

Toronto North

Settlement Action Plan

Local Immigration Partnership

April 2013-March 2016

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Introduction

The Toronto North Local Immigration Partnership¹ is a multi-sectoral planning table that is committed to place-based service planning with the objective of enhancing community capacity to welcome immigrants and newcomers in Toronto's north-central quadrant. Specifically, members of Toronto North LIP (TNLIP) come to the table to support the realization of a common vision, namely a future where newcomers² are:

1. Welcomed into their communities early after arrival;
2. Provided with options for supports made available on an ongoing basis that are client-focused, accessible and culturally appropriate and that safeguard their economic integration, health and wellbeing, and language training goals; and
3. Invited to participate in, and contribute to, their Toronto North community.

This Action Plan is the result of broad and deep thinking and collaborative action by TNLIP stakeholders over the last three years. It reflects the ongoing dialogue that TNLIP members have had about the assets of newcomers in Toronto North communities, the challenges they face, and how newcomers can be best supported to make contributions to the economic, social and cultural development of Toronto, Ontario and Canada.

The Toronto North quadrant has many diverse groups and stakeholders that bring their own unique needs and viewpoints when it comes to newcomer settlement and integration. During the course of planning, focus was placed on articulating how TNLIP can best create change.

Despite limited resources, multiple needs and a complex system environment, TNLIP will streamline efforts that can best result in meeting the needs of newcomers and the communities they live in. As a result, strategic priorities have emerged through the planning process.

¹ Local Immigration Partnerships are a pilot project of Citizenship and Immigration Canada (CIC).

² The definition of 'newcomer' that was developed and adhered to throughout the planning process is: individuals who are foreign-born and reside, or intend to reside in Toronto North and their immediate families.

Strategic Priorities

1. Knowledge/Best Practice Exchange and Transfer

LIP stakeholders³ must act locally, at the quadrant level and in the wider system that supports and engages newcomers. To do this, opportunities to gather data about newcomers and their settlement and integration experiences, share information, build dialogue on emerging issues and foster innovation must be developed and used. A number of groups are relevant to engage – TNLIP members, other stakeholders in the quadrant, and the larger receiving community. Knowledge/Best Practice Exchange and Transfer will support TNLIP to identify the needs of newcomers, identify service and planning gaps, foster networking and collaboration, and develop relevant strategies to work together.

2. Member Capacity Building

Strong communities require strong organizations that can do good work. TNLIP members seek to build their capacity to effectively respond to the needs of newcomers. Capacity building means strengthening the ability of groups to come together and collaborate to provide services, coordinate their efforts, serve newcomers by developing capacity to lead (both as individual professionals and as organizations), and ensure strong governance, communications and decision-making. The LIP will support its members to build their capacity to realize the actions in the strategic plan as a way to achieve our shared outcomes.

3. Contributing to System-Wide Solutions

Ensuring that newcomers can contribute to society and be supported by a strong system of services requires system-wide solutions. LIPs are uniquely positioned to facilitate dialogue between key stakeholders and decision makers in communities, and to contribute learnings from such engagement to system-wide thinking.

This Action Plan flows from these strategic priorities. They help TNLIP to focus on *supporting* work locally, *driving* work at the quadrant level and influencing the wider system:

- a. *Supporting* work locally: giving members the information and tools they need to best design their organizational policies and practices to be reflective of environmental trends and newcomer needs;
- b. *Driving quadrant level work* means using learnings and results of local activities to play a leadership role in engaging quadrant stakeholders (e.g. municipal bodies, some provincial bodies, hospitals, large businesses, academic

³ LIP stakeholders can include groups and institutions that are not *active members* of the LIP, such as academic institutions, hospitals and some municipal bodies.

institutions) to explore how quadrant-wide actions can be taken to enhance the basket of supports and services available to newcomers;

- c. *Influencing the wider system* means ensuring knowledge transfer among other LIPs, the municipality, other sectors and funders with the intent of addressing system gaps as pertains to building more welcoming communities.

Reading the Action Plan

This Action Plan outlines activities that will enhance newcomer social, cultural and economic integration. It builds on recommendations from TNLIP stakeholders, including residents, workers in the sector, businesses, institutions in the community and government representatives. The plan is divided into four broad priority areas: Settlement and Orientation, Language, Health and Wellbeing, and Employment and Labour Market.

