



Toronto West  
Local Immigration Partnership  
Community Collaboration at Work

# YEAR END REPORT

2019 - 2020



# TABLE OF CONTENTS

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<b>Vision, Mission, &amp; Values .....</b>	<b>1</b>
<b>Introduction .....</b>	<b>2</b>
<b>TWLIP Structure .....</b>	<b>3</b>
<b>Get Involved .....</b>	<b>4</b>
<b>Strategic Priorities &amp; Action Groups .....</b>	<b>5</b>
<b>Service Coordination .....</b>	<b>6</b>
<b>Employment Resource Connections .....</b>	<b>8</b>
<b>Education Resources .....</b>	<b>10</b>
<b>Women Against Violence .....</b>	<b>12</b>
<b>Strategic Planning .....</b>	<b>14</b>
<b>InterLIP Collaboration .....</b>	<b>18</b>
<b>Year-End Evaluation .....</b>	<b>20</b>
<b>Member Lists .....</b>	<b>24</b>

# VISION, MISSION & VALUES

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## VISION

*Our vision is a Toronto West community where - through a collaborative approach - newcomers' needs are met; they are fully engaged and integrated in our communities.*

## MISSION

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- Reflect, support and welcome diversity
- Value and involve the talents and experiences of newcomers
- Raise awareness of community issues and encourage collective action
- Co-ordinate a service delivery system within TWLIP which is seamless and client-centered
- Share resources, best practices and opportunities
- Coordinate existing resources for newcomers and immigrants

## VALUES

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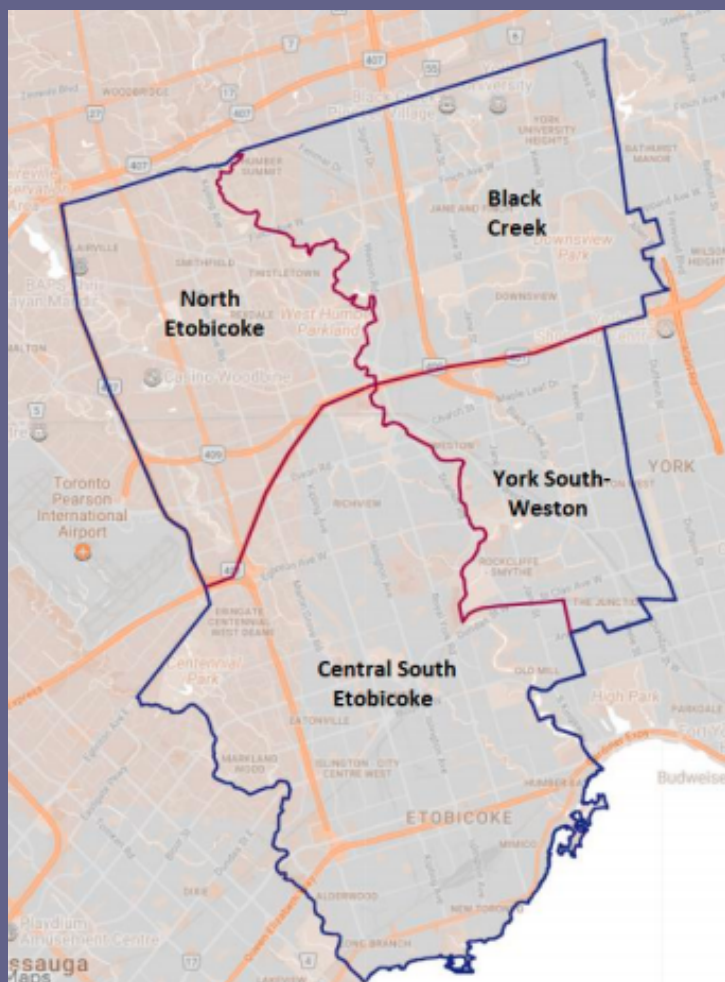
- A process which is collective and community-centered
- Inclusiveness
- The lived experience of newcomers and established residents
- Perseverance, tenacity and positive resistance as we attempt to influence, negotiate and raise awareness
- Civic engagement and social justice for all



# INTRODUCTION

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The Toronto West Local Immigration Partnership (TWLIP) is a collaborative initiative aimed at enhancing the delivery of services to newcomers, while also promoting the innovative and efficient use of community resources through improved coordination among service providers and other community stakeholders. This initiative is funded by Immigration, Refugees and Citizenship Canada (IRCC).



## The TWLIP geographical boundaries are:

- North to Steeles Avenue West
- South to Lake Ontario
- West to the Mississauga boundary and Highway 427
- East to the Humber River, Dufferin Street and along the CP rail line



# TWLIP STRUCUTRE

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The structure of the TWLIP was created to ensure the representation and contribution of all members. It consists of the following three essential units:



## EXECUTIVE COMMITTEE

- Consists of executive directors and senior managers from the three consortium partners
- Ensures that contractual obligations with funders are met.



## PLANNING & COORDINATING COMMITTEE (PCC)

Key partnership table of the TWLIP:

- Guides development and implementation of the TWLIP Strategic Plan.
- Diverse membership of 20 - 25 members, including residents and representatives of various service providers in the Toronto West region.
- Meets five times a year to review, monitor, evaluate and plan the action projects of the TWLIP, and discuss trends and emerging issues related to newcomers.
- New members are accepted twice a year provided that the committee is not at full membership.



## ACTION GROUPS

- Goal-oriented and project focused.
- Develop and implement projects and initiatives that have been approved by the PCC.

# GET INVOLVED

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## PLANNING & COORDINATING COMMITTEE

The TWLIP accepts applications from prospective members semi-annually, provided that the Committee is not at its full membership of 25 representatives. The application form can be downloaded at <https://www.torontowestlip.ca/wp-content/uploads/TWLIP-PCC-Application-Form.docx>

The selection process involves a consideration of what each organization could contribute to the TWLIP, as well as its geographical location or service area, areas of program delivery, and primary client focus. This is to ensure that the committee maintains a diverse membership.

## ACTION GROUPS

The TWLIP Action Groups welcome new members on an ongoing basis, provided that groups are not at their capacity. Groups also conduct targeted recruitment of new members in order to ensure that there is sufficient expertise and stakeholder input on specific projects.

Email [admin@torontowestlip.ca](mailto:admin@torontowestlip.ca) to express interest in joining an Action Group. For more information about the Action Groups, visit <https://www.torontowestlip.ca/topic-groups/>

**GET  
INVOLVED!**

# STRATEGIC PRIORITIES & ACTION GROUPS

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The TWLIP Strategic Plan contains four strategic priorities. An Action Group is responsible for addressing the key issues identified by TWLIP through their respective priority area.

