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Executive Summary

Halton Region and a number of community partners are working together to ensure Halton is a welcoming community where obligations for settlement are shared between immigrants who are responsible for integrating into communities, and host societies, who will help attract, retain and support newcomers through the settlement process.

To work towards that goal, Halton Region and partners have collaborated on the Halton Newcomer Strategy (HNS), funded by Immigration Refugees and Citizenship Canada (IRCC) as a Local Immigration Partnership (LIP). Since 2010, the HNS Steering Committee, with Halton Region supporting as secretariat, has taken an active role in the planning, coordination and enhancement of local services based on the changing needs of new Canadians and IRCC immigration policy.

From 2010 to 2016, a broad coalition of organizations from education, training, housing, police and health sectors have joined together to focus on newcomers, leading to improved understanding, cooperation and collaboration. The HNS, through its community-led Steering Committee and Working Groups, has also worked closely with providers of newcomer services to assess their needs.

Building on a series of population outcomes and performance indicators reflecting best practices research on welcoming communities, as well as a Results Based Accountability framework, the HNS has developed and carried out a wide range of activities consistent with its overall mandate of working together as a community. To provide updates to the community and to IRCC, the HNS has published annual reports describing its activities, key findings and data.



In 2015 the Steering Committee reviewed the previously identified outcomes for HNS and approved a set of nine strategic actions to help it move closer towards achieving its identified outcomes. Community consultations with subject matter experts resulted in further refinement of these nine strategic priority areas, which include:

- Employment
- Health and well-being
- Education
- Civic Engagement
- Housing
- Safety
- Youth
- Research and Reporting
- Communications

Input also highlighted the key themes that will inform the selection of priorities for the HNS moving forward, and form the basis for its future strategic plan. In particular, advice indicated that needs are increasingly complex; that further data and information about the newcomer experience is needed; and that the barriers faced by many marginalized or low-income groups are experienced by newcomers at an acutely high level.

The IRCC recently authorized a new one-year agreement with the Halton Region to continue as the lead agency supporting the ongoing work of the HNS to March 31, 2017. However, there is a need to respond to the temporary realignment of IRCC priorities from the broader LIP program to the more immediate Welcoming Communities focus on refugee settlement. This shift in priorities will require the HNS to adopt an enhanced approach that improves broader community planning and collaboration for refugees and newcomers at the local level.

Further work will be carried out over the next year to develop a more detailed action plan and strategy, identifying further steps and information needed to make Halton a truly welcoming community, so that all families and individuals can fully participate and prosper.



Introduction – Welcome Halton

Building a welcoming community

In the 2010, Citizenship and Immigration Canada commissioned a research paper, “Characteristics of a Welcoming Community” that included a review of current literature and best practices regarding characteristics and indicators of welcoming communities in Canada. The report outlines governments’ increasing emphasis on building community capacity to receive newcomers and a shifting focus from program activities to outcomes and notes “an awareness that the provision of basic settlement services is not sufficient for promoting inclusive communities, and that we must also be concerned with achieving higher level objectives, including social engagement, sense of belonging, social cohesion, and strong citizenship.”¹

Over the last two decades, the term “welcoming community” has emerged to describe an approach that encompasses higher level objectives and the concept of responsible citizenship. In this model, obligations for settlement are shared between immigrants, who are responsible for integrating into communities, and host societies, which are responsible for implementing strategies to attract, retain and support newcomers through the settlement process.²

Welcoming communities are described as having both a defined physical location, and a discourse dimension, which involves collaborative and dedicated efforts to facilitate integration.³ These areas have “a strong desire to receive newcomers and to create an environment in which they will feel at home.”⁴

Halton Region, with its high quality of life, proximity to employment opportunities offered across the Greater Toronto Area and access to good schools, is a destination of choice for many newcomers. Ensuring newcomers, no matter how long they’ve been in Canada, are able to quickly and easily establish connections to, and participate in, the broader community, is positive for everyone.