Each area focuses on the improvement of quadrant conditions relative to newcomers and the creation of more inclusive communities. Each priority area has:

- A key goal
- Key action areas
- Proposed activities

Strategic Priority	Broad Area of Focus	Key Action Areas	Examples of Proposed Activities⁴
Knowledge/Best Practice Exchange and Transfer	Settlement and Orientation	Fall under each of the 4 broad areas of focus (i.e. Settlement and Orientation, Language, Health and Wellbeing and Employment and Labor Market) and are topical (e.g. youth recreation, language barriers in settlement services, school-aged newcomer language learning, mental health	<ul style="list-style-type: none"> • Consultation/dialogue • Research • Forums/Roundtables • Pilot projects • Media Engagement
Member Capacity Building	Language		<ul style="list-style-type: none"> • Training • Partnership Development/supporting service coordination and collaboration
	Health and Wellbeing		<ul style="list-style-type: none"> • Developing leadership capacity (as individual and as organizations)
	Employment		

⁴ Please note that the proposed activities can intersect in terms of the strategic priority they fulfill.

Contributing to System-Wide Solutions	and Labor Market)	needs of newcomers, “no wrong door”)	<ul style="list-style-type: none"> • Position papers • Hold/lead meetings with elected officials and system leaders re: priority topics/areas for action • Sitting on system-wide tables/networks • Collaborate with campaigns aligned with TNLIP activities and priorities
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Timing for proposed activities occurring in each of the three years is indicated, as are outcomes and indicators that can be used to measure the progress of activity implementation and the impacts they are having. The activities are iterative and interlocking across the priority areas. For example, working on activities in Year 1 will help to build towards activities in Years 2 and 3. Key stakeholders to engage in order to complete the activities and needed resources are also identified in the Action Plan.

Implementing the Action Plan

Of importance to implementation is LIP’s ongoing commitment to its values:

Focus on communities. Toronto North is a collection of communities and, as a local planning process, the strategy and action plan should seek to fortify communities and build on resilience.

Consider vulnerability. Newcomers, like all people, move in and out of adversity and, as a result, in and out of phases of vulnerability. The strategy should be aware of this constant shifting and the need to constantly assess and re-assess vulnerability.

Continue research and consultation. Maintaining ongoing connections that allow for the gathering of empirical evidence of challenges and opportunities will keep the process relevant and responsive.

Balance the focus. Strike a balance between building newcomer capacity and building the capacity of the receiving community, including that of policy and government to respond effectively to local challenges.

Reinforce the work of others. Build connections among other networks working towards social inclusion in ways that generate action and participation at the local level.

Be inclusive. No single individual, organization or sector can address challenges to effective settlement in isolation alone – build bridges with a variety of actors and engage those who form parts of the solution.

LIP Sustainability

Sustaining TNLIP's planning and implementation infrastructure and support will require financial resources, as well as the commitment of resources by member agencies through staffing and in-kind supports. Those fulfilling a leadership role in LIP will champion the work of LIP and be responsible for monitoring sustainability by focusing on Key Action Areas for sustainability:

- Development and implementation of a robust communications plan that clearly targets key audiences with messaging in ways that are accessible and engaging for the purpose of building the profile of LIP's work within the community and among a broader reach of stakeholders;
- Support for individualized organizational collaboration assessments that measure readiness to plan collectively, make decisions collectively, and share responsibility with attention to each participating partner's ability to act on the outcomes of the assessment;
- Support for Leadership Development among TNLIP partners so that they can influence their agencies to participate in the development of TNLIP work;
- Ongoing exploration of equity in communications, decision-making, action and engagement of stakeholders, to ensure that individuals and groups most marginalized have a meaningful voice at the table;
- Developing indicators that highlight TNLIP achievements and impact in an effort to enhance accountability of TNLIP to the broader community and foster learning about the promise of collective action and collaboration;
- Supporting the exploration of joint funding proposals to resource the work of TNLIP and LIP's infrastructure.

TNLIP will build actions and measures into its implementation plans that prioritize sustainability going forward.

Council Implementation Infrastructure

This Action Plan is the product of the Toronto North LIP Council. All TNLIP members have put time and energy into considering what is needed to achieve the best outcomes for newcomers in Toronto North. To implement the plan, LIP members will be supported to take leadership.

Leadership means doing the work directly, delegating the work effectively and/or supporting resource development so that the plan can be implemented. The next level of planning will include more detailed discussions of who will take ownership of different activities in the plan and will also look more deeply at how the work can be owned and resourced by LIP members.