**Strategic Priority #1:**

**Service  
Development &  
Coordination**

**Service  
Coordination  
Action Group**

**Strategic Priority #2:**

**Labour  
Market**

**Employment Resource  
Connections  
Action Group**

**Strategic Priority #3:**

**Education  
and  
Language**

**Education  
Resources  
Action Group**

**Strategic Priority #4:**

**Health  
and  
Wellness**

**Women against  
Violence  
Action Group**



# SERVICE COORDINATION

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## Objective:

To enhance the capacity of agencies to implement effective practices for more coordinated service delivery to newcomers and refugees.

## Activity #1:

### Identifying and Responding to Emerging Issues in Toronto West

- Provided solutions to emerging issues including: developing and sharing a list of community resources for service providers to use with French-speaking clients; and providing education and resources for providers who were uncertain about legal assistance for clients when cuts were made to Legal Aid Ontario services.
- Further developed and updated the directory of services for refugee claimants in Toronto West.
- Conducted a survey with service provider organizations in Toronto West to identify and share emerging issues within newcomer communities and the experiences of service providers.

## Outcomes:

- The “Francophone Community Resources for Toronto West” list was created, and consisted of 20 services and programs, enabling providers to refer French-speaking clients to appropriate supports. List is available at: [https://www.torontowestlip.ca/wp-content/uploads/Francophone-Resources\\_Jan-21-2020.pdf](https://www.torontowestlip.ca/wp-content/uploads/Francophone-Resources_Jan-21-2020.pdf)
- The presentation by legal professionals helped providers better understand the legal resources available to newcomer clients so they could make effective referrals.
- The Directory of Services for Refugee Claimants is available at: <https://www.torontowestlip.ca/service-coordination-action-group/>
- The report from the Emerging Issues Survey allowed members to better understand trends in settlement such as the increasing need for food security and mental health supports for trauma. Report is available at: <https://www.torontowestlip.ca/emerging-issue-survey-report/>
- The report also provided information that was helpful for members in preparing funding applications and in planning across program areas.

## Activity #2:

### Collaborative Outreach to Faith Groups

- Continued to develop collaborative relationship with the International Muslims Organization (IMO) so the members could access needed services.

## Outcomes:

- 2 outreach sessions were successfully conducted, during the Community Information Event on April 19, 2019 and the session after Friday prayers on April 26, 2019.
- Connected IMO members to needed services in the community, especially around identified needs for women, youth and families.
- Enabled the service provider organizations to come together to offer supports for a given community, allowing them to better understand the needs of the community and the resources available to meet those needs.

## Activity #3: Year-End Event

- Planned and delivered the TWLIP Year-End Event to give members an opportunity to network and to showcase all the work TWLIP completed throughout the year.
- For the purposes of planning, members mapped their programs and initiatives to the (intermediate) outcomes in the TWLIP Theory of Change.

## Outcomes:



- Members came together to celebrate TWLIP work: Of the 40 participants, 28 stated the Action Groups interactive presentations were excellent. Members said they gained a better understanding of TWLIP's activities and how these resources could benefit their work.
- Members were further engaged in the Collective Impact work through the process of identifying how their work aligns with the TWLIP Theory of Change.



# EMPLOYMENT RESOURCE CONNECTIONS

## Objective:

To raise awareness of partner services and improve referral processes through online resources and capacity building of front-line staff in the employment sector.

## Activity #1:

### Flyer Bank

- Sent out bi-weekly reminders as an outreach strategy to promote the Flyer Bank to frontline staff in sectors including but not limited to employment and settlement, to assist their clients who require employment supports.
- Continued to actively update the Flyer Bank by connecting with community members to ensure flyers are being submitted regularly as well as conducting outreach to allow for an updated agency list.
- Internal promotion was conducted through members by identifying and reaching out to relevant individuals/teams within their agencies.
- External promotion was also conducted, with over 22 presentations provided at various events in which employment and settlement organizations were informed about the Flyer Bank.

## Outcomes:



- Over 216 flyers were successfully posted on the Flyer Bank platform and approximately 12 new organizations were added to the Flyer Bank. Some of these organizations include: The Career Foundation, Youth Employment Services, Skills for Change, etc.

- Through the external presentations approximately 89 individuals were informed about the flyer bank and total views of the flyer bank increased to 1771 in the 2019-2020 year, an addition of 458 views compared to the previous program year.

View Flyer Bank at <https://www.torontowestlip.ca/flyer-bank/>  
Submit flyers at <https://www.torontowestlip.ca/flyer-bank-submission/>



## Activity #2: Preparing Newcomers for Success in the Canadian Workplace Event

- A half-day event was organized to highlight what newcomers can do to make themselves more competitive in the labor market and successfully present themselves to employers.
- The event featured a keynote presentation about “Job Search for Introverts.” The presentation focused on how to effectively work with introverted and shy newcomers looking for jobs. In addition, a dynamic panel discussion was also held with four employers from various sectors, including non-profit, engineering, and technology.

\*A full summary of the event can be found at <https://www.torontowestlip.ca/preparing-newcomers-for-success-in-the-canadian-workplace/>

## Outcomes:

- 65 service providers attended the event and 39 of them submitted the evaluation form. Out of those 39 survey participants, 34 indicated that they will be able to apply the strategies/information gained from the event and implement them in their future work. More specifically, they stated that they will utilize this information to coach and counsel their clients and will be able to better answer the questions of their clients regarding job searches.
- Of the 39 participants who responded to the survey, 30 stated the panel discussion was their favourite part as it provided employer insights and perspectives and added value to the event.



# EDUCATION RESOURCES

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## Objective:

To increase frontline workers' knowledge of the programs, services, and resources available in Toronto that support newcomer learners' understanding of - and participation in - the Toronto education system.

## Activity #1:

### Adult Education Initiative

- Worked with Action Group members and other service providers to plan the 2020 Education Fair to increase frontline workers' awareness of opportunities for newcomer adult learners and their capacity to assist clients with accessing appropriate learning/upgrading pathways.
- Reached out to a greater number of organizations to bring their clients to the Education Fair (anticipated approximately 300 learners) so clients could connect with service providers at the "Information Marketplace".
- Developed a relationship with the TDSB "On the Line" culinary training program, giving exposure to the program and the opportunity for the participants to cater refreshments for the Fair.
- As a result of the pandemic, the Education Fair was cancelled; however, the Action Group worked tirelessly to plan a bigger event than last year, successfully increasing the number of attendees (newcomer adult learners) and service providers who would conduct outreach.