1 Victoria M. Esses, Leah K. Hamilton, Caroline Bennett-AbuAyyash and Meyer Burnstien, *Characteristics of a Welcoming Community*, March 2010, p.8

2 Chedly Belkhodja, *Toward a more welcoming community? Observations on the Greater Moncton Area*, p. 1

3 *Characteristics of a Welcoming Community* p.9

4 Inter-Cultural Association of Greater Victoria, *Attracting and Retaining Immigrants: A toolbox of ideas for smaller centres* (2nd ed). 2007. p.65

Halton Newcomer Strategy:

The community leads the way

Background and mandate

The Halton Newcomer Strategy (HNS) was created in 2010 as a Local Immigration Partnership (LIP) initiative and is funded through the Government of Canada's Ministry of Immigration, Refugees and Citizenship Canada (IRCC). Through this initiative, communities are required to create local tables to facilitate community planning and coordination through the engagement of a variety of stakeholders.

Local Immigration Partnerships (LIPs) are seen as the foundation to support and inform the implementation of new settlement service and policy. IRCC expects well-functioning local networks to collect and provide local labour market and settlement information needed to inform future policy/funding decisions. In addition, LIPs are expected to take an active role in the planning, coordination and enhancement of the local service base on the changing needs of new Canadians and IRCC immigration policy.

In keeping with this direction, the HNS was formed to provide a forum for engaging community organizations, and identifying strategies to achieve the following LIP outcomes:

- improve access to and coordination of settlement services (settlement, language training and labour market integration)
- improve labour market outcomes for newcomers
- strengthen regional awareness and capacity to successfully integrate immigrants

IRCC's expectation is that these Local Immigration Partnership tables are led by broad-based coordinating councils comprised of representation from key community members and organizations. Membership at the HNS steering committee table includes representation from more than 45 community partners and over 65 individual committee members from settlement services, the education, health and employment sectors, the private sector, police and regional government.



To support the work and objectives defined by the steering committee, the following three working groups have also been established:

- **Service Coordination Working Group:** identifies, recommends and supports activities/ initiatives that improve awareness, access and effectiveness of programs and services for newcomers in Halton Region; and assists organizations that serve newcomers to enhance their capacity, the quality of their delivery of service and coordination of existing services.
- **Equity Working Group:** promotes and improves equity in the community and within organizations/ service providers that support the settlement and integration of newcomers to Halton region.
- **Employment Working Group:** enhances the readiness and capacity of employers to access and retain newcomer talent and support employer education on the benefits of hiring newcomers and increasing the diversity of Halton region's workforce

See Appendix A for current steering committee and working group membership.

To provide updates to the community and to IRCC, the HNS has provided annual reports describing its activities, key findings and data. A summary of these reports is listed in Appendix B.

As the needs for settlement and newcomer supports become ever more urgent and complex, the Halton community, using the work of the Halton Newcomer Strategy, has a solid base upon which to build. The community partnerships, shared understanding and amassed data will be a direct benefit to the next phase of community-based planning and engagement. Recent priorities have focused

on the urgent need to support Syrian Refugee Resettlement, although new and different priorities can be expected in the future. Further work will be carried out over the next year to develop a more detailed action plan, identifying further steps needed to ensure Halton continues to be a welcoming and inclusive community, so that all families and individuals can fully participate and prosper.



Priority outcomes – Results Based Accountability

Three key objectives of HNS, as noted in the terms of the LIP funding agreement, are to carry out high level community planning activities:

