

**Black Creek Local
Immigration Partnership
Settlement Strategy
&
Action Plan
March 2011**

Funded by:

Financé par :



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

TABLE OF CONTENTS

Acknowledgements	3
Executive Summary	4
Preamble	6
Definitions	7
Towards a Settlement Strategy for Black Creek	8
– Strategic Direction #1: Establishment & Enhancement of Partnerships and Participation	9
– Strategic Direction #2: Service Integration	12
– Strategic Direction #3: Welcoming Communities	13
– Strategic Direction #4: Labour Market Participation, Language Training & Education	15
Black Creek Lip Settlement Strategy Action Plan – 3-5 Year Period	17
References	28

ACKNOWLEDGEMENTS

Our sincere thanks to all of the partners, council and committee members, newcomers, grassroots groups, municipal leaders and staff, and funders whose dedication, input and commitment to improving the lives of newcomers in Black Creek have made the project possible.

We are greatly indebted to the Toronto Immigrant Employment Data Initiative –TIEDI for their assistance in providing data specific to immigrants in Black Creek.

EXECUTIVE SUMMARY

The Black Creek Local Immigration Partnership – LIP is one of 17 partnerships in the City of Toronto, funded by Citizenship & Immigration Canada. The purpose of the LIP is to improve the successful settlement and integration of newcomers by:

1. Improving access to, and coordination of, effective services that facilitate immigrant settlement and integration
2. Improving access to the labour market for immigrants
3. Strengthening local and regional awareness and capacity to integrate immigrants
4. Establishing or enhancing partnerships and participation of multiple stakeholders in planning, and coordinating the delivery of integration services (including settlement, language training, and labour market integration), especially current services supported by the federal government through Citizenship and Immigration Canada (CIC) or through the provincial Ministry of Citizenship and Immigration.

The Black Creek LIP is lead by a Council, co-chaired by a representative of the project trustee, Delta Family Resource Centre, and a settlement sector representative. The Council membership is representative of approximately 16 services and institutions as well as newcomers and grassroots groups in the Black Creek area.

For the purposes of the Black Creek LIP, the neighbourhood boundaries are defined as Steeles Ave to the north, the 401 to the south, and by the Humber River and Dufferin St. to the west and east respectively.

The Black Creek Local Immigration Partnership project is being implemented in two phases: Phase I focused on the establishment of a local partnership council, conduct of a literature review, various stakeholder consultations and meetings, and the development of a local settlement strategy and action plan. An interim evaluation of Phase I identified areas needing improvement in order to successfully achieve identified outcomes.

The Black Creek – LIP Settlement Strategy and Action Plan sets out four strategic directions and identifies objectives, strategic actions and general timeframes for each. Using this framework, Phase II (April 2011 – March 2012) of the project, will further refine the strategy through the creation of an implementation plan that will prioritize and outline detailed activities, time frames and assign responsibility in order to achieve the objectives for each Strategic Direction.

The following table summarizes the Settlement Strategy's directions and actions.

Summary of Strategic Directions & Actions

Strategic Direction	Strategic Actions
<p>1. Establishment & Enhancement of Partnerships and Participation</p>	<ul style="list-style-type: none"> ● Evaluating partnership membership to ensure it has the capacity to support the implementation of the Settlement Strategy and Action Plan. ● Monitoring the progress and status of the LIP work and ensure that adequate resources and supports are in place to effectively carry out the mandate of the Black Creek LIP.
<p>2. Service Integration</p>	<ul style="list-style-type: none"> ● Increasing awareness and cooperation among services and supports required by newcomers. ● Improving access to services and supports by newcomers.
<p>3. Welcoming Communities</p>	<ul style="list-style-type: none"> ● Building capacity in organizations and groups that represent and serve newcomers in order to support newcomer settlement and participation by increasing awareness of the broad community. ● Identifying and supporting initiatives which reduce and/or eliminate barriers that lead to differential outcomes or treatment in the areas of employment, education, housing, neighbourhood planning, access to health, policing, recreational opportunities and other community services ● Supporting initiatives that encourage civic, economic and social participation and acculturation of newcomers with particular attention paid to involvement and support of newcomer youth. ● Cultivating and strengthening relationships between the formal and informal service sector in order to facilitate newcomer connections to supports and services.
<p>4. Labour Market Participation, Language Training & Education</p>	<ul style="list-style-type: none"> ● Improving labour market outcomes for newcomers. ● Improving access to relevant language training. ● Improving academic success for newcomers.

BLACK CREEK LIP SETTLEMENT STRATEGY

PREAMBLE

In 2008 a group of 12 social service agencies serving the Black Creek community responded to a call for proposals to develop a Local Immigration Partnership – LIP. The call was initiated by Citizenship & Immigration Canada (CIC) in partnership with the Ontario Ministry of Citizenship & Immigration. The purpose of the LIPs was to strengthen the role of local and regional communities in serving and integrating immigrants by putting immigration on their overall planning agenda.

Discussion among the initial group of 12 agencies resulted in a decision that Delta Family Resource Centre - DFRC would assume Trusteeship, as DFRC had prior experience leading similar local collaboratives in the community such as the Black Creek Capacity Building Project.