## Outcomes:

- In planning for the Education Fair, the Action Group engaged with at least 10 new community partners who provide education-related services to newcomer learners.
- Developed content for the workshop "Navigating Adult Education Pathways" for frontline workers to increase their capacity to support clients in realizing their education goals. This workshop will be developed as two webinars in the coming year.

## Activity #2:

## Welcome to School Website

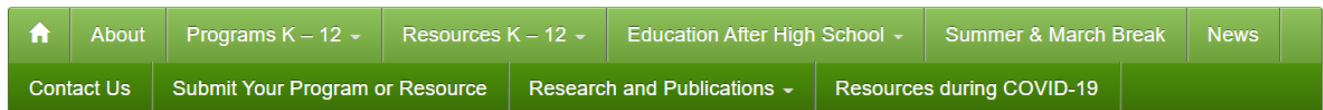
- Based on previous evaluations of the Website, new content was added, including: services for French-speaking newcomers; programs for LGBTQ+ learners; additional programs to support mental health; policies that support equity and inclusion; and an accessibility feature for users who have visual disabilities.
- Distributed regular e-blasts to a wide distribution list to promote the website, and created a promotional postcard that was to be distributed at the Education Fair.
- Consulted with Toronto District School Board (Welcoming Communities) and the French Catholic School Board (MonAvenir) to help identify gaps within the Welcome2School Website.
- The website can be found at [welcome2school.ca/](http://welcome2school.ca/)

## Outcomes:

- The updates to the website made the website more relevant and useful, better equipping frontline staff to support their clients in navigating the Toronto Education System.

## Welcome to School

Programs & Resources for Newcomer Student Success





# WOMEN AGAINST VIOLENCE

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## Objective:

To promote the message that gender-based violence is everyone's issue to address, and to support local community organizations to enhance their knowledge and build their capacity to address this issue.

## Activity #1:

### First - Response Toolkit

- Reviewed the overall content of the toolkit and ensured all resources and information listed is accurate and up to date.
- Information was restructured and consolidated in the toolkit and new content was added to better address complex gender-based violence situations involving children safety.
- The toolkit can be found at [https://www.torontowestlip.ca/wp-content/uploads/toolkit-2020-February-25\\_option-2-with-20-pages\\_final.pdf](https://www.torontowestlip.ca/wp-content/uploads/toolkit-2020-February-25_option-2-with-20-pages_final.pdf)

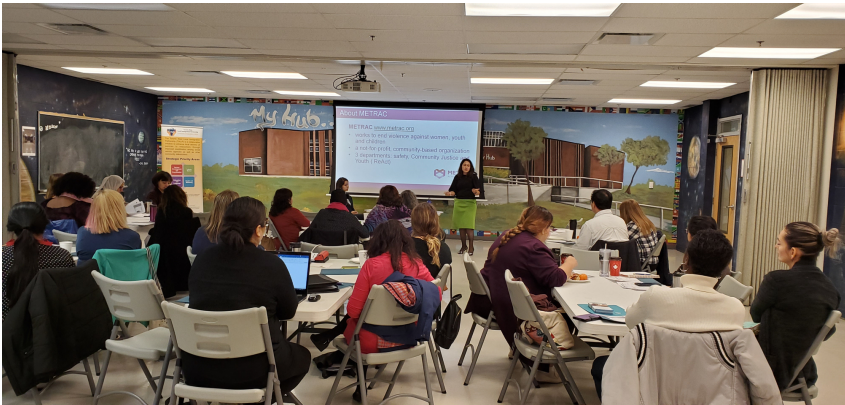
## Activity #2:

### Capacity Building Workshops

- Organized a series of six capacity building workshops to train frontline staff on topics related to gender-based violence. Through this endeavor, the Action Group was able to successfully explore new opportunities to reach out to additional community partners and provide professional development opportunities for service providers working outside the Violence Against Women sector.
- The 6 workshops were as follows:
  - Human Trafficking
  - Finding Legal Help and Navigating the Justice System
  - Gender-Based Violence and How it Impacts Mental Health
  - Criminal Law and the Role of Police
  - Accessing Subsidized Housing with a Focus on Gender Based Violence
  - Ontario Works/Financial Benefits for Special Needs Clients with a Focus on Gender Based Violence
- Individuals who participated in three or more workshops were awarded a certificate for their participation.
- The full list of workshops and their respective presenters can be found at [https://www.torontowestlip.ca/wav\\_workshopseries/](https://www.torontowestlip.ca/wav_workshopseries/)

## Collective Outcomes:

- 90% of attendees who completed the feedback forms stated that they will be sharing the First Response Toolkit with other colleagues, effectively increasing the number of individuals this toolkit can help.
- As a result of the trainings, frontline workers were more informed and aware of navigating the system of supports (Housing, Ontario Works, Ontario Disability Program, Toronto Police, Crown's Office, Mental Health, and Legal Aid) associated with clients of gender-based violence. They received tangible information that can be taken back to their organizations and shared with colleagues.
- The First response toolkit was shared at each capacity building event, reaching 177 service providers. It was also shared at various TWLIP and Inter-LIP events. (TWLIP Year-End-Event, Preparing Newcomers for Success in the Canadian Workplace Forum, BRIDGES Forum, etc).
- The Capacity Building Workshops provided opportunities for networking, partnership building as it brought together attendees from diverse sectors such as housing, youth, legal, settlement, health, and education.



# STRATEGIC PLANNING

## Collective Impact

### Theory of Change

The TWLIP has been working on our plan for Collective Impact since February 2018. In our first phase of work we developed an Impact Statement and a Theory of Change, and tested these frameworks through research and engagement with our community. In our second phase, during 2019-2020, we developed a new governance model, planned for transition to this new model, engaged in some action planning activities, and began an evaluation plan. As our work continues, the Theory of Change continues to evolve.