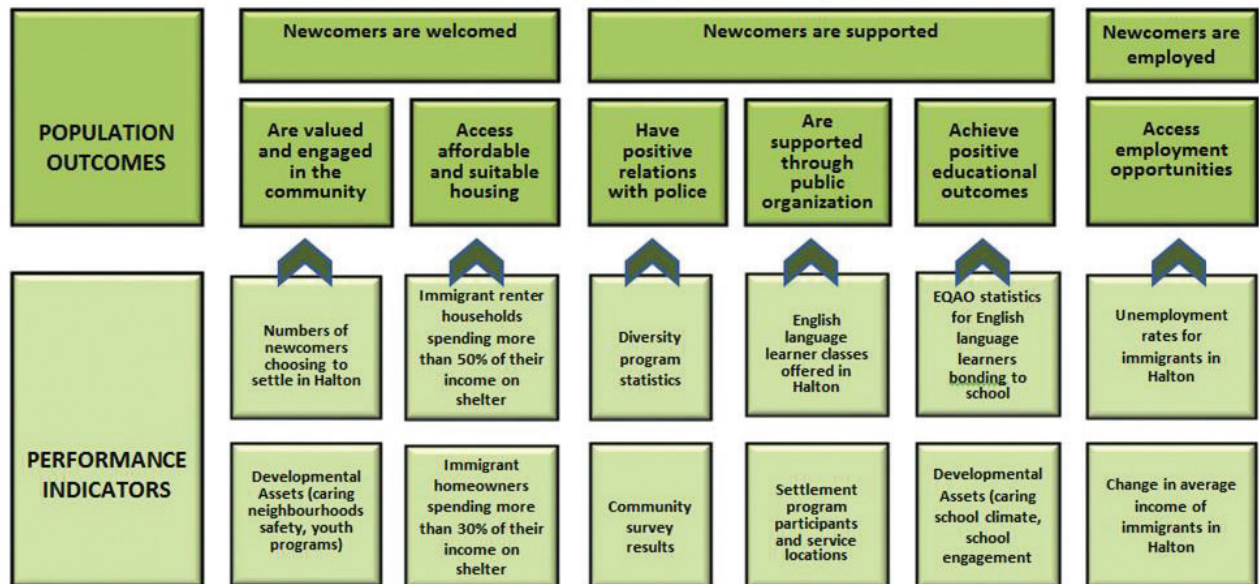
- maintain a network or planning table, which represents the entire community including organizations and individuals involved directly with newcomer services, as well as key organizations from the broader community
- carry out investigations to understand the needs of the community, identify services and supports that already exist, and identify service gaps
- provide advice and support to help identify potential improvements to existing program and service delivery

Through the Halton Newcomer Strategy development process, the Steering Committee was responsible for selecting a framework to be used to guide the planning and measure the success of approved work

plan activities. After reviewing a number of evaluation models, the Steering Committee supported the use of a Results Based Accountability (RBA) framework, a proven model to engage community stakeholders, and develop an evidence-based approach to move from planning to action in a collaborative way.

In the development of the Halton Newcomer Strategy, the Steering Committee and Working Groups utilized the welcoming communities' research and Results Based Accountability framework to develop the desired population outcomes for the strategy, and identified the indicators that will be used to track progress towards the desired outcomes. Detailed information regarding the outcomes and indicators of the HNS can be found in the Halton Newcomer Strategy Report 2013 Community Indicators Report. Figure 1 provides an overview of the outcomes and indicators selected by the HNS.

Figure 1 – Halton Newcomer Strategy Community Indicators



HNS activities and actions

Building on the identified population outcomes and performance indicators, the HNS has developed and carried out a wide range of activities consistent with its overall mandate.

From 2010 through to 2016, HNS has begun the important process of building a broad coalition between organizations focused on newcomers, and the general community including the education, training, housing, police and health sectors, leading

to improved understanding, cooperation and collaboration.

The HNS has also worked closely with providers of newcomer services to assess their needs and provide support. Through the direction of the Steering Committee and activities of the three Working Groups, the HNS has achieved many accomplishments which are listed in Table 1 below.

Table 1 - HNS activities and accomplishments (2010-2016)

Activities/Accomplishment	Community impact
Welcome Community Indicator Report	<ul style="list-style-type: none"> • Framework and benchmark for Annual Newcomer Report Card • Halton specific data on newcomers – This is the first time this data was made available for HNS and stakeholder use in broader planning, etc.
Coordination of 905 LIPs	<ul style="list-style-type: none"> • Sharing of best practices • Development of common evaluation framework
Equity lens	Tool to ensure community standard for newcomer equity across all programs/services and organizations
Newcomer Youth Report	Halton specific data and recommendations related to newcomer youth – This is the first time this data was made available for HNS and stakeholder use in broader planning, etc.
Refugee sponsor event/communication	93 attendees, 35 community vendors, 12 sponsorship groups submitted recommendations to inform ongoing sponsor support
Newcomer recognition event	24 nominees, 124 attendees, 10 newcomers profiled in different locations across the Region
Capacity building/training for newcomer service providers	6 sessions (mental health, regulated professions, social media, employment-housing-childcare-social services and community orientation), 267 attendees, 8.0 of satisfaction
Social media and newcomer stories	457 twitter followers, 170 Facebook likes, 6 newcomer testimonials and 5 newcomer videos posted to the Newcomer Portal
Newcomer Portal	Development and implementation of www.welcometohalton.ca , 230,224 page views and 87,639 unique visitors (from 2012 to present)
E-mentoring	Development and implementation of E-mentoring – 6 active partnerships and expansion to include international students