Once approval was received from CIC the partners took active steps to invite additional voices to be part of what would become the Black Creek Local Immigration Partnership Council. Funds were requested for honoraria, which could be used to support participation of resident newcomers and small grassroots agencies at the Council. A Project Coordinator was hired to coordinate the production of a settlement strategy and action plan. The Coordinator made presentations to a variety of groups and community members about the LIP, its purpose and objectives. The coordinator was also assigned the task of reaching out to sectors identified as not sufficiently involved, for example the business sector, health, education, grassroots, faith groups, and resident newcomers.

Black Creek Neighbourhood

The Council was co-chaired by a representative of the trustee, DFRC and a representative from the settlement sector.

The Black Creek – LIP which has responsibility for the Black Creek community, an area bounded by Steeles Avenue to the north, Dufferin Street to the east, Humber River to the west and Hwy 401 to the south, became one of 17 LIPs established in the City of Toronto.



The primary purpose of the Black Creek Local Immigration Partnership is to create a Settlement Strategy and Action Plan for the Black Creek area that would:

1. Improve access to, and coordination of, effective services that facilitate immigrant settlement and integration.
2. Improve access to the labour market for immigrants.
3. Strengthen local and regional awareness and capacity to integrate immigrants.
4. Establish or enhance partnerships and participation of multiple stakeholders in planning, and coordinating the delivery of integration services (including settlement, language training, and labour market integration), especially current services supported by the federal government through Citizenship and Immigration Canada (CIC) or through the provincial Ministry of Citizenship and Immigration.

The Black Creek Local Immigration Partnership project is being implemented in two phases: Phase I focused on the establishment of a local partnership council and the development of a local settlement strategy and Action Plan. This Phase also included the conduct of a literature review and gathering of demographic data as well as a series of stakeholder engagement and information gathering activities including information sessions and roundtables with agency staff, focus groups, and community planning days with community members, and interviews with employment supports and employers. Prior to finalizing the Settlement Strategy and Action Plan a formal evaluation was conducted and recommendations implemented to further improve the Council's ability to manage the project. A consulting team, Joyette Consulting Services was hired to complete the Settlement Strategy and Action Plan.

The Black Creek – LIP Settlement Strategy and Action Plan provide a framework to improve the success of settlement and integration of newcomers in the Black Creek community by setting out four priority areas or strategic directions. For each Strategic Direction, Objectives, Guiding Principles, Strategic Actions and Outcomes have been identified. Annual priorities will be identified in order to roll out the strategy over a 3 – 5 year period.

Using this framework, in Phase II (April 2011 – March 2012) of the project, Black Creek – LIP Council in consultation with key stakeholders from a variety of sectors, will further refine the strategy, within the changing context of funding and resource allocation to settlement services. Through the creation of an implementation plan, priorities will be set for the first year. The Annual Implementation Plan – 2011/12 will outline detailed actions, time frames and assign responsibility in order to achieve priority outcomes set for that time period.

DEFINITIONS

Community Partners: representatives from grassroots groups, including faith communities who provide informal supports to newcomers, settlement service

providers, newcomers, business/labour and other stakeholders serving newcomers in the Black Creek Community.

Partner Agencies (Partners): Organizations, groups and individuals who are signatories to the LIP-BC Memorandum of Understanding

Stakeholders: organizations, groups and individuals who have a vested interest in improving the success of newcomer settlement and integration in Black Creek and/or have an obligation to provide necessary services; and/or who provide services or opportunities vital to the well being and successful settlement and integration of newcomers in the Black Creek community.

Grassroots Groups: Local groups whose development is natural and spontaneous and is not part of any traditional structure. Run by volunteers in the community who give of their time to support a particular mission. Operations supported by local fund raising efforts. i.e. ethnocultural groups, faith groups, advocacy groups etc.

Trustee: Refers to Delta Family Resource Centre – DFRC, who for the purposes of this project is the contract holder with CIC and is ultimately responsible for the administration and deliverables of the project.

TOWARDS A SETTLEMENT STRATEGY FOR BLACK CREEK

Black Creek is in the former City of North York. According to the United Way's "Poverty by Postal Code-The Geography of Neighbourhood Poverty: 1981-2001" (2004) Report, by 2001, there were more higher-poverty neighbourhoods in the former City of North York than in any of the other former cities. More than one in five families in North York live in poverty, and most of them are concentrated in the Jane-Finch area, which is located in Black Creek. The Toronto City Summit Alliance's Strong Neighbourhoods Task Force identified the Black Creek Neighbourhood as one of the 13 Priority Neighbourhoods across the city, where there are not enough social services to address the growing needs of the community. The United Way "Strong Neighbourhoods: A Call to Action" (2001) Fact Sheet on Black Creek also reports that the Black Creek Neighbourhood, which is encompassed in the catchment region of this project, has a higher rate of racialized groups, immigrants, recent newcomers, youth and children, lone parents, low income families, and low income unattached individuals, compared to rates for the City of Toronto.