### Theory of Change

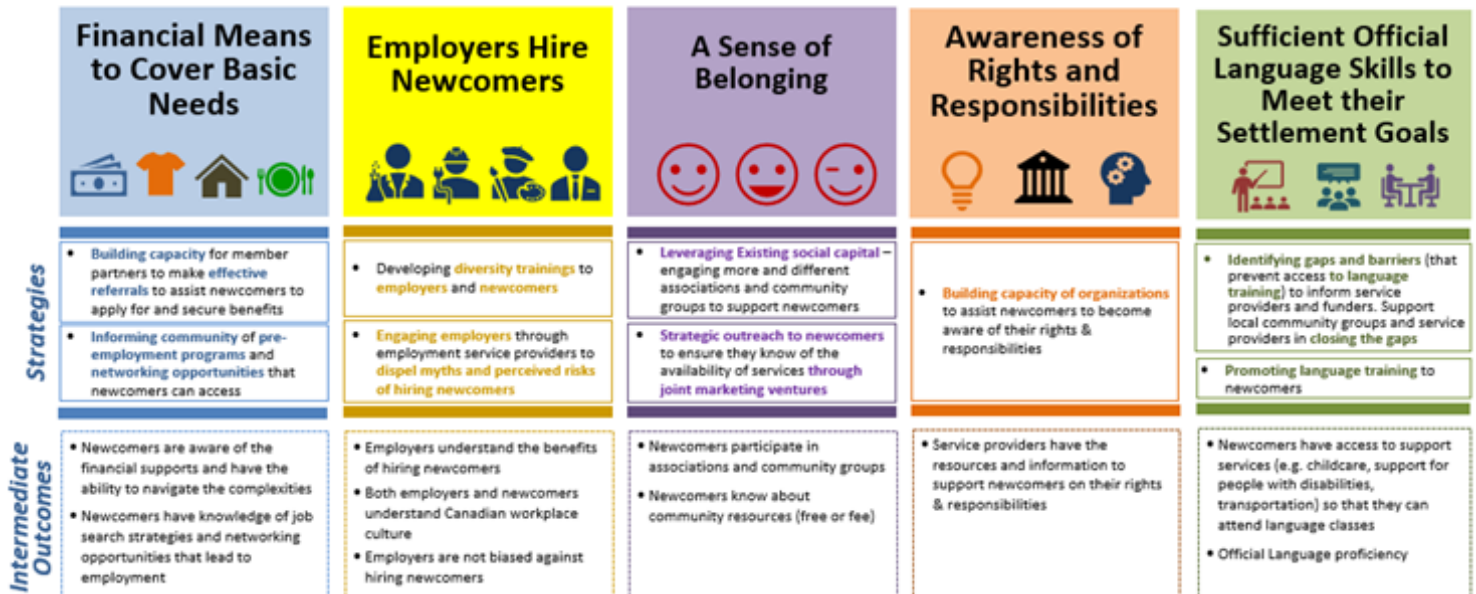


Toronto West  
Local Immigration Partnership  
Community Collaboration at Work

### Intended Impact Statement

*By 2025, 80% of newcomers to Toronto West will have the welcoming community, supports and services they need to be on track to reach their goals of economic and social participation, and wellbeing, including an awareness of their rights & responsibilities, within 5 years of arrival in their new home.*

### Long Term Outcomes for Newcomers





## Governance and Management

The Collective Impact Working Group developed different models and approaches that the Action Groups could take to incorporate the Theory of Change moving forward. This led to much discussion with TWLIP members and to some innovative thinking. It became apparent that a new governance model was needed for TWLIP in order to manage change and implement the new Theory of Change. As the new Governance Model evolved, there was much communication with TWLIP's Executive Committee, Planning and Coordination Committee, Action Groups and with the funder. This process of approval took a few months but was ultimately achieved!

To implement the Governance Model, a recruitment process for the new TWLIP Stewardship Table was created and a TWLIP Membership Agreement was also drafted. The TWLIP was in the middle of recruiting the new Stewardship Table when the COVID-19 pandemic hit and this process is now on hiatus.

[\\*The updated Governance Model can be found on the following page](#)

## Action Planning

To date, action planning has involved a number of steps. The work of the action groups was mapped to the Theory of Change. Action Groups could see how their work was relevant and how it might evolve in the future. Then TWLIP members mapped and prioritized strategies that their organizations' current programs and activities could link to Theory of Change outcomes.

The next stage will involve the Action Groups developing Action Plans, integrating strategies that align with the Theory of Change. This phase of planning and transition will take time. The new Stewardship Table will ensure that Action Group work is coordinated, leading to our defined outcomes.



