Toronto East Quadrant
Newcomer Settlement Strategy
ACTION PLAN

2017 - 2020

Toronto East Quadrant
Local Immigration Partnership
Working Together for a Diverse & Inclusive Community

INTRODUCTION

In September 2017 TEQ LIP's Partnership Council approved the Toronto East Quadrant Newcomer Settlement Strategy 2017 – 2020. The strategy was developed by the membership of the Toronto East Quadrant Local Immigration Partnership (TEQ LIP) over the spring and summer 2017 with input, direction and guidance from TEQ LIP's Partnership Council, Action Groups, Newcomer Council, Steering and Executive Committee.

The strategic plan sets out the priorities for the work of TEQ LIP over the next three years. It provides a collaborative framework for working together to enhance newcomer settlement success in Scarborough. Priorities in the strategic plan have been identified to address issues and barriers newcomers face when settling in our community.

Putting the Strategy into Action

Following the approval of the strategic plan, TEQ LIP members and partners met in fall 2017 to develop an action plan for implementation of the strategy. This process enabled TEQ LIP members to define how the strategic priorities would be implemented in the coming years, which outcomes the partnership will be working towards, and what indicators will be used to track progress and measure impact.

The Action Plan provides the focus for organizations, stakeholders and the community in Scarborough to increase their capacity to provide a welcoming, supportive environment for newcomers to Scarborough. It aims to facilitate actions that bring stakeholders together and enable a collective approach to addressing the most pressing issues facing newcomers on their path to successful settlement in Canada. It builds on the excellent work being done in Scarborough by organizations, community groups and networks. Goal of the recommendations and activities in the plan is to create impact by fostering collaboration, information-sharing and maximized use of resources.

Implementation of the action plan will be achieved through TEQ LIP's partnership structure. The Partnership Council will support coordination across Scarborough, provide guidance and ensure the implementation of the action plan. Activities will be implemented through Action Groups and topic-based task groups. TEQ LIP's Executive Committee and Steering Committee provide guidance and direction and ensure TEQ LIP's activities are in line with the requirements from our funder and achieve project objectives.

The actions outlined in this plan set out our ongoing commitment to working together for a diverse and inclusive community. We want to thank Immigration, Refugees and Citizenship Canada (IRCC) for funding the work of the Local Immigration Partnership.

Facilitating collaboration, service coordination and strengthening the voice of newcomers

The core of TEQ LIP's work is to foster collaboration, service coordination and a seamless service system that best supports newcomers in their settlement and integration in Canada. This will be achieved through facilitating a strong partnership structure that includes the TEQ LIP Partnership Council, Action Groups and Task Groups to implement activities, and leadership and guidance from the TEQ LIP Steering and Executive Committee. It also includes communication and information-sharing tools to contribute to a culture of openness, strong communication and transparency.

Furthermore, TEQ LIP is committed to ensuring that newcomers are involved and participate in planning, decision-making and action throughout TEQ LIP's activities to help ensure that the work done by TEQ LIP members and the community is meaningful and best reflects the actual needs and priorities of newcomers settling in Scarborough. This will be achieved through fostering participation of newcomers and immigrants as members of the Steering Committee, Action Groups, as participants in TEQ LIP activities and through facilitating and working closely together with the Toronto Newcomer Council.

All strategic themes and actions are addressed through an equity lens, recognizing different needs and addressing barriers to access and inclusion for various newcomer groups based on factors such as age, gender, sexual orientation, race and immigration status.

Guided by the objectives of supporting coordination and collaboration in planning and delivery of services for newcomers to Canada, TEQ LIP aims to strengthen local capacity to integrate newcomers, support welcoming communities and provide a framework for development and implementation of sustainable local and regional solutions for the successful integration of newcomers.

TORONTO EAST QUADRANT LIP ACTION PLAN 2017 - 2020

TEQ LIP's Action Plan 2017 - 2020 along with the TEQ LIP Newcomer Settlement Strategy provides the framework and pathway to help organizations in working together to support newcomers to settle, integrate and successfully contribute to Scarborough's economic, social and cultural fabric. It addresses barriers and needs identified in the strategic planning process and reflects our values of diversity, equity, empowerment and inclusion.