STRATEGIC DIRECTION #1: ESTABLISHMENT & ENHANCEMENT

Objective: *Establish or enhance partnerships and participation of multiple stakeholders in*

The role of the LIP in the development and deployment of the Settlement Strategy is to ensure all activities are harmonized through improved coordination and collaboration among the range of partners who form the LIP council and other stakeholders and sectors essential to improving the successful settlement of newcomers in Black Creek. The success of the implementation of the Settlement Strategy and Action Plan will depend on significant involvement of stakeholders. The LIP-BC Council is committed to continued efforts to engage a variety of sectors including:

- Settlement services
- Area residents
- Labour/business
- Employment support services
- Education & Training Institutions & Services
- Recreational Services
- Grassroots
- Health
- Funders
- Local government

Additional partners will be sought to act as resources to champion the implementation of the strategy and action plan in 4 specific areas:

1. Employment and Training
2. Education
3. Health
4. Labour and Business

Members of the council and the Project Community Engagement Worker will liaise regularly with resource group members, seeking advice and providing progress updates. If necessary resource group meetings may be convened in order to deal with specific matters.

Guiding Principles

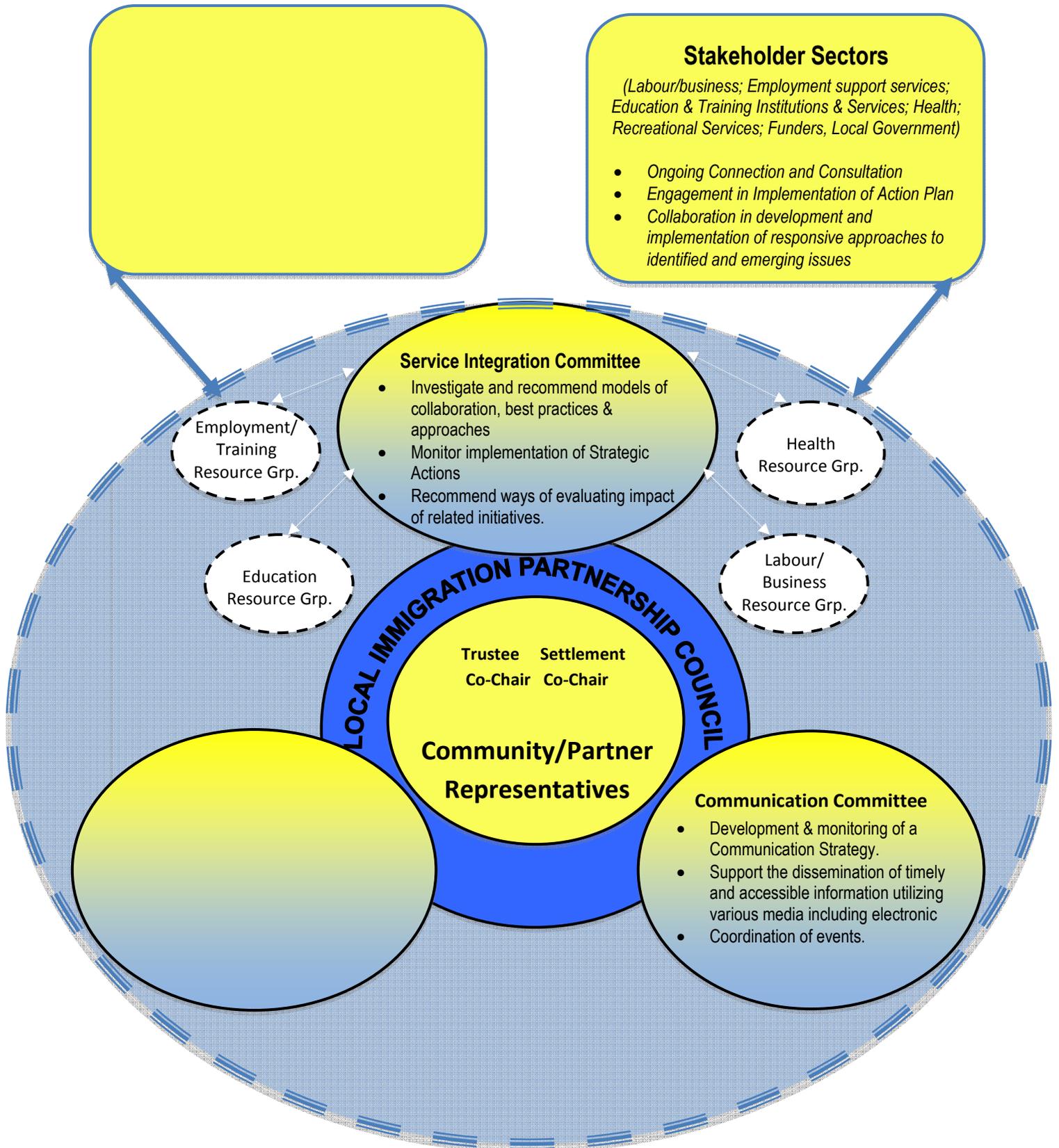
1. Ensure clear articulation and understanding of shared goals and expected outcomes.
2. The contributions and competencies of all partners are valued and leveraged
3. Collaborative efforts are aimed at meeting identified needs and are carried out with integrity and transparency.
4. Participation respects the mandates, capacity and limitations of each Partner.
5. Information is shared and treated in accordance with an approved communication strategy and the guidelines set out in the Partnership Memorandum of Understanding and any other pertinent documents.

