management of inter-provincial flows, funding mechanisms, data sharing.

Depending on the specific situation, the SEC should consider at their first meeting, and re-evaluate on an ongoing basis:

- Communication to federal and provincial ministries to raise and address issues that are beyond the municipal role, including those related to the capacity of the broader community sector to provide supports
- Coordination with appropriate ministries (federal and provincial) to address service capacity, funding and other appropriate challenges as they relate to City services
- Coordination and cooperation with neighbouring and other municipalities and government bodies

Communications and Information Management

Ensuring that all stakeholders are kept abreast of the situation and that up-to-date information is available will facilitate coordination and informed decision-making. At their

first meeting, the Senior Executive Committee will consider and approve the proposed communications plan for the specific situation, prepared by Corporate Communications with input from TNO, as well as an information management plan, prepared by TNO with input from impacted divisions.

At their first meeting, the Senior Executive Committee will identify a communications cycle (frequency and recipients) as part of the communications plan. TNO will work closely with Corporate Communications on the implementation, and will also be the focal point for information and data management, including distribution of situation reports on a weekly basis, or more frequently if needed.

Community Supports

Through the Advisory Group, including Local Immigration Partnerships (LIPs) in Toronto, TNO will facilitate outreach and engagement of community agencies serving refugees and refugee claimants, so that necessary supports that are outside of the City of Toronto's role are ensured.

Reporting

The Refugee Capacity Plan will be implemented as needed, and implementation reports provided to City Council after each occurrence.

Appendix B

Planning Framework – Refugee Capacity Plan for the City of Toronto

Background

Over the past two decades, there have been significant fluctuations in the number of newcomer populations coming to Toronto, most notably refugees and refugee claimants. From a considerable decline some five years ago, there has been a marked increase in arrivals that started in late 2015, and intensified in 2017.

While Canada's immigration policy is under federal and provincial jurisdiction, it is municipal governments and local agencies that welcome new arrivals and provide them with essential services as needed.

The surges in arrivals and their unpredictability create significant pressures on the support systems, such as shelters, often stretching the system's capacity beyond its limits. More recently, they have also exposed the need for the City to create capacity to deal with them in a more systemic way.

Purpose

The City of Toronto is committed to facilitating the successful settlement and integration of all newcomers, as well as to providing access to City services to all Torontonians regardless of their immigration status.

The purpose of this Framework is to guide the development of the City of Toronto's Refugee Capacity Plan (the Plan) that would facilitate a more seamless, efficient and faster mobilization of resources and supports during periods of significant increases in refugee arrivals to Toronto.

Principles

The guiding principles for developing a Refugee Capacity Plan are that the Plan:

- is framed by City Council direction, including Integrating Cities Charter and Access T.O. policy
- is developed in consultation with appropriate City divisions, provincial and federal representatives, and refugee shelters in Toronto
- takes into account the roles and responsibilities of different orders of government with respect to immigration, as well as of other agencies, partners and stakeholders
- takes into account past experiences and best practices
- is responsive, flexible and scalable
- strengthens the City's commitment to being a welcoming place for all newcomers, and

- improves settlement outcomes for Torontonians

Process and Timelines (November 2017 to early April 2018)

The development of the Refugee Capacity Plan will involve the following actions and within the following timelines:

November to December 2017:

Establishment of an Advisory Group to guide and support the development of the Plan. Members will include representatives from City Divisions, relevant provincial and federal ministries and agencies, as well as representatives from the community sector. Draft Terms of Reference are provided as Appendix 1. At their initial meeting, the Advisory will provide input into this framework, and finalize the draft Terms of Reference.

Identification of considerations that will inform the development of the Plan, such as past impacts and response models, statistical projections, existing capacity, current impact and future projections, legislative mandates and the related funding/financial issues.

