



SETTLEMENT PROGRAM NARRATIVE REPORT

YMCA of Greater Toronto

S268716026

Reporting Period: April 2025 – July 2025

Note: DO NOT use client names or identifiers such as their UCI or date of birth. Sharing this information is considered a privacy breach. All information provided should be anonymous to protect the privacy of the individual.

Service: Indirect Services

IRCC Expected Outcomes:

Settlement sector improves capacity to provide coordinated and effective settlement support to newcomers, including equity deserving groups

Activity: CM: Resources and Training

Specific Outcomes:

Sector organizations have appropriate capacity to deliver case management services in a consistent manner

Response:

Please explain your organization's progress in meeting this outcome. Explanations can include specific examples, success stories, challenges and/or methods of overcoming such challenges. (Recommended 250 words or less)

During this reporting period, the CSS National Coordination Team surpassed its goal of onboarding two new sites by successfully welcoming the following seven new National Partners, including three Francophone Sites:

- i. Niagara Bridges Immigrant & Refugee Services (St. Catharines, ON)
- ii. Sault Community Career Centre (Sault Ste. Marie, ON)
- iii. Community Development Council Durham (Ajax, ON)
- iv. Carrefour Communautaire Francophone de London (London, ON)
- v. Centre Francophone du Grand Toronto (Toronto, ON)
- vi. Adult Language and Learning (Chatham, ON)
- vii. Centre for Newcomers (Calgary, AB)

The CSS program is now being implemented in 27 SPOs and 30 Sites across Canada.



The CSS National Coordination Team continued to deliver training sessions for new and current staff on key topics, including Intensive Case Management, ETO Database, and File Documentation. The Intensive Case Management training for new staff covers the National Case Management Program and Framework, as well as the roles and responsibilities of both the National Coordinator and Partner Sites. Between April and July 2025, six new staff orientations were delivered to 57 staff members. ETO trainings equip new staff with foundational knowledge of the database, covering client registration, demographic updates, service agency details, and assessments for service referrals. Six ETO sessions were held during this period, with 188 participants. Additionally, one File Documentation Training was conducted for 21 staff members, focusing on best practices related to case noting and documentation through theoretical and practical exercises.

The Training and Professional Development Working Group (PD WG) continues to bring together the National Coordination Team and CSS program delivery staff to collaboratively identify, plan, and deliver needs-driven, outcomes-focused professional development for the CSS network. This ensures staff can continuously build the skills needed to provide high-quality, consistent, and standardized services to case management eligible clients across Canada.

In this reporting period, the PD WG Meeting was held on June 12, 2025, where members identified topics for training to enhance their knowledge, skills and confidence in providing services to eligible case management clients. Some of the topics that were identified included:

- Trauma Informed Care
- Best Practices in Case Management in Rural Communities
- Digital Tools for Interpretation
- Mental Health Supports and Wellness for CSS Managers and Staff
- One Year Window application process
- Budgeting and Financial Skills for Newcomers and Case Managers
- Deescalating potentially violent/unsafe situations

Based on the recommendations of the Working Group members above, the CSS National Coordination Team is already in the process of identifying suitable trainers and organizing three workshops scheduled to take place over the next two months.

Activity: Service Standardization and Tool Development

Specific Outcomes:

Standardization of tools, resources and training improves consistent service delivery, including to French-speaking clients

Response:



Please explain your organization's progress in meeting this outcome. Explanations can include specific examples, success stories, challenges and/or methods of overcoming such challenges. (Recommended 250 words or less)

In this reporting the period, the National Coordination Team made updates and revisions to the Intensive Case Management: New Staff Orientation and ETO Database Trainings. This was done to ensure that the updated trainings are now aligned with the new Case Management Framework model as set out by IRCC for the current CFP funding cycle of 2025 – 2028. These trainings are conducted bi- weekly for any new staff joining the CSS network. In addition, the Intensive Case Management training presentation is currently being translated into French for the network’s Francophone sites.