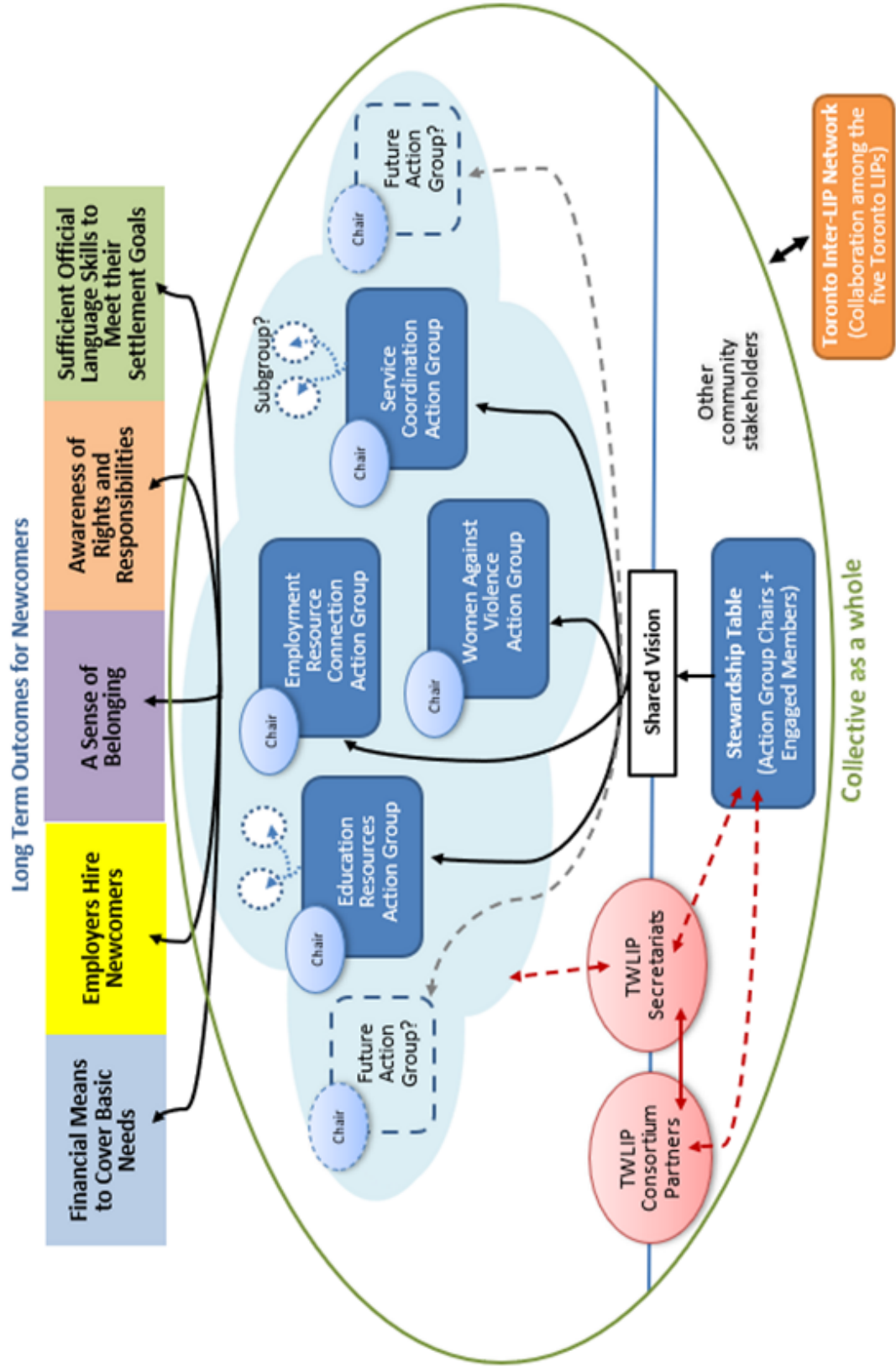


# Collective Impact - TWLIP Governance Model

## Toronto West Local Immigration Partnership (TWLIP) Governance Model (Apr 2020 ~)

### Intended Impact Statement

By 2025, 80% of newcomers to Toronto West will have the welcoming community, supports and services they need to be on track to reach their goals of economic and social participation, and wellbeing, including an awareness of their rights & responsibilities, within 5 years of arrival in their new home.



## Shared Measurement and Evaluation

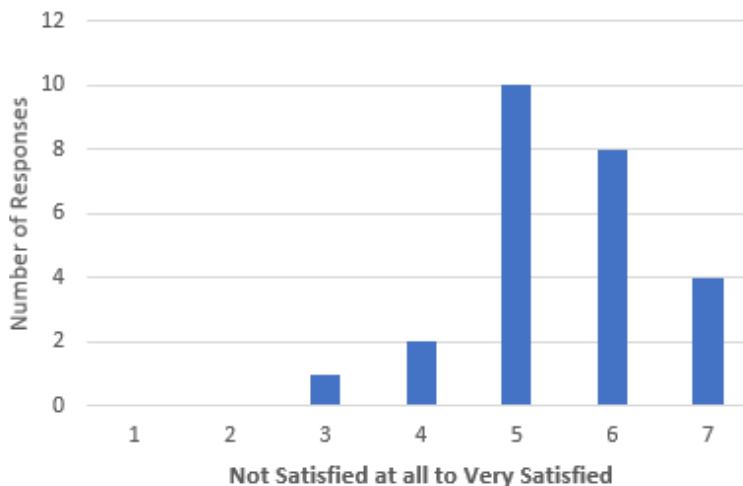
Discussions about Evaluation and Measurement have occurred throughout our entire process as shared measures are key to the overall success of our Collective Impact work. A major step we took was to develop and conduct a survey with TWLIP members and other community organizations serving newcomers in Toronto West. The goal was to identify alignment between programs in the community and our outcomes. We could identify gaps and areas where we could capitalize on work already being done to drive outcomes.

A second goal was to get a sense of possible shared measures that could be used to track our intended outcomes. This would be a starting point to build capacity through discovering and talking through measures.

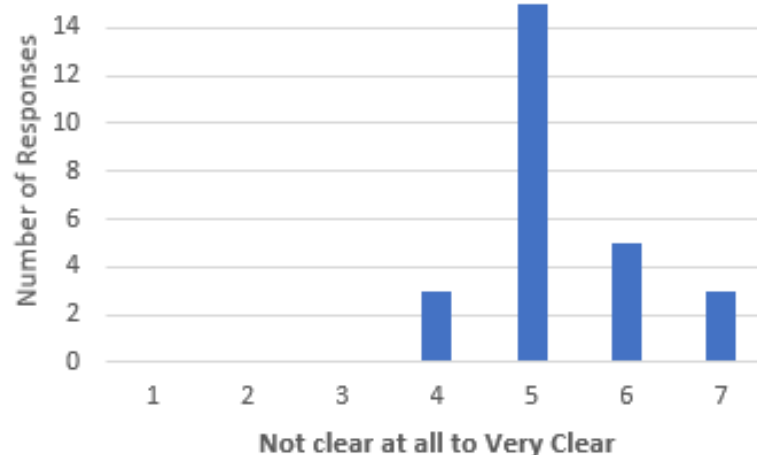
A draft evaluation model was then developed by the working group that pulls together outcomes, beneficiaries, partners as well as approaches. However, at this point (and as already mentioned), the Collective Impact process was put on hold so TWLIP could focus its resources on responding to the COVID-19 pandemic.

## Feedback from Members about the Collective Impact Process

**How satisfied are you with the amount of communication around the Theory of Change and the new Governance Model?**



**Rate your level of understanding of the Theory of Change that TWLIP will implement over the next 5 years?**



# INTER-LIP COLLABORATION

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The TWLIP works very closely with the four other LIPs in Toronto (Toronto North LIP, Toronto East Quadrant LIP, Toronto South LIP and the Toronto Newcomer Office) to address common issues, and is actively involved in their city-wide initiatives. Below are key examples of the Inter-LIP collaborative projects that TWLIP was actively involved in during the 2019/2020 program year:

## **TSLIP's Systemic Issues and Social Changes Workgroup**

TWLIP was an integral partner of Toronto South LIP's Systemic Issues and Social Change Working Group and actively participated in this committee's planning and delivery of a forum called "Hire, Retain, Advance Internationally Trained Professionals" that took place on Nov 8, 2019. The forum brought together Employer Champions, Service Provider Organizations and Professional Associations to discuss how to collaboratively support and advance the careers of Internationally Trained Professionals (ITPs). Best practices, challenges and ideas for collaboration were shared. The data collected during the forum was organized into a comprehensive report that includes policy recommendations and priorities identified by the participating stakeholders.