Going forward: Community input and advice on strategic directions

During 2015, the steering committee reviewed the previously identified outcomes for HNS and approved a set of nine strategic actions to help it move closer towards achieving its identified outcomes. These strategic actions were intended

to serve as the framework for the HNS’s proposed work plan, providing a general guide for the HNS’s future priorities and activities. Table 2 outlines the nine strategic actions to be implemented in a future phase of HNS.

Table 2 – HNS strategic priorities (2016-2019)

Outcome	Proposed strategic action
Newcomers are welcomed	
Newcomers are valued and engaged in the community	1. Create a civic engagement strategy for newcomers in the community 2. The Halton newcomer recognition event
Newcomers access affordable and suitable housing	3. Collaborate with community partners to expand and enhance emergency/transitional housing opportunities for newcomers in Halton
Newcomers are supported	
Newcomers have positive relationships with police	4. Develop and share materials, tools and best practices specific to the changing newcomer population with Halton Regional Police Service
Newcomers are supported through public organizations	5. Implement recommendations from the Halton Newcomer Strategy Youth Report 6. Expand awareness and use of the HEIA Tool in the community
Newcomers achieve positive educational outcomes	7. Coordinate with community stakeholders, parents and school boards to increase awareness of the various opportunities available to newcomer youth to access post-secondary academic goals
Newcomers are employed	
Newcomers access employment opportunities	8. Recognize employer champions that integrate newcomers into the workforce 9. E-mentoring for International Students

Community consultations

Recognizing that additional details were required to refine and strengthen the above noted outcomes, the HNS identified nine strategic priority areas for which further community consultation was required:

- Housing
- Health
- civic engagement
- employment
- youth
- education
- police
- research/ reporting and communications

In 2015 and early 2016, the HNS carried out community consultations with subject matter experts seeking feedback and suggestions on these strategic priority areas. The discussions were facilitated by an external consultant and involved a review of each priority area, how the HNS could enhance support to the community, how to best align future HNS activities with existing organization or community strategies, and identification of potential participants/resources to support the work and next steps.

Table 3 provides a summary of the consultation discussions as well as recommended actions to improve outcomes for newcomers to Halton.

Table 3 – Consultation feedback and recommendations

Strategic Priority	Consultation information	Recommendations
Housing	<ul style="list-style-type: none"> • Affordability and adequacy of housing for newcomers • Landlord refusal of newcomers • Need for data specific to newcomers and housing - across the housing continuum • Need for housing supports related to government sponsored refugees and privately sponsored refugees (post 12 months) 	<ul style="list-style-type: none"> • Report on newcomers and housing • Community plan for refugees and housing
Health	<ul style="list-style-type: none"> • Need to better understand immigrants and health • Refugees especially vulnerable (poor health - physical and mental, trauma, need for health coverage) • Need to approach health as a whole • Need to address changing demographics and more complex health issues 	<ul style="list-style-type: none"> • Report on newcomer health • Health equity tool implementation • Program development for newcomers and mental health
Civic engagement	<ul style="list-style-type: none"> • Need for metrics on newcomers and civic engagement • Need for proper support and education of newcomers and service providers on civic engagement 	<ul style="list-style-type: none"> • Report on newcomers and civic engagement • Develop/obtain common data sets and metrics • Education strategy for volunteerism and political participation
Employment	<ul style="list-style-type: none"> • Need to profile employer champions • Need for local labour market information specific to newcomers • Need for supply and demand analysis specific to newcomers • Sales and outreach strategy - to target businesses (industry specific) • Continue to build on E-mentoring 	<ul style="list-style-type: none"> • Employer engagement strategy • Recognition of employer champions • Enhancement of E-mentoring