The CSS Contact List has also been updated to offer a comprehensive overview of all CSS partner sites by province, including staff names, titles, contact details, and site locations.

Both the CSS Contact list and the Intensive Case Management: New Staff Orientation presentation have been uploaded on the CSS LMS Moodle platform for the network to access.

The National Coordination Team continues to manage the centralized database, **Efforts to Outcomes (ETO)**, while overseeing the transition to a new and enhanced system built on Salesforce. The new database will be fully aligned with the updated Case Management Framework, with the goal of transitioning all CSS Sites to Salesforce during 2025–2026. The objective is to deliver a bilingual, user-friendly, and cost-effective platform that offers seamless integration capabilities.

During the reporting period, the CSS National Coordination Team provided data integrity reports for April-June to all CSS Sites to maintain and ensure accuracy of data entered into the database. Data integrity reports are shared with all Sites every quarter.

Activity: Sector Capacity Building

Specific Outcomes:

Strengthened professionalization and management of settlement organizations

Response:

Please explain your organization's progress in meeting this outcome. Explanations can include specific examples, success stories, challenges and/or methods of overcoming such challenges. (Recommended 250 words or less)

During this reporting period, the CSS National Coordination Team supported the network’s leadership by hosting the Steering Committee (SC) meeting within a regional format with SC members from Sites across Ontario, the Western region, and the Atlantic region. These meetings were organized in response to questions about the recent changes made to ETO, specifically, the introduction of new ETO Touchpoints designed to align with the



updated iCARE Long Forms, and the National Case Management Framework for SPOs. The following key points were addressed in each regional meeting:

- **Review CA-Approved Activities at Each Site**
 - Understand each site's currently approved activities

- **Discuss Changes to Clientele**
 - Identify types of clients being served under CM at each Site
 - Any additional aspects that have changed within CM

- **Clarify Recent Changes in ETO**
 - Overview of system updates and modifications
 - Impacts on workflows and reporting

- **Touchpoint (TP) Access Requirements**
 - Identify which TPs each site needs access to
 - Ensure TP visibility is tailored to each site's applicable activities

- **Q&A on New ETO Touchpoints**
 - Address questions and concerns from sites regarding recent ETO updates
 - Clarify usage and expectations around new touchpoints

These regional meetings offered both the National and Partner Sites an opportunity to share internal organizational updates and discuss external changes to the Case Management framework, helping to strengthen coordination and improve service delivery to eligible clients.

Although the Annual Conference is scheduled to take place outside of this reporting period, the National Coordination Team has already initiated the search for workshop trainers and potential keynote speakers to shape the conference program. The event is tentatively scheduled for February 2026.

There were no active mentorship engagements during this reporting period. However, with seven new National Partners joining the network, the National Coordination Team is actively supporting their onboarding process, which includes orientation and training. In the coming months, the team will work collaboratively with these new sites to better understand their organizational contexts and challenges and how these may influence their level of implementation. This process will also help identify areas where mentorship support could be most beneficial.

Activity: Service Evidence and Innovation

Specific Outcomes:

Improved effectiveness, and/or efficiency of the Settlement Program



Response:

Please explain your organization's progress in meeting this outcome. Explanations can include specific examples, success stories, challenges and/or methods of overcoming such challenges. (Recommended 250 words or less)

Not Applicable in this Fiscal Year.

Question: [Gender Based Analysis \(GBA\) Plus](#)

GBA Plus assesses how diverse people may experience policies, programming and initiatives. It is an intersectional approach, informed by data and evidence.

Through examples, please identify and explain whether your organization has experienced challenges, successes or has established best practices incorporating GBA Plus into the design, implementation and evaluation of funded programming. This may also include:

- how services are inclusive and accessible to individuals from diverse backgrounds;
- measures your organization has put in place to support those facing systemic barriers due to intersecting identities (such as race, disability and socioeconomic status); and,
- challenges and successes in the design, implementation and evaluation of funded programming is of interest.