This level of planning is based on an understanding that the Workgroups are the engine of the Toronto North LIP and are the stewards of the activities housed in annual workplans related to the Action Plan. Workgroups are topic-specific and reflect the four broad areas of focus for TNLIP (i.e. Settlement and Orientation, Language, Health and Wellbeing, and Employment and Labour Market). They will determine the detailed steps and who will take them in order to achieve the Action Plan.

The Consortium is set to lead the process and to steward the realization of the vision at the quadrant and system level. The Consortium consists of the three agencies that receive funding from CIC to administer the planning activities of TNLIP. This means integrating activities among all Workgroups and identifying ways to strengthen existing initiatives while planning for resource acquisition to support work in subsequent years. The Council consists of a wide range of Toronto North community members, including residents. All Council members participate in at least one workgroup or leadership body.

Ongoing monitoring and assessment of LIP member roles, capacity to deliver on the Action Plan items and effectiveness of Council's structure to support the work outlined in the Action Plan and accompanying workplans will be a critical component of maintaining TNLIP.

TNLIP staff also need to be supported. While it is the role of TNLIP members to participate in or lead activities, staff play a critical role in coordinating work, acting as a conduit of information for members, supporting decision-making processes, and monitoring and evaluating progress. An assessment of TNLIP staff's professional and team development needs is warranted in Year 1.

Each Workgroup uses this Action Plan to develop their own annual workplans that outline tasks and assign responsibility to members to lead or participate in various activities. Annual reviews of the work and revision to activities will be undertaken, including a review of the timelines and whether or not they need to be changed to reflect environmental realities.

Certainly, this Action Plan is ambitious, but it houses the elements needed for meaningful, multi-sectoral engagement and action. As such, TNLIP will refer to the Action Plan as a guiding document to continue to build purpose behind engagement, create the conditions for success, and take focused action. Through commitment, collaboration, reflection and learning, the vision laid out in this Action Plan can be fulfilled.

Key Action Areas	Proposed Activities	Timing of Proposed Activities			Link TO CIC Logic Model and proposed indicators			Key stakeholders	Resources
		Yr 1	Yr 2	Yr 3	Occurring in Yr 1	Occurring in Yr 2	Occurring in Yr 3		
SETTLEMENT & ORIENTATION. Goal: All newcomers in Toronto North are welcomed and receive timely supports as they go through the settlement process in a way that recognizes their contributions.									
1.1 Explore the "no wrong door" model for newcomers, including point-of-arrival info access	1.1.1 Conduct and share research on best and emerging practices in other sectors on common intake and assessment processes and tools	*	*	*	Community assets and gaps mapped (# of sectors explored; # of practices identified; gaps and problems in the settlement sector articulated)	Partners have the tools to become more welcoming (# of intake and assessment forms amended; # of organizations using a standard intake and assessment tool)	Services coordinated at the community level (# of partners using a common intake and assessment form)	Interested settlement organizations City of Toronto Multilingual Community Interpreter Services 211 settlement.org Ontario Council of Agencies Serving Immigrants' Online Tracking and Information System Orientation to Ontario ESL schools recreation centres LINC schools Coordinated Language Assessment and Referral System (CLARS) NCIS	Time to collect, analyze and share findings Money to share findings
	1.1.2 Support key stakeholders to explore policies and practices related to service eligibility and access through asset mapping	*	*	*	Community assets and gaps mapped (# of sectors explored; # of practices and practices identified; gaps and problem in the settlement sector articulated; types of work that others are completing is documented)	Partnership allows for cross-sector collaboration (# of stakeholders involved)			Time for LIP members to outreach and engage re: information and referral systems. Money to support meetings.
	1.1.3 Support collaborations in quadrant on piloting information access and service entry models	*	*		Services coordinated at the community level (# of partners involved in pilots; description of pilots and expected outcomes)	Services coordinated at the community level (# of partners involved in pilots; description of pilots and expected outcomes)			Funds to support planning, implementing and evaluating identified pilot projects.
1.2 Address language barriers for newcomers accessing settlement services	1.2.1 Identify and research specific sub-populations with language barriers (accessing existing research where possible)	*			Newcomer needs identified (# of subpopulations identified; nature of language barriers described; # of current strategies used)			Workgroups, Local Health Integration Networks (LHIN) Multilingual Community Interpreter Services City of Toronto – Toronto Newcomer Initiative (TNI) (Employment and Social Services (TESS), Toronto Public Health (TPH)) LIP members Academic researchers Ontario Ministry of Citizenship and Immigration (MCI)	Workgroup time to research and analyze findings