The Toronto East Quadrant Newcomer Settlement Strategy 2017 – 2020 identified four strategic priorities for the partnership to address in the coming three years:

1. **Access to current and relevant information**
2. **Welcoming community for newcomers to Scarborough**
3. **Newcomers' physical and emotional health and well-being**
4. **Meaningful employment and economic opportunities**

The following Action Plan states the strategic priority with its overall objective, its recommendations and expected outcome of implementing each recommendation, followed by activities that will be implemented over the next three years to achieve the outcome, timelines, partners and indicators for measuring success in implementation. Some strategic priorities also include longer-term recommendations that will be further defined and worked on once the first recommendations have been implemented.

STRATEGIC PRIORITY: ACCESS TO CURRENT AND RELEVANT INFORMATION

Objective

Facilitate service providers' and other organizations' access to current and relevant information, enabling them to share it with newcomers and immigrants when they most need it. This includes support of multiple and connected access points to link newcomers to services and information.

Desired outcome

Information on newcomer-related programs and services is well coordinated, current, accurate and easy to navigate. Service providers and other stakeholders have access to and share up-to-date and relevant information so newcomers can easily navigate the system and know about the services available near them when they need them.

Recommendation	Expected Outcome	Activities	Timeline	Suggested Partners	Indicators of Success
1. Collaborate with information portals, knowledge hubs, online resources, including 211, OCASI, Welcome Centres, and other Ontario LIPs, to enhance access to information and address system navigation issues.	Service providers and local hubs in Scarborough are equipped with information and resources to help their clients better navigate and access information and services.	1. Identify / create a list of information sources including website and hubs available. 2. Review what they provide and how and determine the gaps in information / resources. 3. Work with partner agencies to improve the LIP website as virtual information hub. 4. Build partnership with libraries, hubs and other community spaces to create more information hubs.	6 months 6 months Year 2 Year 2 – year 3	YMCA Libraries 211.ca OCASI City of Toronto SDFA Other LIPs Service providers	▪ Summary report on information sources and information gaps is prepared and shared ▪ 60% of frontline staff who complete a survey indicate they are able to access information and resources easily
2. Work with service providers to consolidate systems to update, learn and inform on key issues and emerging needs of newcomers.	Service providers have improved knowledge of emerging needs and key issues affecting newcomers.	1. Assess / find out how different service providers identify emerging needs of their clients / community. 2. Explore the possibility to obtain relevant data already being collected by different agencies and create a platform to share emerging needs and trends in newcomer settlement with a wider range of stakeholders. 3. Explore the possibility of conducting a	6 – 12 months 6 – 12 months Year 2 –	OCASI City of Toronto SDFA Service providers UTSC South LIP	▪ Initial study on how service providers conduct newcomer needs assessment completed ▪ # of service providers indicating increased knowledge and awareness on emerging needs and trends in newcomer service delivery

		Scarborough-wide annual newcomer need assessment survey and share the results with LIP partners.	year 3		
3. Coordinate with LIP partners and other service provider organizations to support knowledge / information-sharing, and creating or sharing of tools and resources relevant to newcomer service delivery.	Service providers are knowledgeable on needs and equipped with the tools and resources to provide seamless service to their newcomer and immigrant clients.	1. Identify training / knowledge building needs of service providers. 2. Explore the need for developing / compiling tools to support service delivery for newcomers as identified by the TEQ LIP partners. 3. Organize quarterly info / training sessions for service providers and stakeholders. 4. Identify & share relevant tools to enhance service delivery.	Quarterly - Ongoing	OCASI Service providers Other LIPs	▪ Training needs of service providers are identified ▪ # of training sessions conducted based on needs assessment ▪ # of participants in training sessions that indicate increased knowledge
4. Connect service providers with learning and sharing opportunities for effective service delivery and promising practices among service providers (e.g. outreach, cultural accessibility, Positive Spaces, accessibility (AODA), intimate partner violence, introduction to mental health).	Service providers (especially frontline workers) are knowledgeable on fundamental skill areas needed to provide welcoming, accessible services to newcomers.	1. Identify relevant learning opportunities and share with service providers. 2. Create a platform to facilitate knowledge sharing sessions through various modes (online and in-person).	Ongoing Ongoing	OCASI Service providers in Toronto Other LIPs	▪ # of training sessions implemented in partnership with other organizations ▪ # of staff trained on identified topics ▪ 75% of training participants indicate increased knowledge