Strategic Priority	Consultation information	Recommendations
Youth	<ul style="list-style-type: none"> • Low Levels of youth programs offered in the areas of arts, leadership and civic engagement • Youth program staff do not accurately reflect the newcomer/immigrant community • Youth do not feel accepted among their Canadian born peers • Limited funding and funders available for youth programs/services • Need for a newcomer youth voice in the development and implementation of programs/services 	<ul style="list-style-type: none"> • Awareness/expansion of arts, leadership and civic engagement programs • Recruitment strategy for newcomer staff/volunteers • Cultural competency training • Research funding/collaboration opportunities • Newcomer youth advisory
Education	<ul style="list-style-type: none"> • Need for metrics on newcomers and graduation rates • Need for metrics on newcomer conversion rates from secondary school to post-secondary school 	<ul style="list-style-type: none"> • Develop/obtain data sets and metrics • Recommendations based on data findings
Police	<ul style="list-style-type: none"> • Enhance partnerships to work together on mutual objectives • Use current police survey to identify common business goals • Leverage current diversity programs • Increased support of police interaction and representation • Support of current Initiatives • Increase in faith-based organization participation and support 	<ul style="list-style-type: none"> • Modify current police survey to include newcomer question • Partnership plan for supporting newcomers • Outreach strategy for faith based organizations • Enhance police training and recruitment strategy
Research and reporting	<ul style="list-style-type: none"> • Longitudinal Study on Job Successes and paths • Analysis of long form census (May 2016) • Release of annual report card on Newcomers in Halton • Benefit of HNS membership survey • Review of HNS capacity building/training - applied learning • Coordination of funders at levels of government 	<ul style="list-style-type: none"> • Updated indicator report/annual report card • Capacity building/training review • Long form census review - profile of newcomers in Halton • HNS membership survey • Partner with educational institution for longitudinal study • Funder coordination
Communications	<ul style="list-style-type: none"> • Build trust and commitment among stakeholders and members • Recognize newcomer and HNS contributions and successes • Increase awareness of purpose and work of HNS • Clarify and strengthen overall HNS Brand • Develop and enhance newcomer portal as best platform for information • Consistent recruitment package and process for new HNS members 	<ul style="list-style-type: none"> • Communication Plan • Recognition event • Enhancement of newcomer portal • Stakeholders/member recruitment and engagement strategy



From the information and recommendations on the previous pages, a number of key themes, as outlined below, emerged that will inform the selection of priorities for HNS moving forward and form the basis for its future strategic plans.

1 Newcomer needs, especially among the most vulnerable groups including refugees, are high and increasingly complex.

2 Barriers associated with affordability and access to various support services are faced by many marginalized or low-income groups, but newcomers and refugees experience those challenges at an acutely high level.

3 Partnerships are critical, no one part of the community can meet all needs on its own. Although collaboration in this sector is improving, there's more work to be done.

4 More information and data is needed, across the board. Developing metrics that will capture newcomer-specific information is a challenge, but needs to be a priority.

5 Many partners have data that could be accessed, to avoid unnecessary work and duplication. Privacy issues and concerns are real, and will pose challenges that require more discussion and collaboration.

6 Some outcomes, for example civic engagement, are not easily measured. Further discussion is needed to identify potential metrics.

7 More understanding is needed of the newcomer experience from their own perspectives, to help develop future priorities and activities.

8 Housing challenges are known to be significant, with refugees especially vulnerable to being refused by landlords. More data and knowledge is needed, especially concerning the barriers to housing faced by refugees and newcomers.

9 More education and awareness is needed across the service delivery sector to understand the challenges and realities faced by newcomers.

10 More efforts on communication, marketing and outreach across the region will continue to raise the levels of awareness about the needs of newcomers and refugees.

Becoming a welcoming community: What's next

More urgent needs, requiring more urgent action

2015 represented a year of heightened awareness, updated timeframes and changes in funding with respect to Canada's approach to newcomers and refugees. The urgency of the Syrian refugee crisis highlighted the need for increased preparedness to the top of many communities' priorities.

Although a range of activities, as described in this report, have been well underway through HNS, the compressed timeframes required for settling the Syrian refugees will likely require an even more comprehensive level of community planning, collaboration and partnering than has been in place in recent years.

The HNS is committed to enhancing the critical focus on local collaboration and engagement with the broader community, a signature feature of the HNS to date; however, there is a need to respond to the temporary realignment of IRCC priorities from the broader LIP program to the more immediate welcoming communities focus on refugee settlement.