Key Action Areas	Proposed Activities	Timing of Proposed Activities			Link TO CIC Logic Model and proposed indicators			Key stakeholders	Resources
		Yr 1	Yr 2	Yr 3	Occurring in Yr 1	Occurring in Yr 2	Occurring in Yr 3		
	1.2.2 Engage in dialogue with other key systems and institutions that newcomers access to explore policies and practices re: reducing language barriers		*	*		Community assets and gaps mapped (# of gaps identified; # of potential resources identified; # of potential partners to connect with; # of other policies and practices in other sectors)	Community assets and gaps mapped (# of gaps identified; # of potential resources identified; # of potential partners to connect with; # of other policies and practices in other sectors)		Workgroup time to research and analyze findings
	1.2.3 Support collaboration on policy and practice that addresses language as a barrier to accessing settlement services		*	*		Services coordinated at the community level (# of policy recommendations; # of partners involved in collaborations)	Services coordinated at the community level (# of policy recommendations; # of partners involved in collaborations)		Workgroup and staff time to work on collaborations
1.3 Strengthen engagement of newcomers in their local communities	1.3.1 Support dialogue between service providers and ethno-specific and faith-based groups and associations	*	*	*	Community assets and gaps mapped (# of tools developed, # of events/activities tracked)	Community assets and gaps mapped (# of tools developed, # of events/activities tracked)	Community assets and gaps mapped (# of tools developed, # of events/activities tracked)	LIP members Stakeholders that have websites dedicated to newcomer intake and referral Other LIPs City of Toronto Toronto Newcomer Initiative (TNI) Funders? Ontario Council of Agencies Serving Immigrants	Workgroup and LIP staff time to develop and implement tools
	1.3.2 Develop and implement a knowledge centre for best practices in newcomer engagement		*		Community assets and gaps mapped (clearinghouse developed , # of users identified)				Workgroup time to research and analyze findings; develop clearinghouse framework and structure
	1.3.3 Support LIP members to build capacity re: use of social media as an engagement and outreach tool		*			Partners have the tools to become more welcoming (survey best way to get information to LIP members completed; decision to share knowledge through these channels; # of events/activities and tools shared with LIP members, # of members reporting engagement though social media)			Funds to support knowledge sharing and communication
1.4 Build awareness in receiving communities of the social capital that newcomers contribute	1.4.1 Plan a media campaign pilot with a focus on increasing the capacity of the public to recognize and appreciate the positive contributions of newcomers	*			Partnership council allows for meaningful engagement of a diversity of members (# of messages in campaign; changes in attitudes, knowledge and behaviours of general public; duration of campaign)			Faith-based Groups Other LIPs Cultural Associations Stakeholders from other key audiences Advertising or communications companies Sponsors	Cost to implement and advertise the campaign

Key Action Areas	Proposed Activities	Timing of Proposed Activities			Link TO CIC Logic Model and proposed indicators			Key stakeholders	Resources
		Yr 1	Yr 2	Yr 3	Occurring in Yr 1	Occurring in Yr 2	Occurring in Yr 3		
	1.4.2 Use pilot results to identify best ways to communicate newcomers assets to the general public		*	*		Relevant strategy and action plans developed on the basis of newcomers needs and assets and gaps mapping (# of channels of communication discovered; # of messages developed; work plan to disseminate information)			Cost to implement and advertise the campaign
1.5 Create inter-sectoral responses to systemic barriers to effective integration	1.5.1 Foster and support summits and networking events that increase relationship-building and collaboration opportunities among partners	*	*	*	Partners have the tools to become more welcoming (# of topics of interest to council members; # of events planned)	Partners have the tools to become more welcoming (# of topics of interest to council members; # of events planned)	Partners have the tools to become more welcoming (# of topics of interest to council members; # of events planned)	LIP council members Other LIPs City of Toronto Ontario Council of Agencies Serving Immigrants Summit Participants LIP members	Workgroup time to identify networking events; Staff time to compile
	1.5.2 Support program and policy development re: enhancing success rates of newcomers taking the citizenship test	*	*						
	1.5.3 Develop and share a 'diagnostic tool' that builds inter-agency network capacity to enable them to better remove barriers to newcomer integration	*	*		Partners have the tools to become more welcoming (# of topics of interest to council members; # of events planned)	Partners have the tools to become more welcoming (# of topics of interest to council members; # of events planned)		LIP council members Other LIPs City of Toronto Ontario Council of Agencies Serving Immigrants Summit Participants LIP members	Funds to plan, implement and disseminate diagnostic tool.
LANGUAGE LEARNING. Goal: All newcomers in Toronto North have access to language training that adequately meets their learnings needs.									
2.1 Address barriers to quality language learning opportunities and accessibility	2.1.1 Consult with community re: current usage of services and best ways to expand current language offerings to accommodate delivery at a range of times and in a range of locations to enhance accessibility and share results of consultation		*			Community assets and gaps mapped (# of current language offerings; # of gaps identified; # of opportunities identified; description of various newcomer needs)		Providers of language learning opportunities including but not limited to LINC and ESL providers Newcomers interested in language offering Educational institutions (schools, early years centres) Places where co-location of services can occur Ontario Council of Agencies Serving Immigrants Major businesses in TN LIP (for Occupation Specific Language Training (OSLT))	Funds to plan, implement and disseminate research findings.