Access to information – recommendation for longer-term actions:

a. Explore the possibility to develop and implement a shared data collection system to help provide more timely information on newcomer settlement trends and patterns in Scarborough and find ways to support groups that aren't accessing information and services.

This recommendation will be addressed once recommendations 1 – 4 have been implemented.

STRATEGIC PRIORITY: WELCOMING COMMUNITY FOR NEWCOMERS TO SCARBOROUGH

Objective

Support service providers, faith-based groups, stakeholders and the community in working together to make Scarborough a welcoming place where newcomers feel connected, supported, develop a sense of belonging and actively participate in community and civic life.

Desired Outcome

Organizations and communities in Scarborough are working together to create an environment that helps newcomers to get to know the neighbourhood where they settle, meet others and participate in civic and community activities, leading to stronger participation, greater inclusion and more connected communities.

Recommendation	Expected Outcome	Activity/ies	Timeline	Suggested Partners	Indicators of Success
1. Establish a shared definition among TEQ LIP members and stakeholders of what 'Welcoming Community' means and how each stakeholder can contribute.	A shared definition of a "Welcoming Community" is established which includes input from newcomers, service providers, and other community members. A framework exists that outlines system change towards making Scarborough a more welcoming community for newcomers.	1. Consultation with newcomer groups (including youth and seniors) about what "Welcoming Community" means to them 2. Work with Action Group members to establish a shared definition of 'Welcoming Community'. 3. Identify factors that TEQ LIP can influence towards creation of Welcoming Communities. 4. Create a framework or guide that outlines the desired outcomes, processes, and activities to make Scarborough a more welcoming place for newcomers, and how each stakeholder can contribute.	6 months Year 1	Scarborough Museum TEQ LIP Newcomer Leadership Council Innoweave Malvern Family Resource Centre, CICS, CCS, other Scarborough service providers Resident and newcomer groups in Scarborough	▪ Diversity of groups consulted (incl. youth, seniors, recent or longer-term immigrants, diverse countries of origin) ▪ Factors that contribute to concrete change in a newcomer's experience of a welcoming community are identified ▪ Framework for creating a more welcoming community in Scarborough established
2. Identify where newcomers are engaged and how to create more linkages	Service providers, stakeholders and the community are more aware of existing	1. Conduct a mapping of active ethno-cultural community and resident groups, as well as other stakeholders and connect with them to involve them in the process.	6 months	City of Toronto SDFA Research institutions; Ryerson, U of T, York	▪ Active ethno-cultural groups and projects identified ▪ Service providers indicate increased awareness on