Meeting these immediate needs while continuing to strengthen the partnerships already established through the longer-term HNS approach, will require a more focused approach to community planning, including needs identification, service system gap analysis, priority setting, roles and responsibilities and identification of potential resources.

It is proposed that the following general principles be considered in the development of a community plan:

- A disciplined approach to mapping out a community's needs, assets, gaps and priorities.
- A holistic understanding of needs, starting from the standpoint of the individual rather than from the standpoint of individual sectors, programs or service providers. Community planning must break down silos, not reinforce them.
- Identification of all the potential resources within the community, including government-funded programs and services, contributions from private citizens or volunteers, the private sector and the faith community.
- Reflect the input and experience of individuals in need, rather than those projected by service providers or broader community. Funding streams must respond to the needs of individuals, rather than the reverse.
- A realistic approach that does not attempt to impose a common set of priorities or goals across all organizations recognizing that each organization has its own mandate and objectives. Working toward a collaborative process resulting in a common understanding of needs and priorities will in turn inform the planning and priority setting of related but separate service systems. This approach relies upon the respectful building of relationships and mutual understanding, much of which has already been established and can be enhanced through the current work of the HNS.

Building and broadening current partnerships and collaboration

HNS has achieved significant progress in establishing a Halton-wide network of partners, including among others settlement and newcomer services, the education and health sectors, police, employment services, and the private sector.

However, the urgent needs of refugees, currently with a focus on Syrian refugees but with the potential for refugees from elsewhere in future, requires the establishment of an even more comprehensive network reflecting the full range of supports and services needed to create a welcoming community. Potential partnerships will be explored with a broader group of stakeholders including, for example, housing, public health, children's services, mental health, recreation, child care, and transportation sectors.

Local Municipalities are already active in their own efforts to support the successful settlement of

newcomers, and can play a critical role in helping create welcoming communities. The HNS, with support from Halton Region should reach out to local municipal leaders and departments to identify potential opportunities for future partnerships. Local governments have their own relationships with the community, as well as, areas where their leadership receives well deserved recognition. A comprehensive community plan will build on those existing networks and connections.

Beyond those involved in the direct provision of community supports and services, there are many private citizens, private-sector companies, volunteer organizations and service clubs able to contribute to the creation of a welcoming community. The development of a community plan will involve outreach to the broader community, to ensure that it encourages the full involvement of those with an interest in supporting the work of HNS.

Improving our understanding of needs

Through the various consultations carried out by HNS during early 2016, one clear theme repeatedly arose—although there is some data available concerning the needs and experiences of newcomers, much more information is needed. Therefore, a key priority for the HNS for 2016/2017 is to continue to gather information. A first step will be to identify areas where more information is needed, and to develop an action plan to obtain it.

The HNS will continue to work with experienced partners and networks in the community to source out the needed data, develop new collection methods where necessary and create mechanisms for reporting and distribution of the information to invested stakeholders the broader community.



Action Plan 2016/2017: Confirming and progressing towards priorities



As mentioned early in this report, in early 2016 IRCC confirmed a one-year extension of LIP funding to Halton Region for the coordination and management of key priorities for the agreement period and also to implement an enhanced approach that improves broader community planning and collaboration for refugees and newcomers at the local level.

A summary of the 2016/17 Halton LIP agreement expected outputs and targets are outlined in Table 4 below.

Table 4 – 2016/17 Expected outputs and targets

Output Description	Timeline
Develop and finalize Halton Newcomer Strategy Strategic Plan Framework and submit to IRCC	May 31, 2016
Develop and finalize Halton Newcomer Strategy Strategic Plan (2017 – 2020) and submit to IRCC	March 31, 2017
Finalize the Halton Newcomer Strategy Youth Report and submit to IRCC	May 31, 2016
Develop and finalize Employer Engagement Strategy and submit to IRCC	March 31, 2017
Provide assistance and support to settlement/non-settlement service providers and sponsors related to the IRCC Syrian Refugee Resettlement Plan.	April 1, 2016 to March 31, 2017
Engaging with and recognizing the work of newcomers in Halton through a Halton Newcomers event.	February 2017
Gather and provide current newcomer profile information in key priority areas (employment, health, education, civic engagement, housing, police and youth)	April 1, 2016 to March 31, 2017

While it is recognized that a number of questions will arise throughout the process that warrant further discussion, the following questions will form the framework for the achievement of current and future HNS priorities and the development of an enhanced approach to community planning and collaboration.