Key Action Areas	Proposed Activities	Timing of Proposed Activities			Link TO CIC Logic Model and proposed indicators			Key stakeholders	Resources
		Yr 1	Yr 2	Yr 3	Occurring in Yr 1	Occurring in Yr 2	Occurring in Yr 3		
	2.1.2 Organize a forum for Coordinated Language Assessment and Referral System (CLARS) pilot areas to share experiences and learning	*			Partnership allows for cross-sector collaboration (# of participants; # of sectors; # of projects developed; # of actions to address gaps)				Funds and staff time to organize a forum
	2.1.3 Support partnership development geared to co-location of services and development of alternative formats for formal and informal language learning classes to suit the particular learning objectives of different populations			*			Adapted programming and service delivery by non-settlement institutions (# of partnerships geared towards the co-location of services)		Staff time and time for meetings an supporting the development of partnership agreements
	2.1.4 Liaise with private and public school boards to examine ways in which to fortify pathways to ESL for school-aged language learners		*	*	Partnership allows for cross-sector collaboration (# of partners at Toronto District School Board (TDSB) and Toronto Catholic District School Board (TCDSB)) Partners have the tools to become more welcoming (# of tools developed; # of meetings)	Adapted programming and service delivery by non-settlement institutions (# of changes in practices)		Toronto District School Board (TDSB) Toronto Catholic District School Board (TCDSB) ESL providers Settlement Workers in Schools (SWIS) Private schools	Staff time to participate in meetings with school boards

HEALTH & WELLBEING. Goal: All newcomers in Toronto North have timely health supports made available to them.

3.1 Enhance newcomer access to recreation and leisure programs and spaces for such programming	3.1.1 Learn about and share information/best practices with service providers on local and city-wide initiatives related to outreach and access to culturally appropriate recreational services	*			Partners have the tools to become more welcoming (# of sessions where people are able to share; # of best practices highlighted; qualitative responses from members about how the information changes knowledge, attitudes or behaviours about referrals to leisure programs)			LIP members Recreation services in TN LIP Private recreation businesses City of Toronto Parks and Recreation Other LIPs Toronto District School Board (TDSB) and Toronto Catholic District School Board (TCDSB) Toronto Community Housing (TCH) Community Service Organizations	Funds to support knowledge sharing and communication Funds for Programs or subsidy requests
	3.1.2 Pilot development and/or expansion of culturally sensitive information sessions or materials about recreation or leisure to newcomers	*	*		Services coordinated at the community level (# of materials developed for newcomers; changes in attitudes, knowledge or behaviours of newcomers as a result of this information; changes in newcomer attendance at leisure activities)	Services coordinated at the community level (# of materials developed for newcomers; changes in attitudes, knowledge or behaviours of newcomers as a result of this information; changes in newcomer attendance at leisure activities)		Currently being done by Fairview Resident Action Group (FRAG)	Funds to support the development of information sessions or materials for newcomers