December 2017 to March 2018:

Plan development. This work will involve consultations and meetings with the Advisory, individual consultations with Advisory members as needed, drafting of Plan components by appropriate City Divisions, and Plan finalization. The Newcomer Leadership Table as well as the Inter-Agency Task Force will also be invited to provide input and feedback. In parallel, the City will work with other orders of government to identify and address system-level dependencies, such as appropriate and adequate funding models, communication and information flow, and data sharing.

April 2018:

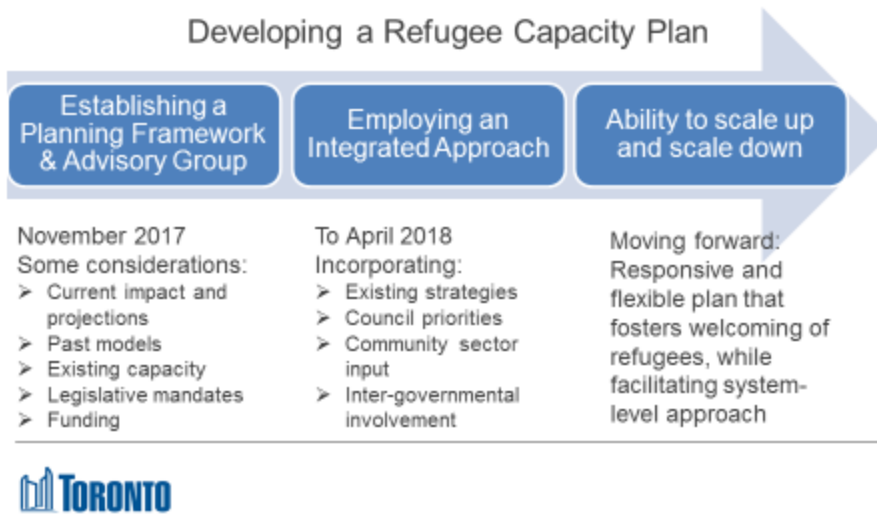
Plan approval. The final Plan will be presented at the April 2018 Community Development and Recreation Committee meeting, and at the May 2018 City Council meeting.

Final Advisory meeting. The Advisory Group will meet one more time to identify any outstanding issues and discuss how to address them.

Moving forward:

Implementation. Based on the Refugee Capacity Plan, the Divisions with operational responsibility will adjust their service plans as needed. The City will continue engaging the Advisory Group on as needed basis, and will work with relevant government and other agencies on addressing any outstanding issues.

Toronto For All



Roles and Responsibilities

The Executive Director, SDFA carries the overall responsibility for the development of the Refugee Capacity Plan. This includes providing leadership, guidance and approval of the planning model and approach, as well as the final Plan.

The Executive Director, SDFA and the General Manager (I), SSHA, are responsible for providing leadership within the City for the development and implementation of the Plan. The General Manager (I), SSHA provides direction for the implementation of the Plan within SSHA.

The Advisory Group members provide feedback and input into the development of the Plan. They provide leadership within their organizations, including City divisions and other orders of government, when needed to advance the plan development and its implementation.

The City of Toronto Newcomer Office (TNO) advises and facilitates the Plan development, and organizes Advisory Group meetings. The Office also has a facilitative and advisory role on an ongoing basis as it relates to Plan implementation.

At their meeting in May 2018, Toronto City Council will consider the plan and any funding associated with its implementation as developed and presented by staff.

Appendix C

Terms of Reference – Advisory Group (AG)

Purpose

The Advisory Group (AG) is established by the City of Toronto to provide advice, input and feedback into the development of the City of Toronto's Refugee Capacity Plan (the Plan), including identifying system-level issues and gaps that may result in inadequate capacity to provide services when there is a significant increase in refugee arrivals, as well as solutions.