6. Partners representing informal stakeholder groups such as faith, culture, residents, grassroots etc. are provided with the additional supports necessary for them to make meaningful contributions.
7. Public reporting on efforts is done in a consistent and transparent manner using mediums and language accessible to the diversity of the audience.
8. Monitoring and evaluation of the impact of efforts is done in tandem with affected populations, as systematically and impartially as possible to generate lessons to improve future initiatives and directions.
9. Collaboration is encouraged and sustained by identifying and securing needed resources and through purposeful and strategic actions which have a positive impact on the community and from which partners derive equal but different benefit.

Strategic Actions

- Evaluating partnership membership to ensure it has the capacity to support the implementation of the Settlement Strategy and Action Plan.
- Monitoring the progress and status of the LIP work and ensure that adequate resources and supports are in place to effectively carry out the mandate of the Black Creek LIP.

Black Creek Local Immigration Partnership Model



STRATEGIC DIRECTION #2: SERVICE INTEGRATION

Objective: *Improve access to, and coordination of, effective services that facilitate immigrant*

The needs of newcomers are diverse and beyond the primary settlement services provided by the settlement sector. The literature review and consultations conducted in Phase I of the project clearly speak to the need for a greater involvement and collaboration with labour/business, education and training and health including mental health sectors. The best strategies are the ones that are relevant to the needs of the local community. Bringing various stakeholders together results in a greater understanding of the community's internal connecting points, complexities, strengths and weaknesses.

Guiding Principles

1. The range of what constitutes services to newcomers is not circumscribed or defined by the funding sources or solely within the purview of settlement services. Community development and education, and advocacy are essential components for the success of individual services and programs.
2. The voices and opinions of newcomers are essential to the creation and adaptation of services that are relevant to the changing environment and characteristics of newcomers.
3. As public non-profit organizations, we are committed to using funds as efficiently and effectively as possible, and to be open to client and public scrutiny.
4. The programs, services, management and governance of the partner organizations endeavours to achieve the highest possible standards to meet the needs and expectations of newcomers.
5. Innovative ideas, creative approaches, which take into account new resources, and the collection and analysis of relevant data, are critical to enabling timely and efficient responses to the changing needs and expectations of the community and the overall environment.
6. Services to newcomers are based on the needs of the service user and delivered in a manner, which are accessible and build independence of the service user.
7. Settlement and integration is greatly influenced by health, including mental health.
8. "Pathways" to successful settlement and integration must have multiple points of entry and anticipate the diverse needs of newcomers and ways of accessing services.

Strategic Actions

- Increasing awareness and cooperation among services and supports required by newcomers.
- Improving access to services and supports by newcomers.

STRATEGIC DIRECTION #3: WELCOMING COMMUNITIES

Objective: *Strengthen local and regional awareness and capacity to integrate immigrants.*

The Black Creek area welcomes approximately 2,500 new immigrants each year. According to recent census data India, China and Sri Lanka top the list of countries of birth of recent immigrants to the Black Creek Area. Considerable immigration¹ also comes from Guyana, Pakistan, the Philippines, Vietnam and Jamaica.²

Top 10 Countries of Origin of Recent Immigrants to Black Creek

Country of Origin	N	%
India	1550	12.0
China PR	950	7.4
Sri Lanka	800	6.2
Guyana	800	6.2
Pakistan	750	5.8
Philippines	700	5.4
Vietnam	700	5.4
Jamaica	600	4.7
Iraq	600	4.7
Nigeria	400	3.1

It is also important to note that there are significant numbers of Spanish speaking immigrants from Latin America settling in the community. When added together newly arrived Spanish speaking newcomers make up 9.8% of recent immigrants to Black Creek.

Country of Origin	N	%
Colombia	300	2.3
Ecuador	300	2.3
Argentina	200	1.6
El Salvador	150	1.2
Mexico	150	1.2
Peru	100	0.8
Cuba	50	0.4

In order to maintain the vitality and cohesion of a community as diverse as Black Creek, the community needs to be prepared to accept and welcome newcomers and newcomers need to feel included and recognized as a part of the neighbourhood. The responsibility of creating a welcoming community is shared among all facets of the community both individually and collectively. Inclusion and welcoming of newcomers to

¹ 600-800+ per year

² TIEDI, based on Census 2006

a new community requires commitment on the part of the host community to build positive relationships and partnerships. Key components of fostering an inclusive and welcoming community include building on these relationships and enhancing existing models of cultural cooperation.

Guiding Principles

1. Newcomers have the right to fully participate in the social, economic, political and cultural life of Canadian society and their local neighbourhoods.
2. Newcomers have the right to live in safe and secure communities free from intimidation, discrimination, fear and violence.
3. Dispelling myths and misconceptions of immigrants and immigration leads to acceptance of newcomers and promotion of positive relations among diverse communities.
4. The promotion of equal opportunity and the acceptance and presence of diverse beliefs, values, cultures, age ranges, gender and life styles are essential elements in communities newcomers perceive as “home”.
5. Communities that achieve excellence in newcomer settlement enable and support newcomers in meeting their basic needs for financial independence, shelter, food, physical and emotional well-being, transportation, and civic and social engagement.
6. Newcomers feel most welcomed when communities anticipate and plan for their arrival by designing and delivering coordinated and integrated services and supports, which represent the full range of services and programs required by newcomers.
7. Successful integration into Canada is dependent on opportunities to understand Canadian and local customs.