Key Action Areas	Proposed Activities	Timing of Proposed Activities			Link TO CIC Logic Model and proposed indicators			Key stakeholders	Resources
		Yr 1	Yr 2	Yr 3	Occurring in Yr 1	Occurring in Yr 2	Occurring in Yr 3		
	3.1.3 Advocate with Parks and Rec (City) and others about use of city space for recreational purposes/culturally appropriate services		*	*		Adapted programming and service delivery by non-settlement institutions (# of spaces adapted; # of spaces used; changes in newcomer use of Parks and Rec (City) spaces)	Adapted programming and service delivery by non-settlement institutions (# of spaces adapted; # of spaces used; changes in newcomer use of Parks and Rec (City) spaces)		Staff time and space for meetings
3.2 Enhance newcomer access to culturally appropriate food markets, community gardens, nutrition programs and other food security initiatives	3.2.1 Hold a forum with LIP members, food security networks, councils and organizations to share practices about developing and implementing food security initiatives that are culturally and religiously appropriate	*			Partnerships allows for cross-sector collaboration (# of sessions; # of participants; # of sectors represented; # of practices highlighted and shared; # and types of changes in practice following the event)			Second Harvest Daily Bread Food Bank LIP members Faith-based groups North York Harvest Oriole Food Space (Partnership with North York Hospital, Flemingdon Health Centre and Working Women Community Centre)	Funds and staff time to organize a forum
	3.2.2 Pilot culturally sensitive information materials about accessing food security programs for newcomers		*			Services coordinated at the community level (# of materials developed for newcomers; changes in attitudes, knowledge or behaviours of newcomers as a result of this information; changes in newcomer attendance at food security activities)			Funds to support the development of information sessions or materials for newcomers
3.3 Create intersectoral system responses to the health issues that newcomers face	3.3.1 Learn about and share information on existing campaigns/actions that address delisted or uninsured health services through the lens of newcomers	*			Community assets and gaps mapped (# and types of campaigns or actions identified; # and types of gaps identified in the community; # of campaigns identified as priority)			Campaigns - Toronto Public Health (TPH) dental health campaign; Uninsured Client Health Network; Refugee claimant Interim Federal Health campaign; campaign on Assisted Devices) Stakeholders: City of Toronto Toronto Public Health (TPH) Community Health Centres in region Hospitals in region Doctors offices? LIP members Other LIPs	Funds to plan, implement and disseminate asset and gap mapping findings.

Key Action Areas	Proposed Activities	Timing of Proposed Activities			Link TO CIC Logic Model and proposed indicators			Key stakeholders	Resources
		Yr 1	Yr 2	Yr 3	Occurring in Yr 1	Occurring in Yr 2	Occurring in Yr 3		
	3.3.2 Participate in campaigns identified as priorities		*	*		Partnerships allows for cross-sector collaboration (# and types of partnerships developed)	Improved accessibility of newcomers to services and enhanced uptake (# and types of changes in policy or practices; descriptions of changes that occur in how newcomers access services and programs; # of programs or services in development)		Staff time and space for meetings/campaign activities
	3.3.3 Engage Local Health Integration Networks (LHINs) to share information on the experiences of newcomers in accessing healthcare and provide recommendations on health system changes and supports that could respond to gaps in access	*			Partnership allows for cross-sectoral collaboration (# of meetings, # of participants, # of actions planned, # of actions implemented)				Staff time to participate in meetings and support actions taken by Local Health Integration Network (LHIN) Workgroup
<i>3.4 Build awareness and capacity amongst a variety of stakeholders to safeguard newcomer mental health and emotional wellbeing</i>	3.4.1 Pilot mental health-focused cross-sectoral training in cultural competency.	*			Partners have the tools to become more welcoming (# of trainings provided; # of participants; changes in attitudes, knowledge and behaviour of mental health; documentation of other trainings that would be valuable)			Mental Health Organizations in LIP and beyond Services and groups engaging newcomers LIP members Other LIPs City of Toronto Mental Health Organizations Hospitals? Faith-based groups?	Cost to develop training in cultural competency
	3.4.2 Document and disseminate learnings of training to support mental health organizations to enhance training being offered within the TN LIP and Toronto	*			Partners have the tools to become more welcoming (# of learnings; # of partnerships with mental health organizations; development of a strategy to enhance training)				Workgroup time to research and analyze findings Costs to convene mental health service providers
	3.4.3 Support mental health anti-stigma campaign within agencies and within newcomer communities		*	*		Partners have the tools to become more welcoming (description of outreach and outcomes of the campaign and indicators are linked to the specifics of the campaign)			Funds to plan, implement and evaluate an anti-stigma project.