1 How can the HNS carry out more effective community planning for newcomers?

2 What are the community's priorities to be addressed through a collaborative planning process?

3 How well is this community the identified priorities? What gaps need to be addressed?

4 How accessible/coordinated are services for refugees and other newcomers?

5 What capacity is there in the community and within HNS to meet the changing and evolving needs of newcomers?

6 What steps are needed to develop and implement an enhanced approach to community planning and collaboration?

7 Is the current structure and membership of HNS the most effective to achieve the proposed annual and strategic priorities as well as lead an enhanced approach for the future?

8 What steps are needed to enhance the role of HNS and position the network to provide greater support and improve community impact?



Conclusion

The HNS impact and next steps

Beyond meeting the requirements of IRCC funding, the partnerships, relationships and trust that have already been established through the first five years of the HNS will form a valuable base for Halton

as it embarks on the next phase of becoming a welcoming community.

Through this community-led process, a shared understanding of the components of a welcoming community has resulted in an improved degree of collaboration and partnering across a range of sectors. As the community locus for planning and priority-setting, the HNS has steadily expanded its membership, reaching out to all key sectors across the region that are involved with newcomers including settlement providers as well as education, housing, police and health.

Through its activities, the HNS has taken the lead on the development of new resources that will benefit newcomers and those that serve them directly, and help the broader community better understand the needs of newcomers. Through its training, outreach and engagement activities, the HNS has become the primary champion for the needs of newcomers, as well as leading the development and implementation of new strategies to engage and help them. The creation of a variety of reports and tools already serves as a useful resource for the community, and will help establish a more consistent approach to working with newcomers, helping them feel welcomed, valued and supported.

However, as was highlighted through its community-wide consultations, much more work needs to be done. Becoming a welcoming community is a long-term goal, and will require an even more intensive level of community planning, especially in the current context of meeting the needs of Syrian refugees.

With an extension of funding for the 2016/2017 year, the HNS will be able to build on the base that has already been established to develop a more detailed strategy and action plan.

The information already gathered through the recent consultations provides a critical starting point for the strategy, with its insights into needs, gaps and priorities.

More partnerships will be sought, to ensure that planning encompasses all parts of the community, and results in a thorough assessment of challenges and concerns, as well as a comprehensive mapping of available capacity, expertise and resources. More outreach will be made to ensure the HNS is connecting with all potential sources of support and resources, including the private, charitable, faith and volunteer sectors.

More information will be gathered and analyzed, to ensure the experience of newcomers is fully understood, and adequately measure the impact of future HNS activities, especially in priority areas including employment, health, education, civic engagement, housing, police and youth.

Although in the near-term, the strategic framework will focus on meeting the most urgent needs of Syrian refugees, reflecting the current world situation, further discussion will be held to identify the strategy's longer-term priorities. By building on the base already established by the HNS, Halton is well on its way to becoming a truly welcoming community.

Appendix A

HNS steering Committee and working group membership

Steering Committee

(Chair) Barb Krukowski	The Centre for Skills Development
Alex Sarchuk	Halton Region
Jodi Guilmette	Halton Region
Melissa Pedersen	The Centre for Skills Development
Christine VandeGraaf	YMCA of Hamilton / Burlington / Brantford
Kim Jenkinson	Halton Multicultural Council
Moya McKinnon	The Centre for Education & Training
Anna Prkacina	Halton Catholic District School Board
Erin Walsh	Halton District School Board
Marie-Pierre Daoust	Le Conseil scolaire de district catholique Centre-Sud
Ted Hildebrant	Community Development Halton
Nida Kazmi	IRCC
Francois Duthiel	IRCC
Jeff Ingram	Halton Region
Dave Tutte	Halton Police
Agnes Wilczak	The Centre for Education and Training
Sanad Fadhl	United Way of Oakville
Cathy Duddeck	Oakville Town Council
Jason Barr	Canadian Mental Health Association
Nicole Mills	MPP
Gillian Rowatt	MPP
Indira Naidoo-Harris	MPP
Susan Carpenter	Sheridan College: Employment Ontario
Carmen Condo	Halton Catholic District School Board
Carmen Jacques	Chartered Professional Accountants of Ontario
Susan Lazzer	Halton Region
Nick Milinovich	Halton Police
Anita Cassidy	Burlington Economic Development
Lily Lumsden	YMCA
Michelle Knoll	Oak Park Neighbourhood Centre
Scot Luren	Halton Region