among ethnic community groups, mainstream organizations and the larger society.	initiatives to create welcoming communities.	2. Map and increase awareness among service providers and newcomers of community events in Scarborough that aim to foster a sense of belonging. 3. Conduct an online survey with residents of Scarborough to see how they would like to contribute to the creation of welcoming communities.	6 – 12 months	NIAs and emerging neighbourhood networks (Malvern, SSIP, Dorset Park)	initiatives and projects that contribute to welcoming communities
3. Identify and share best practices and benefits of newcomer community and civic involvement and engage faith-based communities, Toronto Newcomer Council and community leaders in this process.	Service providers and other stakeholders are aware of the benefits of, and are increasingly working towards, welcoming communities for newcomers to Scarborough.	1. Conduct research/literature review about benefits of newcomer inclusion, community and civic involvement. 2. Identify best practices for community organizations and other community stakeholders and share findings and resources with Action Group members. 3. Engage faith-based communities, resident groups and stakeholders and provide opportunities to be involved in welcoming communities initiatives.	Year 1	OCASI NIAs and Emerging neighbourhood networks (Malvern and Dorset Park) Scarborough Faith Communities and Business Improvement Areas TEQ LIP partner agencies and other community service provider organizations	▪ Literature review conducted and shared with TEQ LIP partners on benefits of involving newcomer clients in civic and community initiatives ▪ Best practices for service providers on fostering newcomer civic and community involvement identified and shared ▪ # of different stakeholders involved in working towards a welcoming community
4. Create more awareness of what is already happening and how to connect with cultural, faith-based and resident groups (e.g. collaboration with TSNS Resident Advisory Groups).	Faith communities, resident groups, service providers, and other stakeholders in Scarborough are actively working together to make Scarborough a more welcoming community.	1. Public Campaigns in Social Media or traditional media highlighting people and initiatives that create welcoming community 2. Create and implement strategies that connect faith communities, ethno-cultural and other stakeholders with the TEQ LIP's welcoming communities strategy (meetings, events, forums).	Year 2 – year 3	Scarborough BIAs Scarborough Faith Communities Scarborough media outlets TEQ LIP partner agencies and other service provider organizations	▪ # of stakeholders participating in welcoming communities activities ▪ Increasing number of connections formed between resident groups, faith communities, and service providers

STRATEGIC PRIORITY: NEWCOMERS' PHYSICAL AND EMOTIONAL HEALTH AND WELL-BEING

Objective

Develop a holistic and family-oriented approach to newcomer health that considers the physical and emotional health of individuals, families and communities from a social determinants of health perspective.

Desired outcome

Service providers are working together, equipped with the necessary knowledge and tools to best support newcomers in navigating the healthcare system and proactively taking care of their own health. Organizations support and help to promote a healthcare system that is culturally sensitive, connected and facilitates linkages between newcomers and healthcare providers.

Recommendation	Expected Outcome	Activities	Timeline	Suggested Partners	Indicators of Success
1. Identify needs and work with service providers and other stakeholders (e.g. refugee sponsors) on solutions to better support newcomers with disabilities and complex health needs.	Service providers and other stakeholders (i.e. refugee sponsors) have the knowledge and resources needed to better support newcomers with disabilities or complex health needs.	1. Identify complex health needs and trends for newcomers, including newcomers with disabilities. Produce a report, such as a needs assessment, to share with service providers, government and decision-makers. Use this information to create a more well-rounded communication approach. 2. Review referral systems that already exist between service providers, identify promising practices and challenges and make recommendations. 3. Formulate a collaborative referral system that is sensitive to the needs of newcomers who have gone through trauma and connect with others who have done similar work.	6 months Year 1-year 2 Year 2	Service providers, including health and mental health agencies Faith groups Shelter system	▪ # of service providers and other stakeholders who feel more knowledgeable about referrals for newcomers with disabilities or complex health needs ▪ Service providers indicate they feel more knowledgeable and confident making referrals
2. Improve collaboration and service coordination by working with grassroots groups, cultural leaders and frontline staff to	The informal sector (grassroots groups, cultural leaders) and frontline staff are more	1. Connect with community leaders to collaborate and help with information-sharing. 2. Capacity-building for grassroots groups (*priority #4), using the needs assessment to identify priority issues	Year 1 – year 2	Grassroots groups such as Tamil Seniors Group, HHFA,	▪ Community leaders indicate increase in knowledge on health and stigma ▪ Increase in community