The report is available at <https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:fa07ce24-f3b6-4b95-ae0a-4492f94d65d5#pageNum=1>

## **TNLIP's Faith and Welcoming Community Forum Planning Committee**

TWLIP was a member of the TNLIP's Faith Forum Planning Committee. Ninety-five participants attended the forum on January 28, 2020 at the North York Central Library. The event included a panel session on "Beyond welcoming: exploring the role of faith communities and services providers in supporting newcomer integration". Three concurrent workshops covering the following topics were held:

- Understanding refugee sponsorship based on past and new landscapes
- Social determinants of health
- Communication approaches: supporting interfaith communities to address anti-immigrant/refugee sentiments



## TEQLIP's Bridges Forum

BRIDGES Forum is an annual Collaboration and Partnership Forum for service providers organized by the Toronto East Quadrant Local Immigration Partnership (TEQLIP) in collaboration with the Toronto Quadrant LIPs and the City of Toronto Newcomer Office. Objective of the forum is to help enhance and build the capacity of organizations of varying sizes and resources to engage effectively and impact-fully in collaboration and partnerships and achieve results through collective action. BRIDGES 2020 brought together organizations from across the City of Toronto and the Greater Toronto Area (GTA), and from diverse areas of expertise to share and learn about organizational partnerships and collaboration, to build connections and discuss how we can enhance our services and build stronger communities by working together.

For more information, visit: <https://scarboroughlip.com/projects/collaboration-forum-bridges-2020/>

# COMMUNICATIONS

TWLIP coordinates the sharing of information about community events, employment opportunities, funding opportunities, and programs and services in West Toronto through the distribution of a bi-weekly Community Info-Bulletin. Visit [www.torontowestlip.ca](http://www.torontowestlip.ca) to subscribe to the TWLIP mailing list.

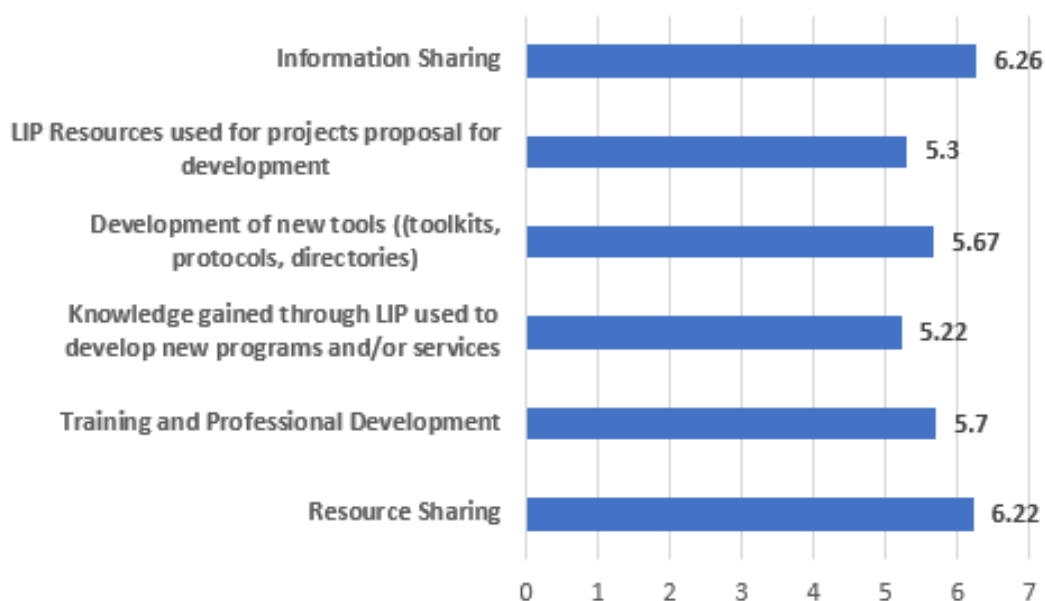
The screenshot shows the website for the Toronto West Local Immigration Partnership. At the top, there is a logo with two hands holding a globe and the text "Toronto West Local Immigration Partnership Community Collaboration at Work". Below the logo is a dark blue navigation bar with the following links: Home, About Us, Information & Resources, Find Services, News & Events, and Welcome2School. The main content area features a large purple banner with the text "TWLIP Member Organization's Programs and Services During COVID-19" and a "Visit Page" button. Below the banner, it says "Created by the Service Coordination Action Group". At the bottom of the page, there is a subscription form with fields for "First Name", "Last Name", and "Email address", and a "Subscribe to list" button.



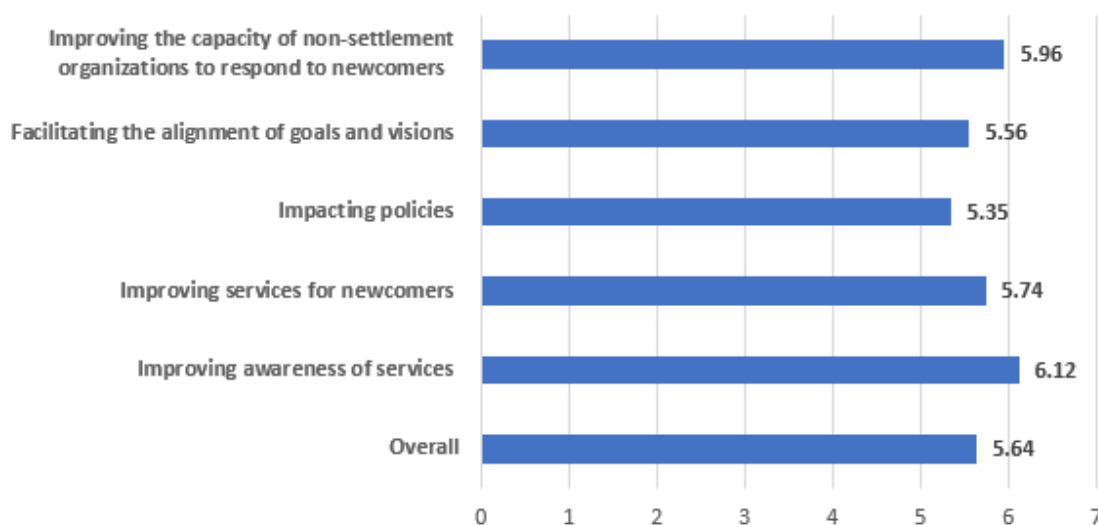
# YEAR-END EVALUATION

The TWLIP Executive Committee, Planning and Coordinating Committee (PCC), and Action Group members were invited to respond to an online survey between May 19 – June 9, 2020 to evaluate the work of the TWLIP for the 2019 – 2020 program year. Twenty-eight members responded to the survey.