Key Action Areas	Proposed Activities	Timing of Proposed Activities			Link TO CIC Logic Model and proposed indicators			Key stakeholders	Resources
		Yr 1	Yr 2	Yr 3	Occurring in Yr 1	Occurring in Yr 2	Occurring in Yr 3		

EMPLOYMENT AND LABOUR MARKET. Goal: All newcomers in Toronto North receive adequate training and interventions that support timely entry into the labour market.

4.1 Support the development of a business case for employers re: hiring newcomers	4.1.1 Dialogue and share best practices with groups that are consulting with businesses (employers) to learn about their needs (i.e. TESIP, Consortium of Agencies Serving Internationally-trained Persons)	*	*	*	Partnership council allows for meaningful engagement of a diversity of members (# connections created in the business community)	Partnership council allows for meaningful engagement of a diversity of members (# connections created in the business community)	Partnership council allows for meaningful engagement of a diversity of members (# connections created in the business community)	LIP members Other LIPs Business community Employment support agencies Researchers involved in this topic City of Toronto Employment and Social Services Employment Ontario Human Resource Professional Ass'n	Staff time and space for meetings
	4.1.2 Create platforms to share information with employers on newcomer hiring tools and trends		*			Partners have the tools to become more welcoming (type of platform created; # of updates on newcomer hiring tools and trends uploaded and downloaded; # of hits)			
	4.1.3 Identify possible 'single contact' service entry model for employers seeking to hire (i.e. CASIP)		*			Partners have the tools to become more welcoming (type of single contact service highlighted; # of employers informed of the single contact)			
4.2 Increase development of and access to occupational language training programs	4.2.1 Partner with stakeholders to conduct research on best practices and gaps in occupational language training and similar programs		*			Community assets and gaps mapped (# and types of challenges identified; # of types of Occupation Specific Language Training (OSLT) services offerings; # and types of gaps that need to be addressed; description of current problem; # of recommendations that are actionable)			Funds to plan, implement and disseminate asset and gap mapping findings
	4.2.2 Support the expansion of Occupation Specific Language Training (OSLT) offerings in TN LIP in a variety of formats			*			Services coordinated at the community level (# of expanded Occupation Specific Language Training (OSLT) offerings)		none
4.3 Support systemic dialogue and responses on employment barriers	4.3.1 Share information, collected from employers on barriers to hiring, needs, preferred tools and info and other information collected through consultation, with system-wide actors	*	*	*	Partnership allows for cross-sectoral collaboration (# of meetings, # of participants, # of actions planned, # of actions implemented)	Partnership allows for cross-sectoral collaboration (# of meetings, # of participants, # of actions planned, # of actions implemented)	Partnership allows for cross-sectoral collaboration (# of meetings, # of participants, # of actions planned, # of actions implemented)	Toronto Region Immigrant Employment Council (TRIEC)	Staff time to lead and participate in meetings and coordinate action taken with Toronto Region Immigrant Employment Council (TRIEC)

Key Action Areas	Proposed Activities	Timing of Proposed Activities			Link TO CIC Logic Model and proposed indicators			Key stakeholders	Resources
		Yr 1	Yr 2	Yr 3	Occurring in Yr 1	Occurring in Yr 2	Occurring in Yr 3		
	4.3.2 Support collaboration and sharing of best practices on social enterprises supporting newcomer employment, effective self-employment assessment tools, wage theft campaigns, etc		*						
4.4 Enhance access to various employment opportunities for newcomers	4.4.1 Create a forum for settlement agencies and employment service providers to come together to share leading practices about: Internships Mentorships Programs for internationally trained professionals Self-employment Training, vocation programs and apprenticeships and/or other employment opportunities	*	*		Community assets and gaps mapped (# and types of practices to be highlighted; # and types of gaps identified in the community; # of practices identified as priority)	Partnerships allows for cross-sector collaboration (# of sessions; # of participants; # of sectors represented; # of practices highlighted and shared; # and types of changes in practice following the event)			Funds to plan, implement and disseminate asset and gap mapping findings. Funds to hold a priority event.
	4.4.2 Support the development of a toolkit based on priority areas for action coming out of forum			*			Services coordinated at the community level (# of practices highlighted; # of toolkits distributed; changes in attitudes, knowledge and behaviours of services providers)		Funds and staff time to develop a toolkit
	4.4.3 Support employment services to partner to provide workplace-based language and literacy training		*			Services coordinated at the community level (# of on-site trainings offered, # of participants, # of active participants)			