facilitate health promotion and literacy initiatives within their communities.	knowledgeable about newcomer health in their communities.	and gaps to work and partner with grassroots groups for train the trainer models, where appropriate. 3. Identify and enhance use of existing information-sharing systems and introduce new ones if needed, such as a Systems Navigation program that includes medical clinics/doctor's offices, an Annual Health Day, possibilities around video information sharing (in various languages) and awareness of already translated services.		Mothers of O'Connor Service providers	leaders involved/partnering with agencies on health activities ▪ Frontline staff indicating they are more informed and better able to make referrals
3. Support capacity building of service providers to deliver a more holistic, family oriented approach (where relevant) to health services which engages vulnerable and marginalized newcomer groups (including disabled newcomers, LGBTQ+, Francophones, men/women, youth, seniors).	Service providers are more knowledgeable and better able to support newcomers who are vulnerable and marginalized with their health-related needs.	1. Identify health service needs and gaps for marginalized groups. 2. Work with service providers to define what holistic health care means to them. 3. Connect other relevant stakeholders and bring them to the table to foster collaboration. 4. Create a platform for diverse service provider organizations to build capacity on holistic health care.	Year 2 – year 3	519 Centre Access Alliance Organizations with youth groups Public Health ACT, PFLAG	▪ Health service needs & gaps for marginalized groups identified ▪ Diversity of stakeholders at the table ▪ # of service providers who feel more knowledgeable and able to support vulnerable and marginalized newcomers
4. Support peer-led training and capacity-building with immigrant resident groups to destigmatize health issues, build resiliency and support healthy communities.	Immigrant resident groups are involved in creating healthy communities and destigmatizing health issues.	1. Identify needs and work with service providers to make health-related training of community leaders and grassroots groups available. 2. Connect with groups that are already peer-led. 3. Use videos to assist in destigmatizing health issues.	Year 2 – year 3	Toronto Public Health ANC SSIP	▪ # of grassroots groups and community leaders involved ▪ 60% of viewers of videos indicate they understand more about how to address stigma in health care
5. Collaborate with network groups (e.g. Network for the Uninsured, Toronto Newcomer Council, etc.). to advocate for a systems level approach to newcomer health issues through identifying gaps in equitable access to health care and providing feedback to the three levels of government.	System-level health needs and gaps for newcomers are identified and brought to the attention of relevant decision-makers. Processes are in place to work on these issues.	1. Conduct a Newcomer Health Needs Assessment and Gap Analysis and share it with relevant stakeholders and decision-makers. 2. Identify funding to address identified needs/gaps. 3. Work with networks to address systemic barriers to newcomer health, such as the Network for the Uninsured and the Systemic Issues Committee.	Year 1 Year 2	TPH Mount Sinai Government departments	▪ Needs and gaps analysis produced and shared ▪ Funding opportunities identified and shared

STRATEGIC PRIORITY: MEANINGFUL EMPLOYMENT AND ECONOMIC OPPORTUNITIES

Objective

Contribute to successful newcomer employment pathways by serving as a platform to enhance support for newcomer employment and supporting an informed, responsive and connected network of service providers, employers, businesses and stakeholders in Scarborough.

Desired outcome

Newcomers to Scarborough are supported in their employment-related needs by a responsive, informed and connected network of service providers, employers and other stakeholders. Timely support and information is available to help newcomers better plan their employment pathways, access and succeed in the Canadian labour market.

Recommendation	Intended Outcome	Activity/ies	Timeline	Suggested Partners	Indicators of Success
1. Enhance outreach strategies, communication, marketing of resources and involvement of employers to support newcomers in accessing and retaining meaningful employment (incl. Canadian Experience policy).	Service providers and employers have better access to information on labour market trends, programs, collaboration tools and promising practices that support newcomer access to employment.	1. Develop a needs assessment for employers to determine what is needed to hire top talent i.e. online survey. 2. Explore ways to create more awareness of ways to enhance workplace culture utilizing online resources. 3. Organize a workshop/information session highlighting newcomer barriers to employment 4. Collaborate with employers and business networks such as the SBA, Starbucks, Canada Goose. 5. Partner with PCPI on the planning of the IEP Conference 6. Research / compile and share information on labour market and industry hiring trends.	Year 1 Year 2 Year 2	UTSC Anchor TO (career pathways to employment) Ontario Human Rights Commission TRIEC Canadian Centre for Diversity & Inclusion PCPI	▪ Service providers, employers and newcomer job seekers indicate increased cultural competency in the workplace ▪ Increased awareness of service providers and employers of local employment opportunities and programs and labour market trends