Strategic Actions

- Building capacity in organizations and groups that represent and serve newcomers in order to support newcomer settlement and participation by increasing awareness of the broad community.
- Identifying and supporting initiatives which reduce and/or eliminate barriers that lead to differential outcomes or treatment in the areas of employment, education, housing, neighbourhood planning, access to health, policing, recreational opportunities and other community services
- Supporting initiatives that encourage civic, economic and social participation and acculturation of newcomers with particular attention paid to involvement and support of newcomer youth.
- Cultivating and strengthening relationships between the formal and informal service sector in order to facilitate newcomer connections to supports and services.

STRATEGIC DIRECTION #4: LABOUR MARKET PARTICIPATION,

Objective: *Improve access to the labour market and quality education and training for*

When compared to the general population of Toronto the median household income in Black Creek is lower, it has a higher percentage of households with incomes below \$30,000, higher proportion of rental households, higher unemployment, lower percentage of population with university education, and higher percentage of population with less than high school education. In 2001 Black Creek was ranked as the 7th poorest neighbourhood in the City of Toronto.

The demographic profile of recent immigrants to Black Creek is in some respects significantly different when compared to the general population of the area. Although the median household income for recent immigrants in the Black Creek area (\$36,685.00) is higher than the general population of the neighbourhood it is quite low when, compared to \$69,321 in the general population of the rest of Toronto.³ The percentage of recent immigrants living in Black Creek arrive with at least a Master's or Bachelor's degree (22%) which is comparable to the general population in Toronto (26%). In all, 76.4% of recent immigrants in Black Creek graduated from high school or had an equivalent certificate. Despite their education levels newcomers in the Black Creek community experienced increasingly more unfavourable employment outcomes relative to their education than the general population in Toronto. They are more likely to be under-employed or receive lower pay commensurate to their skills. In a 20 year span, (1981 – 2001) the poverty rate of immigrant families living in Toronto increased by 125% compared to an increase of 13% among Canadian-born families.⁴

During consultations with employment support services, labour market outcomes for newcomers was the most mentioned challenge in settling in Black Creek. The evidence pointing to barriers faced by immigrants in finding employment and having foreign experience and credentials recognized was compelling both in the literature and in consultations with newcomers, service providers and other stakeholders.

The employment rate among those who are 15 years and over in Black Creek is 55.2%, compared to 63.7% for the Toronto CMA. While most research shows that youth face better outcomes than older immigrants, this integration assumption does not hold true for Black Creek. This is true even for second and third generation youth in the Black Creek area. While youth in this community face similar challenges associated with finding themselves in unfamiliar settings and adjusting to new educational and social systems, youth in Black Creek feel there is a sense of mistrust imbedded in employers of young residents of the area that has affected their labour market integration.

³ TIEDI

⁴ Source: Statistics Canada – Census 1981, 1991, 2001

Youth and adults alike struggle to understand the education and training sector. At the elementary and secondary levels the Settlement Worker in Schools (SWIS) program has made a significant difference, however there is some concern that parents are connecting and relying solely on the SWIS worker and not with the broader school community.

Although language barriers and their impact on every aspect of the settlement process was a recurrent theme in the consultations, both newcomers and employers most often identified language as the major barrier to employment. Almost 12% of recent newcomers living in Black Creek do not speak either official language.

In their attempt to upgrade or pursue alternate career paths newcomers may wander for some time, in many cases being taken advantage of before finding a reputable institution or training facility.

Guiding Principles

1. Newcomers have the right to accurate and timely information that provides the best chance of success in connecting to the labour market.
2. Commitment to achieving excellence and the highest standards in employment supports and services.
3. Partnerships and mutual respect and understanding between relevant services, labour and business is essential to labour market participation of newcomers.
4. Promotion of initiatives that reduce barriers and discriminatory and unfair practices in hiring and retention of newcomers.
5. Belief in the value and benefit of the skills, professional and life experiences and attributes newcomers bring to the labour market.
6. Education and training programs and initiatives must be relevant to the labour market needs and be based on the most current data available.
7. Parents have a right to fully understand and participate in their children's education and should be provided with the necessary information and supports in order to do so.
8. Newcomer learners should have access to the supports, programs and services required to succeed and integrate fully into the learning environment.
9. Recognition and response to diverse ways of learning and acquiring skills and knowledge.

Strategic Actions

- Improving labour market outcomes for newcomers.
- Improving access to relevant language training.
- Improving academic success for newcomers.