As such, the AG has the responsibility for:

- Providing input to the Planning Framework and the Plan development approach
- Participating and contributing to the planning activities
- Data development as well as identifying refugee journeys (different scenarios that the plan needs to address)
- Providing feedback on the Plan drafts and providing support to the approval of the final Plan
- Advancing system-level solutions as they relate to their organizations
- Engaging within their organizations to address other dependencies related to the Plan implementation

Membership

The Advisory Group is composed of representatives from the City of Toronto, relevant provincial and federal ministries and agencies, as well as representatives from the community sector and refugee shelters.

A full list of current members is available on the final page.

Operating Rules

The following are the Operating Rules of the AG:

Chair: The Advisory Group is chaired by the Executive Director, SDFA, City of Toronto.

Frequency of Meetings: The working group will meet at least three times during the period November 2017 to April 2018. Specific meeting dates will be agreed upon by the working group. Ad hoc conference calls may be organized as needed.

Meeting Materials: Agenda and other meeting materials will be sent out a week prior to the meeting. Members will be encouraged to contribute to the agenda.

Decision Making: Decisions will generally occur by consensus.

Absences: If a member cannot attend a meeting, they will send a representative to participate on their behalf.

1.	City of Toronto, Social Development, Finance & Administration (SDFA)	Chris Brillinger	Executive Director
2.		Vera Dodic	Manager, Toronto Newcomer Office
3.	City of Toronto, Shelter, Support & Housing Administration (SSHA)	Paul Raftis	General Manager (I)
4.		Gord Tanner	Director, Homelessness Initiatives and Prevention Services
5.	Toronto Public Health (TPH)	Nicole Welch	Director, Healthy Communities
6.	Toronto Employment and Social Services (TESS)	Patricia Walcott	General Manager
7.	City of Toronto, Children's Services	Elaine Baxter-Trahair	General Manager
8.	Immigration, Refugees and Citizenship Canada	Cliff Fast	Acting Director, Settlement Network
9.	Ministry of Citizenship and Immigration	Yvonne Ferrer	Director, Refugee Settlement Programs
10.	Ministry of Housing	Kathryn Watson	Manager, Homelessness Secretariat
11.	Refugee Resettlement Secretariat, Province of Ontario	Tariq Ismati	Director
12.	Adam House Toronto	Lucy Chaimiti	Executive Director
13.	Afghan Women's Organization	Adeena Niazi	Executive Director
14.	Arab Community Centre of Toronto	Huda Bukhari	Executive Director
15.	Canadian Red Cross, First Contact Program	Stephanie Etkin	Manager, Volunteer Resources, Administration, Quality Management & First Contact
16.	Catholic CrossCultural Services	Michael Raymond	Interim Executive Director
17.	Christie Refugee Welcome Centre	Steve Meagher	Manager
18.	COSTI Immigrant Services	Mario Calla	Executive Director
19.	FCJ Refugee Centre	Loly Rico	Co-Director
20.	Matthew House	Anne Woolger	Executive Director
21.	Metropolitan Community Church of Toronto	Aleks Dughman-Manzur	Manager, Refugee Programs
22.	OCASI - Ontario Council of Agencies Serving Immigrants	Debbie Douglas	Executive Director
23.	Quaker Committee for Refugees	Eusebio Garcia	
24.	Romero House	Jenn McIntyre	Director

25.	Silas Hill Home for Refugees	Rob Perry	
26.		Laura Dobrowolski	
27.	Sojourn House	Debbie Hill Corrigan	Executive Director
28.	The 519	Maura Lawless	Executive Director
29.	<i>Toronto East Quadrant LIP</i> ACCES Employment	Manjeet Dhiman	Vice President, Services and Business Development
30.	<i>Toronto North Quadrant LIP</i> JVS Toronto	Elmira Galiyeva	Manager
31.	<i>Toronto South Quadrant LIP</i> <i>Canadian Centre for Victims of Torture</i>	Mulugeta Abai	Executive Director
32.	<i>Toronto West Quadrant LIP</i> Rexdale Women's Centre	Fatima Filippi	Executive Director