2. Increase collaboration and information sharing among service providers, business and employment networks to support newcomer employment and training. This includes working towards a system to increase referrals (incl. joint grants/proposals).	Newcomer and employment support services and trainings are coordinated through strengthened information sharing and referral system.	1. Review and identify programs and tools to train frontline staff. 2. Work with partners to facilitate ongoing training programs for frontline staff. 3. Facilitate speed networking session among service providers and business networks to increase availability of information about programs and services.	Year 1	SEOPT members City of Toronto SDFA EEKP/Ionview NIA Scarborough Business Association	▪ # of training participants indicating an increase in knowledge ▪ # of employers participating and indicating the program has been helpful ▪ # of collaborative initiatives among SPO's as a result of networking
3. Work with service providers, employers and stakeholders to support newcomers' access to economic opportunities (entrepreneurship, self-employment etc.).	Service providers and stakeholders are better able to support newcomers in developing their economic potential, including self-employment and entrepreneurship.	1. Identify needs related to newcomer self-employment and entrepreneurship and develop strategies to address them, including information sessions/forums, mentorship opportunities etc. 2. Collaborate with partners and stakeholders to organize a Scarborough Business Forum	Year 1 – year 2 Year 1	ACCES Employment TDSB ACSA Toronto Newcomer Council SEOPT, BIA Immigrant Access Fund Business Development Canada	▪ Needs and gap analysis on newcomer self-employment conducted and shared with stakeholders ▪ # of stakeholders indicating increased access to tools on entrepreneurship and self-employment

Meaningful employment and economic opportunities – recommendation for longer-term actions:

a. Enhance availability and accessibility of current information and resources on labour market developments and trends of different industry sectors to assist service providers in providing better, targeted services for newcomers. Share identified gaps and barriers with relevant decision-makers.

b. Identify capacity-building needs of service providers, coordinate and share capacity-building opportunities to better assist different newcomer groups in employment issues.

These recommendations will be addressed once recommendations 1 – 3 have been implemented.

Measuring progress and impact

TEQ LIP is committed to using an evidence-informed approach to our work. Each year, TEQ LIP conducts a project evaluation to ensure work and activities are in line with our objectives and contribute to achieving outcomes for service providers and newcomers in Scarborough.

In addition to priorities and activities, the Action Plan sets out expected outcomes, timelines and indicators of success. These provide the framework for assessing the progress of TEQ LIP's work over the next three years and evaluating the impact we are able to achieve.

Action Groups and task groups will develop annual work plans for their activities and report on the progress of their work to the Partnership Council. The Partnership Council and Steering Committee will conduct an annual review of the strategy and implementation plan to guide activities, ensure progress and make adjustments where needed to achieve our objectives.

The measures set out in the plan will be integrated into the annual project evaluation of the TEQ LIP. TEQ LIP's evaluation framework includes an annual member survey, key informant interviews and/or focus groups, event feedback forms, tracking and case studies. TEQ LIP will also be working on developing an evaluation scorecard to assist in tracking our work and outcomes.

Sustainability

Sustainability is an important component of TEQ LIP's work. As the Action Plan is implemented, participants are encouraged to think about how activities will contribute to a longer-term sustainable service and support system for newcomers and a welcoming community. It is noted that resources are key to sustainability of initiatives and actions. Part of putting the strategy into action includes identifying what other kind of other resources may be needed to implement activities, such as identifying stakeholders whose mandates align with the proposed activities and who have the capacity to take on initiatives; fostering collaboration to maximize resources; and identifying funding sources to support activities.

By bringing organizations, newcomers, community members and other stakeholders together to collaborate and work together TEQ LIP looks forward to strengthening community ties that facilitate successful newcomer settlement and integration.

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