BLACK CREEK LIP SETTLEMENT STRATEGY ACTION PLAN – 3-5 Year Period

STRATEGIC DIRECTION #1: ESTABLISHMENT & ENHANCEMENT OF PARTNERSHIPS AND PARTICIPATION

Objective: *Establish or enhance partnerships and participation of multiple stakeholders in planning, and coordinating the delivery of integration services.*

STRATEGIC ACTIONS	EXPECTED OUTCOMES	RESPONSIBILITY
<p>SI.1 Evaluating partnership membership to ensure it has the capacity to support the implementation of the Settlement Strategy and Action Plan</p>	<p><i>SI.1.1</i> The Partnership Council cultivates and sustains the necessary partnerships and collaborations.</p> <p><i>SI.1.2</i> The Partnership Council and Committees have broad representation from settlement services, and related sectors, grassroots and newcomers, identified through an expression of interest.</p> <p><i>SI.1.3</i> Engagement of a broad cross section of expertise from a variety of sectors to act in a resource capacity.</p> <p><i>SI.1.4</i> Identification and ensures the continued provision of the necessary supports and incentives to ensure representation from the newcomer and grassroots sectors.</p>	<p>LIP Staff, Partnership Council & Committee Co-Chairs</p>
<p>SI.2 Monitoring the progress and status of the LIP work and ensure that adequate resources and supports are in place to effectively carry out the mandate of the Black Creek LIP</p>	<p><i>SI.2.1</i> Creation of a process to prioritize, investigate and identify resources to support initiatives.</p> <p><i>SI.2.2</i> Committees develop and submit workplans, based on identified priorities, for approval by the Council. Committees provide regular status reports to the Council.</p> <p><i>SI.2.3</i> The Council's work aided by 3 Standing Committees, each co-chaired by Council members but drawing membership from the wider community. Committee members will not be limited to LIP Partner agencies.</p>	<p>LIP Staff, Partnership Council & Committee Co-Chairs</p> <p>Committee Co-Chairs & members</p> <p>LIP Staff, Partnership Council & Committee Co-Chairs</p>

Standing Committees will be:

1. Communications
2. Service Integration
3. Settlement Workers

<p>S1.2.4 The Service Integration Committee should include in its membership representatives from the Settlement Workers Committee.</p>	<p>Committee Co-Chairs & members</p>
<p>S1.2.5 Establishment of additional ad hoc committees/work groups when necessary.</p>	<p>Partnership Council</p>
<p>S1.2.6 Identification and ongoing liaison with resource persons representing sectors external to settlement but vital to the successful integration of newcomers i.e. Employment & Training, Education, Labour/Business, Health.</p>	<p>Service Integration Committee</p>
<p>S1.2.7 Cultivation of close relationships with local and regional institutions and bodies with the expertise and capacity to conduct research.</p>	<p>Partnership Council & Research Partners</p>
<p>S1.2.8 Ongoing collection and analysis of relevant data to identify emerging needs and trends and investigate possible responses.</p>	<p>Partnership Council & Research Partners</p>
<p>S1.2.9 The Council supports adherence to the framework and develops a sustainability plan and a methodology for evaluating the overall success of the Settlement Strategy and the LIP process.</p>	<p>Partnership Council & Evaluator</p>

- S1.2.1.0 Evaluation process designed and implemented in a transparent and objective manner and at specified timeframes. Partnership Council & Evaluator
- S1.2.1.1 Provision of regular and accessible information to the community about the progress of LIP and other pertinent information related to newcomer settlement. Communication Committee

STRATEGIC DIRECTION #2: SERVICE INTEGRATION

Objective: *Improve access to, and coordination of, effective services that facilitate immigrant settlement and integration.*

STRATEGIC ACTIONS	EXPECTED OUTCOMES	RESPONSIBILITY
S2.1 Increasing awareness and cooperation among services and supports required by newcomers	S2.1.1 Creation of partnerships and nurturing of cooperative working relationships with other formal and informal community organizations.	LIP Staff, Partnership Council, & Community Partners
S2.1.2 Identification of ways and means to increase capacity to offer the array of services required by newcomers, and reduce the environment of competition among organizations and groups.	S2.1.3 Identification of opportunities and creation of a plan to increase connections between health, in particular mental health services, and settlement services facilitating transfer of knowledge and skills and increasing effectiveness in responding to the unique needs of newcomers.	Partnership Council, & Community Partners
S2.1.4 Mapping and exploration/identification of a strategy for maintaining and sharing updated inventory of services frequently accessed by newcomers living in the Black Creek area in order to identify gaps and duplications and provide effective and efficient referrals.	S2.1.3 Identification of opportunities and creation of a plan to increase connections between health, in particular mental health services, and settlement services facilitating transfer of knowledge and skills and increasing effectiveness in responding to the unique needs of newcomers.	Health Resource Group

S2.1.5	Creation of a process for involving stakeholders in conversations leading to proactive and collaborative approaches to service delivery and fundraising.	Service Integration Committee
S2.1.6	Investigation and recommendation of ways of strengthening the client referral system so that the sector functions in a way that is understandable and easily accessible to service users.	Settlement Workers Committee
S2.1.7	Increased capacity to provide timely referral and accurate information to newcomers through strengthened connections and information sharing with informal services and grassroots groups.	Settlement Workers Committee
S2.1.8	Engagement of mainstream services and institutions in the identification and response to emerging issues and needs of newcomer populations, including newcomer youth.	LIP Staff, Partnership Council & Community Partners
S2.1.9	Increased understanding of the ways in which newcomers define and prioritize their needs in order to collaboratively design “Pathways to Settlement & Integration” which offer a variety of options and unique approaches that respond to individual newcomer needs.	Service Integration & Settlement Workers Committees
S2.2 Improving access to services and supports for newcomers		
S2.2.1	Recognition and connection with informal and grassroots sectors in outreaching to newcomers and connecting them to needed services and supports.	LIP Staff, Settlement Worker Committee
S2.2.2	Identification of multiple points of entry to the system – formal as well as informal.	Settlement Workers Committee