Equity Working Group

(Chair)	
Karamjit Sangha-Bosland	Halton District School Board
Subhadra Ramchandran	Halton Catholic District School Board
Mira Jankovic	Halton Multicultural Council
Wanda Komorowski	Centre for Skills Development
Ameena Amin	Halton Equity and Diversity Roundtable
Ancilla Ho-Young	Burlington Caribbean Connection
Satveer Jania	The Centre for Education & Training
Karla Corrigan	Halton Region Museum
Marcus Logan	Positive Space Network
Snezana Gabric	Halton Catholic District School Board
Matina Prpa	Community Member-Newcomer Youth
Andrea Juarez	HMC
Erin Walsh	Halton District School Board
Carmen Condo	Halton Catholic District School Board
Agata Piotrowicz	Goodwill
Tahira Kumar	Halton Region
Neil Tarswell	Halton Region
Nida Kazmi	IRCC
Luz Elena	Halton Catholic District School Board

Employment Working Group

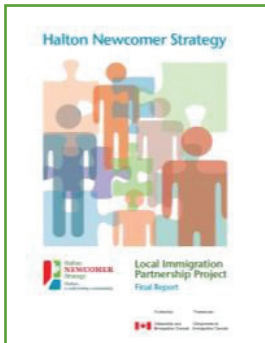
(Chair) Melissa Pedersen	The Centre for Skills Development
Babur Mobarak	Halton Multicultural Council
Sharon Munslow	YMCA Career Development and Learning Centre
George Athan	Halton Region
Tahira Qamar	Small Business Owner
Carolin Matteo	HR Consultant
Hayder Sultan	Sheridan College
CHETAN SHUKLA	CIBC
Joe Valvasori	Halton Region

Service Coordination Working Group

(Chair) Agnes Wilczak	The Centre for Education and Training
Margarita Cordona	Halton Multicultural Council
Tina Bulicek	Milton Community Resource Centre
Heather Wray	Burlington Public Library
Florence De Dominicis	Oakville Public Library
Janet Gaffney	Sheridan College
Zerezghi Haile	Halton Region
Khushnigar Saiyed	Alzheimer Society of Hamilton and Halton
Joe Liu	Halton Newcomer
Joanne Berrigan	Acclaim Health
Carolyn Colwell	DeGroote School of Business , McMaster University
Jennifer Jalal	Community Member
Jacqueline Antonetti Moreno	Corporate Coomuniton Consultant
Khushnigar Saiyed	Alzheimer Society of Hamilton and Halton

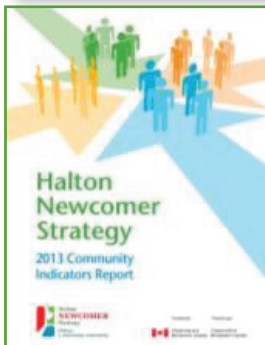
Appendix B HNS Reports

The following reports produced by the Halton Newcomer Strategy are available at:
<http://www.welcometohalton.ca/en/newcomerstrategy/Pages/Reports.aspx>



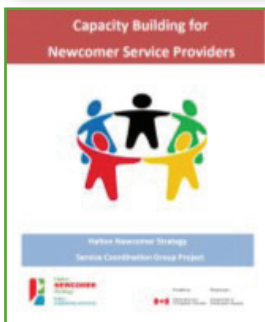
June 2012

Halton Newcomer Strategy: Local Immigration Partnership Project Final Report



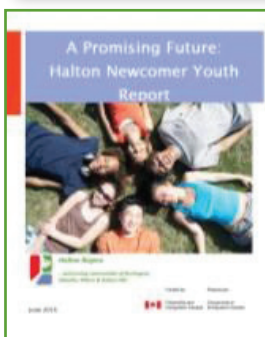
November 2013

Halton Newcomer Strategy Community Indicators Report



June 2015

Capacity Building for Newcomer Service Providers



June 2016*(To be posted)

A Promising Future Halton Newcomer Strategy Youth Report



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