Response:

CSS provides standard intensive case management to services all CM eligible clients regardless of their race, gender, sexual orientation, socio-economic status age, language etc. The ETO database was developed in collaboration with all Sites to capture crucial data and trends essential for informing program policies, establishing vital community connections with organizations that have expertise in specific issues/populations and aiding IRCC in making informed policy decision based on data/reports that are shared. Data is disaggregated by demographics like gender, sexual orientation, race, age, language, etc. to ensure that Sites are delivering the right service, to the right clients at the right time. To continue incorporating GBA Plus into project design, as the CSS database manager, we will ensure that any demographic information that the database does not capture already is incorporated.

The CSS standard tools and resources developed collaboratively with Sites are translated into multiple languages for sharing with clients. As new clients approach CM services, the list of languages for these translated tools and resources continues to expand.



Question: Truth and Reconciliation

IRCC is advancing equity priorities to ensure that diverse populations can benefit from inclusive Settlement and Resettlement programming. This approach includes:

- incorporating Truth and Reconciliation through programming that increases awareness of Indigenous-related topics among newcomers; and,
- facilitating meaningful connections and social cohesion between Indigenous Peoples, newcomers and Canadians.

Through examples, please identify and explain whether your organization has experienced challenges, successes or established best practices incorporating Truth and Reconciliation into your programming.

Response:

This year the YMCA (the Y) is participating in the #94in94 Campaign, a public awareness initiative focused on the 94 Calls to Action from the Truth and Reconciliation Commission (TRC) of Canada. Each week in the staff newsletter, specific sections of the **Calls to Action** are highlighted to encourage staff to deepen their understanding of each Call. The newsletter also provides practical suggestions for how staff can actively engage in reconciliation efforts. This week, the Y will highlight the Calls to Action that focus on International, Governmental, and Faith Groups and their agreements. For more information, please see YMCA's [reconciliation journey](#) here.

The YMCA of Greater Toronto Area has launched its new five-year Strategic Plan for 2025–2030, titled **Greater Together**. As part of this plan, the YMCA will develop a new Diversity, Equity, Inclusion, and Belonging (DEIB) strategy, while continuing to strengthen its ongoing equity and Indigenous-focused initiatives.

During the reporting period, the CSS National Coordination Team has agreed to support Centre for Newcomers Calgary in conducting an Indigenous review of the case management guidelines once they are developed.

Question: Anti-Racism

IRCC is committed to actively funding initiatives and activities that promote anti-racism, diversity, equity and inclusion. To support this, the Department included new clauses regarding anti-racism which require the development of an Anti-Racism Action Plan.

Through examples, please identify and explain whether your organization has experienced challenges, successes or established best practices with:

- the creation and implementation of your Anti-Racism Action Plan; or



- promoting equity, diversity and inclusion, and addressing systemic racism.

Response:

The YMCA's Diversity, Equity, Inclusion, and Belonging (DEIB) team has established organization wide staff involved Equity Circles to help departments evaluate and identify ways to better serve diverse groups, particularly those who are vulnerable or face barriers. The committee regularly evaluates and implements the Y's strategic plan that includes initiatives that support the 2S+LGTQIA community; promote equity-oriented gender initiatives; offer a mentorship program for Black identified youth and staff; respond to the 92 Truth and Reconciliation Calls to Action; and identify staff trainings that meet DEIB learning outcomes on being an inclusive organization. Data is collected by several approaches including annual third-party staff surveys and program specific evaluations. Currently, the Employment & Community Equity Circle which includes Immigrant Services is working to identify service gaps by analyzing data and leveraging client demographics to better capture intersectionality. This will then inform the YMCA of any gaps in service delivery.

The CSS Training and Professional Development Working Group plays a critical role in advancing DEIB principles by identifying training needs that strengthen cultural awareness, equitable service delivery, and inclusive practices among CSS staff.