S2.2.3 Creation and acceptance of a coherent referral system for the Settlement sector that includes the sharing of tools such as common intake and assessment forms. Settlement Workers Committee

STRATEGIC DIRECTION #3: WELCOMING COMMUNITIES

Objective: *Strengthen local and regional awareness and capacity to integrate immigrants.*

STRATEGIC ACTIONS

EXPECTED OUTCOMES

RESPONSIBILITY

S3.1 Building capacity in organizations and groups that represent and serve newcomers in order to support newcomer settlement and participation by increasing awareness of the broad community

S3.1.1 Support initiatives to create informal support systems by pairing newcomers with established families/individuals in order to reduce the isolation and loneliness experienced in the early periods of settlement.

LIP Staff, Informal & Grassroots Partners

S3.1.2 Effective dissemination of information on settlement services as well as services such as libraries, community centres, faith groups, cultural organizations, tenant associations, rate payer associations, health providers etc.

LIP Staff, Communication Committee, Partnership Council

S3.2 Identifying and supporting initiatives which reduce and/or eliminate barriers that lead to differential outcomes or treatment in the areas of employment, education, housing, neighbourhood planning, access to health, policing, recreational opportunities and other community services

S3.2.1 Work with City LIP to develop a sustainable means of analyzing existing demographic indicators, and research studies or projects that address issues of inclusion, access, equity, racism and discrimination within Black Creek and act upon findings and recommendations.

Partnership Council & City LIP

S3.2.2 Identification and advocacy for the elimination of systemic policies and practices, which create barriers and marginalize newcomers.

Partnership Council in collaboration with City LIP and/or Community Partners.

S3.2.3	Provision of support for developing and implementing policies related to diversity.	Service Integration Committee, Resource Groups
S3.2.4	Creation of opportunities for discussion of a plan for educating and training professionals to enhance ability to effectively respond to the demographics, and needs of the community.	Service Integration Committee, Resource Groups
S3.2.5	Design of process for the collection of data or anecdotal evidence of incidents of racism or discrimination.	Partnership Council & City LIP, Research Partners
S3.2.6	Determination ways to support advocacy for primary care services that meet the needs of newcomers.	Service Integration Committee & Health Resource Group
S3.2.7	Dissemination of information about emerging issues affecting newcomers.	Communication Committee

S3.3 Supporting initiatives that encourage civic, economic and social participation and acculturation of newcomers with particular attention paid to involvement and support of newcomer youth.

S3.3.1	Support for neighbourhood events and activities, which offer opportunities for newcomers and other residents to connect and build mutual understanding and trust.	LIP Staff, Partnership Council
S3.3.2	Support opportunities for parents to understand intergenerational and intercultural challenges that may arise as a result of immigration in order to better support the successful integration of youth into Canadian culture and reduce family conflict.	Settlement Worker Committee & Informal & Grassroots Partners
S3.3.3	Strategies for the provision of information to newcomers about the psychosocial impact of the settlement and integration process on the individual	Service Integration & Settlement Worker Committees, Health Resource Group, & Informal &

- and family unit.
- S3.3.4 Collaboration with local institutions to create welcoming, inclusive and accessible spaces, recreational facilities and activities.
- S3.3.5 Creation of opportunities to assist immigrants in accessing current and accurate information, during the pre-arrival period, to aid in their preparation and decision-making.

Grassroots Partners
Partnership Council & Settlement Workers Committee

Partnership Council & City LIP

S3.4 Cultivating and strengthening relationships between the formal and informal service sector in order to facilitate newcomer connections to supports and services

- S3.4.1 Engagement and utilization of informal services and peers in providing support to newcomers.
- S3.4.2 Identification and encouragement of opportunities for cross-sectoral knowledge and skill transfer.

LIP Staff, Settlement Worker Committee & Informal & Grassroots Partners

Partnership Council and Resource Groups

STRATEGIC DIRECTION: #4 LABOUR MARKET, LANGUAGE TRAINING & EDUCATION

Objective: *Improve access to the labour market and quality education and training for newcomers.*

STRATEGIC ACTIONS

S4.1 Improving labour market outcomes for newcomers

- S4.1.1 Identification of strategies to improve collaboration between Employment support programs, settlement, counseling, mental health, disability services etc. to provide the full range of services needed by newcomers facing multiple barriers to employment.