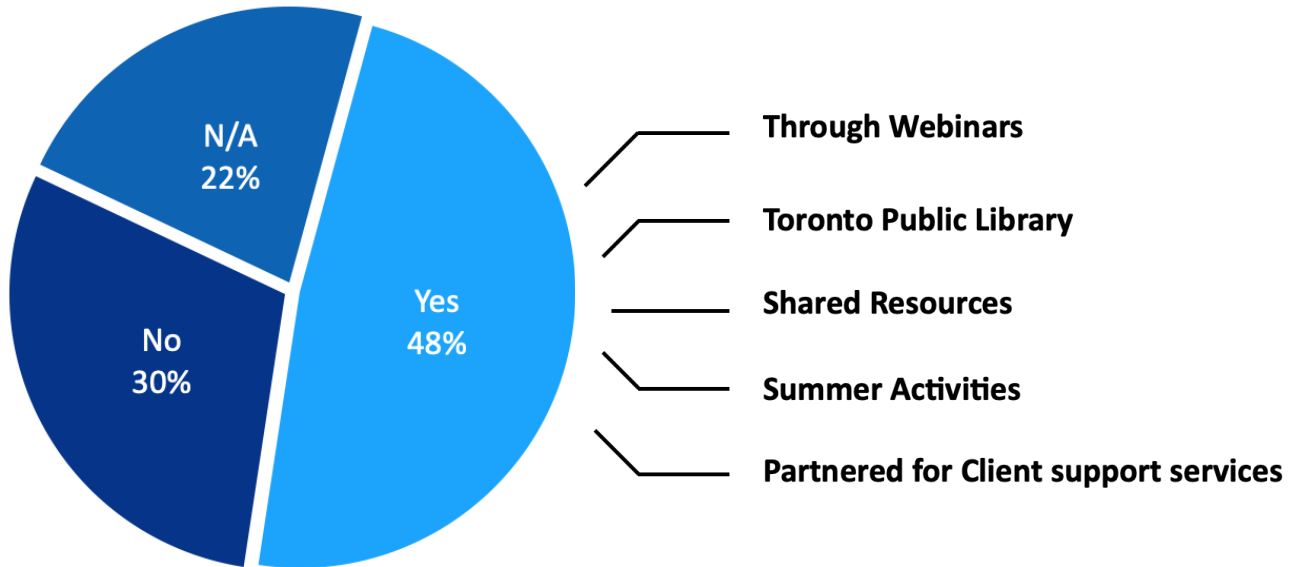
## How helpful is the LIP to your organization?



## How well has the LIP helped to coordinate services to newcomers?



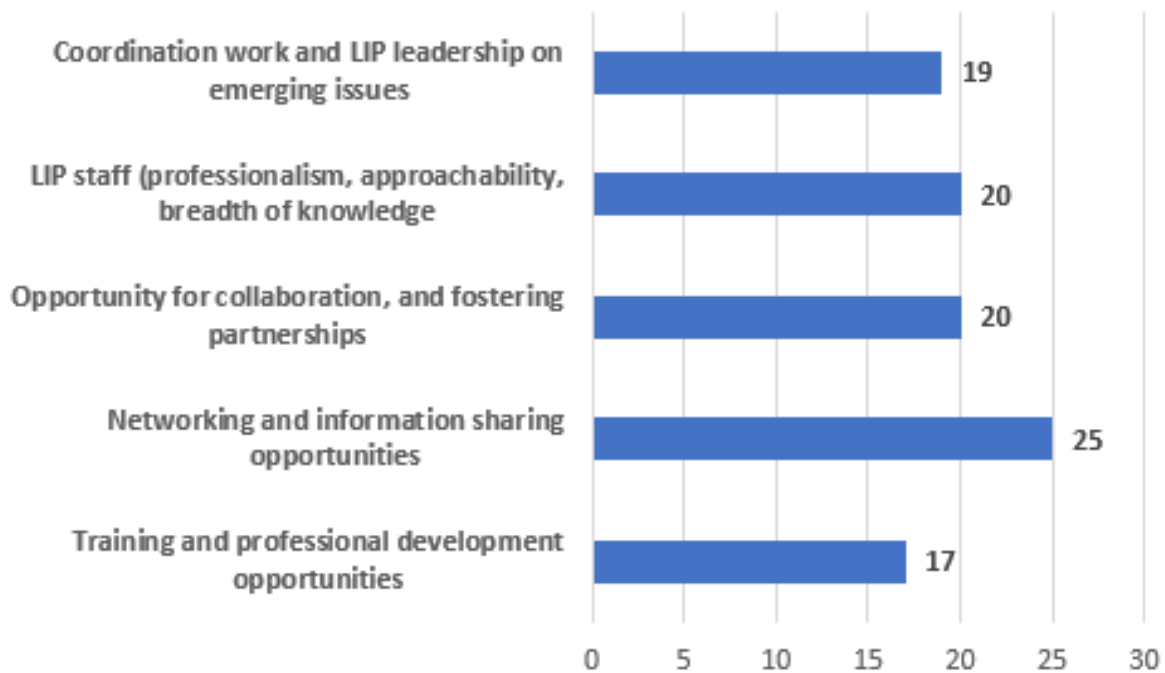
## Has your organization partnered with another organization as a result of the LIP?



## Has the programming, planning or service delivery of your organization changed in the past year as a result of your involvement with the LIP?



## What do you value about your LIP?

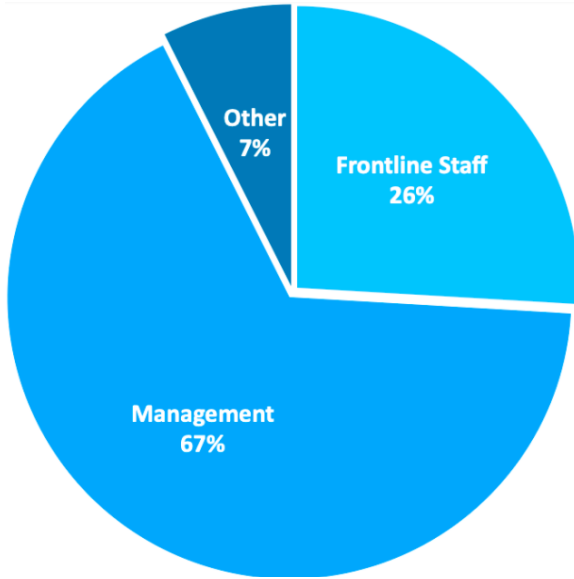


## Respondent Recommendations

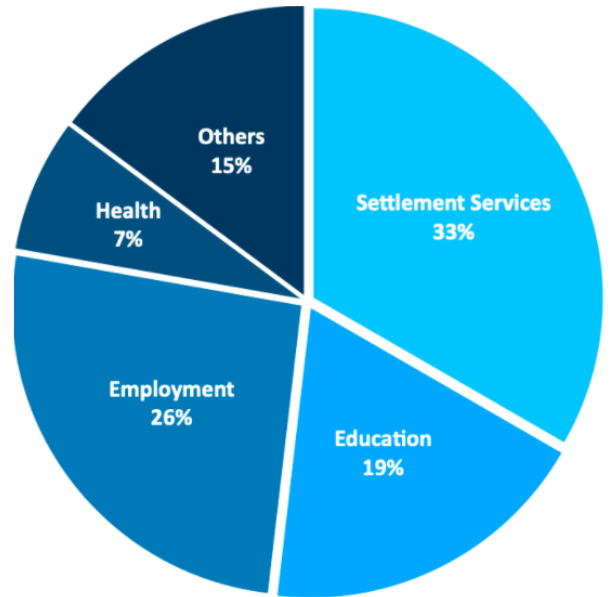
- Provide more support by giving increased access to funding, resources, and workshops on fundraising and grant writing
- Have more professional development opportunities
- Continue to engage with potential guest speakers to provide topical and timely updates and information
- Regularly ask members what they need
- Participation in all LIP Quadrants - have all quadrants come together for collective sharing and collaboration
- More activities on employment integration and employer engagement on behalf of Canadian newcomers