Past trainings delivered by the CSS National Coordination Team directly align with DEIB goals:

- **Serving GAR LGBTQIA+ Clients** – Fosters an inclusive environment by ensuring staff have the skills and sensitivity to meet the unique needs of LGBTQIA+ newcomers.
- **Challenges and Best Practices in Serving Rohingya Clients** – Promotes cultural competence and equity in working with marginalized refugee populations with distinct cultural and historical contexts.
- **Serving Clients Dealing with Substance Abuse** – Encourages non-judgmental, equitable support for clients facing stigma and barriers to accessing services.
- **Cultural Competency** – Builds foundational skills for respecting diversity, addressing bias, and ensuring culturally responsive service delivery.
- **Supporting Intersectional Needs of Refugees with Disabilities and Their Families** – Advances equity by addressing overlapping and intersecting needs related to disability, migration status, and cultural background.

Through these targeted trainings, the CSS program embeds DEIB principles into its professional development efforts, ensuring that services are delivered in ways that are equitable, inclusive, and culturally attuned to the diverse needs of refugees and



newcomers.

Question: [Francophone Clients and Communities](#)

IRCC has a responsibility to support the vitality of official language minority communities, satisfy the principle of substantive equality, and adapt its services to meet the needs of the official language minority population.

Through examples, please identify and explain whether your organization has experienced challenges, successes or has established best practices with:

- referrals to Francophone organizations;
- supporting francophone communities and clients outside of Quebec; or,
- the adherence to Official Language requirements.

Response:

The YMCA Immigrant Services suite of programs has been and will continue to be committed to IRCC's identified priority of supporting the Francophone Integration Pathway by ensuring the most appropriate and timely referrals of French speaking newcomers to Francophone service provider organizations (SPOs) in the client's region. We understand the invaluable impact on the successful settlement and integration of newcomers when they feel connected to and belong to their community.

Since 1992 and in keeping with IRCC's Official Language Requirements, the YMCA Immigrant Services department has been continuously building its' partnerships with Francophone service providers at the local, provincial and more recently national levels. These partnerships also speak to our mutual strong desire for increased collaboration and coordination across the sector.

YMCA has embedded digital mechanisms that staff both in the domestic and prearrival spaces have up to date information on Francophone SPOs in the community using our internally developed Information Management Systems which also includes assigning staff a portfolio of agencies and/or areas of expertise. The system includes a referral mechanism in place that allows us to analyze and report on for example, the tracking of (cross) referrals.

Specific to this CA, during the reporting period, there were 7 new Sites that joined the CSS network out of which 3 are Francophone agencies including Sault Community Career Centre, Centre Francophone du Grand Toronto and Carrefour Communautaire Francophone De London. We are in the process of having our new staff orientation to intensive case management translated into French which will be available to all Sites at the end of August 2025.

To ensure awareness and service provision in the preferred language for French speaking



clients, all collectively developed program delivery resources/tools within the network, such as the settlement plan, client charter, consent and confidentiality, needs assessment form, etc. have been translated into French. The same approach will be taken for any new tools/resources that are developed to align with the CM Framework.

The CSS National Coordinator has received multiple requests from network Sites for a bilingual database. As the current system, Efforts to Outcomes (ETO), does not have this capability, the team plans to fully transition to Salesforce in FY1, which will provide a bilingual platform.

Question: [Issues Management](#)

IRCC considers prompt issues management to be an essential part of Agreement management. It is important that issues are reported to IRCC as soon as they are discovered.

An issue is a risk or threat that has the potential to impact the success of the project and become high profile and/or publicly sensitive.

Please identify if your organization is aware of issues pertaining to your Agreement in the following areas: Client Service, Financial Management, Governance, Program Delivery, and/or Privacy and Security. If yes, please include the following in your response:

- An explanation of the issue(s).
- Steps your organization has taken to report this matter to the Department and actions taken to resolve it.
- The status of the issue(s) (new, in progress, resolved).

Note: If you become aware of an issue in any of the above-mentioned areas that could impact the project, please contact your program officer and/or regional management team as soon as possible.

Response:

N/A