EXPECTED OUTCOMES

RESPONSIBILITY

Partnership Council

<p>S4.1.2 Identification and support of projects that promote soft skills training and focus on general work skills dealing with commitment, interpersonal relationships, the Canadian workplace environment, and related labour legislation.</p>	<p>Partnership Council, Employment & Training and Labour/Business Resource Groups.</p>
<p>S4.1.3 Identification of ways to increase access to affordable and timely credential and skills assessment</p>	<p>Employment & Training, Labour/Business, Education Resource Groups Employment & Training, Labour/Business Resource Groups</p>
<p>S4.1.4 Identification of methods of increasing employers' ability to access supports and training in order to adopt best practices in hiring, orienting and retaining newcomers in the workplace.</p>	<p>Partnership Council in collaboration with Labour/Business, Employment & Training, Education Resource Groups Settlement Worker Committee & Employment & Training Resource Group</p>
<p>S4.1.5 Support the design and delivery of programs such as internships, mentoring, placements etc. that offer opportunities to satisfy employers' need for "Canadian experience" and connect newcomers directly to jobs.</p>	<p>Employment & Training, Labour/Business Resource Groups</p>
<p>S4.1.6 Increased understanding of the specific challenges faced by newcomer youth and facilitate partnerships between settlement and youth employment services, in order to reduce barriers.</p>	<p>Employment & Training, Labour/Business Resource Groups</p>
<p>S4.1.7 Support opportunities for settlement and not-for-profit sector to share successful practices undertaken with employers to hire, and retain newcomers in their workforce.</p>	<p>Employment & Training, Labour/Business Resource Groups</p>
<p>S4.1.8 Support opportunities for employers hiring newcomers to share the value and benefit with other potential employers</p>	<p>Employment & Training, Labour/Business Resource Groups</p>

S4.1.9	Settlement and employment support sectors learn the language of business in order to effectively communicate with employers and make convincing and compelling arguments on the benefits of engaging newcomers in the labour market.	Partnership Council, Labour/Business and Employment Resource Groups
S4.1.10	Support initiatives, which improve participation, skill levels, productivity, and labour market performance of newcomers by fostering ongoing communication with businesses and labour market networks.	Partnership Council, Education and Employment and Training Resource Groups.
S4.1.11	Identification of means for gathering and timely dissemination of information related to and affecting the current Canadian labour market.	Communication Committee, Employment and Training Resource Group, Research Partners
S4.1.12	Support and advocate for increased incentive programs aimed at newcomers and newcomer youth, and simplify processes connected to existing incentive programs.	Partnership Council, Employment and Training Resource Group, City LIP
S4.1.13	Recommend and support networking opportunities for local entrepreneurs and business owners; in particular those who are newcomers, to increase chances of success and growth of new ventures.	Partnership Council, Employment and Training Resource Group, City LIP
S4.2 Improving access to relevant language training	S4.2.1 Investigation of language training programs and supports that meet specific needs of diverse groups.	Partnership Council, Training & Education Partners, and Employment Supports
	S4.2.2 Investigation of ways to increase accessibility and availability of English language training and advocate for necessary resources.	Service Integration Committee, Employment/Training Resource Group

- S4.2.3 Exploration of ways to expand options for language learners through the provision of English language training that improves newcomer connections with the labour market and specific occupations. Service Integration Committee, Employment/Training Resource Group
- S4.2.4 Assessment of methods of delivering English language training, utilizing alternate distant learning methodologies and technologies. Service Integration Committee, Employment/Training Resource Group
- S4.2.5 Identification of and advocacy for language training programs and supports for specific groups i.e. youth, seniors, and women. Service Integration Committee, Employment/Training Resource Group

S4.3 Improving academic success for newcomers

- S4.3.1 Post-Secondary and training institutions to work more closely with all levels of government in order to adjust training and certification programs, so that they are responsive to changing labour market needs, in a timely manner. Service Integration Committee, Education Resource Group, Labour/business Resource Group
- S4.3.2 Creation of process for regular monitoring of newcomer student performance at the elementary and secondary levels to identify best practices and manage challenges. Service Integration Committee, Education Resource Group
- S4.3.3 Establishment of a process for early identification of existing and emerging barriers to academic success and creation of collaborative responses. Service Integration Committee, Settlement Workers Committee, Education Resource Group
- S4.3.4 Identification of ways of increasing access to programs that support preparation of newcomer pre-schoolers for entering school. Service Integration Committee, Education Resource Group

- S4.3.5 Increased availability of affordable and accessible programs that support academic success for newcomer children and youth.
Service Integration Committee,
Education Resource Group

- S4.3.6 Identification of initiatives to encourage greater connection between parents, learners and school.
Service Integration Committee,
Settlement Workers
Committee, Education
Resource Group

References

I. Principles for Collaboration

- *Guiding Principles for Public-Private Collaboration for Humanitarian Action - World Economic Forum and the United Nations Office for the Coordination of Humanitarian Affairs*
<http://www.un.org/partnerships/Docs/Principles%20for%20PublicPrivate%20Collaboration%20for%20Humanitarian%20Action.pdf>
- *Collaboration Framework: Addressing Community Capacity- National Network for Collaboration*
<http://crs.uvm.edu/nnco/collab/framework.html>
- *Immigrant Settlement Counselling: A Training Guide - Chapter 1: The Settlement Sector*
http://atwork.settlement.org/downloads/atwork/Training_Guide_CHAPTER_1.pdf
- *Building Welcoming Communities: The Role of the Federal Government*
http://canada.metropolis.net/events/metropolis_presents/Metropolis_presents_Welcoming_Seminar/Tunis_E.pdf

2. Demographic & Statistical Data

- *Census Canada 1981, 2001, 2006*
- *TIEDI – Toronto Immigrant Employment Data Initiative*
- *Poverty By Postal Code: The Geography of Neighbourhood Poverty 1981- 2001; United Way of Greater Toronto and The Canadian Council on Social Development. 2004*
- *Strong Neighbourhoods: A Call to Action” (2001) Fact Sheet on Black Creek*