# The Survey Respondents

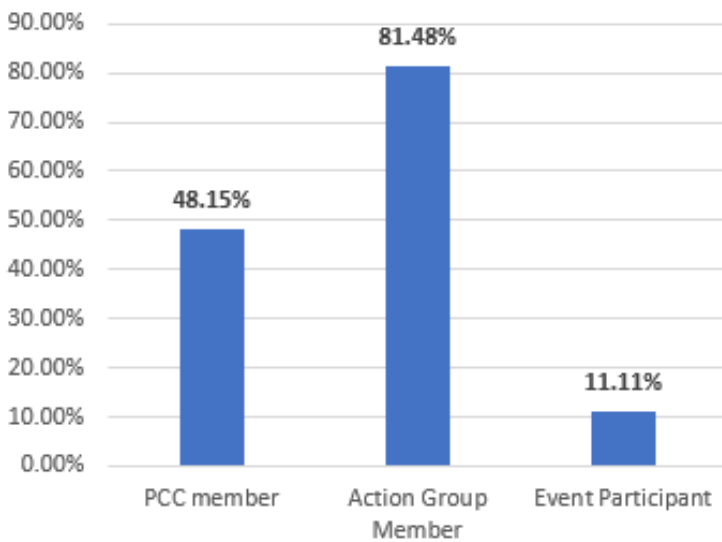
### Role Within Your Organization



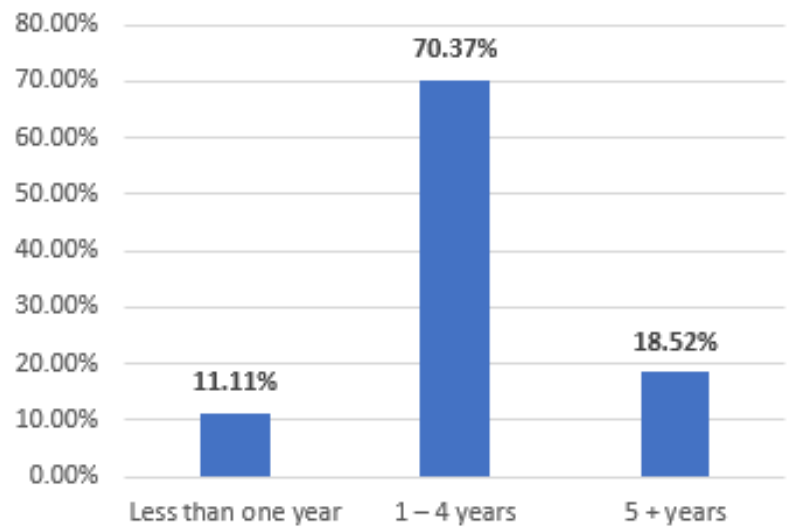
### Sector Representation



### Role Within LIP



### Years With LIP





# MEMBER LIST

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## Executive Committee

- Devika Shah, Social Planning Toronto
- Fatima Filippi, Rexdale Women's Centre
- Heather Sant, JobStart\*
- Jemima Sabapathy, JobStart
- Julet Allen, Delta Family Resource Centre
- Kemi Jacobs, Delta Family Resource Centre
- Patricia Salmon, JobStart

\* Member departures during the program year

## Planning and Coordinating Committee

- Alan Ott (Youth Employment Services)
- Alicia Ortiz (Jane Finch Centre)\*
- Anne King (Toronto Public Library - Black Creek Branch)
- Arpa Azmila (AIDs Committee of Toronto)
- Babur Mawladin (Jane Alliance Neighbourhood Services)
- Christina Montauti (The Career Foundation)
- Cristina Graidia (Toronto District School Board)
- Dolores Montavez-Ruz (YWCA Jump)
- Dulce Gasper (Toronto Public Health)
- Elisa Martinez-Reyes (Learning Enrichment Foundation)
- Jallahqueena Konneh (Skills for Change)\*
- Jo-Anne Atherley (Islamic Social Services and Resources Association)
- Katrina Krizmancic (ACT)\*
- Kay Ham (Toronto Catholic District School Board)
- Khalid Guliana (Arab Community Centre of Toronto)
- Kim Alexander (Parks, Forestry and Recreation)
- Martha Juarez (Mennonite New Life Centre of Toronto)\*
- Nadia Sokhan (Polycultural Immigrant and Community Services)
- Pablo Vivanco (Jane Finch Centre)
- Peter Paul (Humber College)
- Rebecca Anderson-Tardif (Skills for Change)
- Sandra Loughhead (YMCA Language Assessment and Referral)
- Shaneeza Nazseer Ally (For Youth Initiative)\*
- Shankari Balendra (Mennonite New Life Centre of Toronto)
- Serena Nudel (Access Alliance Multicultural Health and Community Services)
- Snezana Gabric (COSTI)
- Suzan Hall (Resident)

\* Member departures during the program year

# ACTION GROUP MEMBERS

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## Education Resource

- Gabriella Casineanu (TSLIP)
- Giovanni Rico (TSLIP)
- Grace Santeramo (TDSB – Essential Skills Upgrading)
- Isabella Yan (TNLIP)
- Julie Htoo (TSLIP placement student)
- Matthew Klaas (TEQLIP)
- Snezana Gabric (COSTI)
- Sylvia Weng (YMCA Newcomer Information Centre)
- Thomas Puthenmadhom (Humber College)

## Employment Resource Connections

- Alan Ott (YES)
- Ann Mossop (TDSB)
- Christina Montauti (The Career Foundation)
- Clara Stewart-Robinson (Jane Finch Centre)
- Clare Blythe (Jane Finch Centre)
- Domenic Cutulle (JobStart)
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