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Sent: Tuesday, September 19, 2023 10:52 AM
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Cc: Angus.Sarah
Subject: FW: Proposal Submission - Cdn Red Cross Toronto Refugee Welcome Hub
Attachments: Refugee Welcome Hub Proposal, City of Toronto, Aug 2023.pdf

Importance: High

Categories: INFO

As requested.

From: Hercule.Marjorie
Sent: September 13, 2023 1:41 PM
To: Hogeterp.Eric
Subject: FW: Proposal Submission - Toronto Refugee Welcome Hub

FYI!

From: Castronero.Jennifer <Jennifer.Castronero@cic.gc.ca>
Sent: September 8, 2023 1:51 PM
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Cc: Aly.Dina <Dina.Aly@cic.gc.ca>; Hercule.Marjorie <Marjorie.Hercule@cic.gc.ca>
Subject: FW: Proposal Submission - Toronto Refugee Welcome Hub

All – please see attached CRC proposal sent to city of Toronto to provide support services at a reception centre.

For awareness only. Please do not distribute further.

Jennifer Castronero

From: Vera Dodic <Vera.Dodic@toronto.ca>

Sent: September 8, 2023 1:45 PM

To: McQueen.Carol <Carol.McQueen@cic.gc.ca>; Castronero.Jennifer <Jennifer.Castronero@cic.gc.ca>

Subject: FW: Proposal Submission - Toronto Refugee Welcome Hub

Hi Carol and Jennifer,

Attached is the proposal I mentioned.

Thank you,

Vera

Vera Dodic

Project Director, Refugee Response

Shelter, Support & Housing Administration

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[City of Toronto](http://www.toronto.ca)



Proposal: Refugee Welcome Hub, City of Toronto
Submitted to: City of Toronto
Submission Date: August 28, 2023

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1. Introduction:

The following proposal aims to support the current refugee housing crisis facing Ontario and the City of Toronto with a collaboration between the Canadian Red Cross and Toronto-based representatives from the Ontario Coalition for Refugee Claimants to respond to challenges facing these populations. This proposal outlines a recommended solution and evaluation that endeavours to provide a more streamlined, strategic, and humanitarian, long-term integration response plan, and shift away from the current fragmented emergency relief approach.

Led by the Canadian Red Cross First Contact Program, the Toronto Welcome Committee established a Pilot program in 2018 that proposed to scale up to meet the current refugee reception and housing crisis.

The Canadian Red Cross and Toronto-based representatives from the Ontario Coalition for Refugee Claimants propose to work with the City of Toronto to deliver effective, equitable, inclusive, and comprehensive supports to people affected by crises around the globe who are seeking refuge and asylum in Ontario. To this work, the Canadian Red Cross contributes decades of directly related experience and a team that brings together expertise in emergency management, migration, public health (including mental health and psychosocial support, protection, gender, inclusion and community engagement), and strong financial and risk management, all grounded in a commitment to humanitarian principles. In addition, the team has strong relationships with local authorities, key community partnerships and extensive experience linking refugees and crisis-affected communities with service providers who augment Canadian Red Cross's support. With a diverse workforce and as part of a national organization, the Red Cross team in Ontario has extensive capacity and capability to provide on-site services as well as the ability to rapidly scale up and draw support from across Canada if required.

2. Context

2.1 Current and Forecasted Situation:

The number of people seeking asylum at Canada's airports spiked in June 2023 with 4,350 people declaring themselves refugees upon arrival¹. In May 2023, this figure was 2,750 people seeking asylum. Comparatively, these figures are significantly higher than the 1,195 people seeking asylum in the same time period a year earlier.²

A total of 13,840 people have sought the protection of Canada at airports across Canada over the 6 month period of January 2023 – June 2023. The total number of refugees for all of 2022 was 17,170. Since 2011, the largest influx of refugees making asylum claims at airports across Canada was 8,120 in 2019. Between May and June 2023 Toronto's Pearson airport jumped by 75% from 900 to 1,575. Aside

¹ Government of Canada, "Asylum claims by year – 2023", *IRCC*, 2023-07-14, <https://www.canada.ca/en/immigration-refugees-citizenship/services/refugees/asylum-claims/asylum-claims-2023.html>

² Government of Canada, "Asylum claims by year – 2022", *IRCC*, 2023-07-14, <https://www.canada.ca/en/immigration-refugees-citizenship/services/refugees/asylum-claims/asylum-claims-2022.html>

from Montreal's Trudeau airport (which saw a 51% increase from 1,765 to 2,670), in the same two-month period across the rest of the country, there have been 410 people claiming asylum at international airports; 10 in Nova Scotia, 155 in Alberta and 245 in British Columbia. Additionally, Ontario had almost 5,700 claims in July, which is the highest monthly total for the province, and that included over 3,500 inland claims, which is also the highest ever seen for inland claims³.

According to the UNHCR, 108.4 million people worldwide were forcibly displaced by the end of 2022⁴, with almost a third of them considered refugees. As evidenced by history, and as the number of global conflicts and crises rise, so too will the number of people seeking asylum, including those who arrive into Toronto.

With the current pace of arrivals, alongside a housing and affordability crisis in the City of Toronto, the City of Toronto is utilizing at least 30% of its emergency homeless shelter spaces supporting people claiming refugee status. In May 2023 there were 2,900 refugee claimants in Toronto's shelter system compared to 537 claimants in September 2021.⁵ Since May 2023 this situation in Toronto has grown, with many claimants having been in Canada for months, waiting for refugee status, emergency housing and work permits. Arrivals are also disconnected from the wrap-around supports that initiate once provided with refugee status, emergency housing or other basic supports.

As a result of the Shelter System in Toronto being overwhelmed with demand, the City of Toronto approached the Canadian Red Cross in July 2023 for the provision of Emergency Social Services to asylum seekers who are currently unhoused and in the process of claiming refugee status within the City of Toronto. On July 18, 2023, the City of Toronto requested CRC to support Interim Lodging Sites (ILS) for Asylum Seekers. CRC services include site management, registration, reception and information, commercial lodging, food, clothing, transportation, health-system navigation, personal services, psychosocial supports, and referrals to local agencies.

Undoubtedly Toronto has been and will continue to be a destination of choice for refugees fleeing as a result of persecution, conflict, violence, or human rights violations.

2.1.a. Canadian Red Cross First Contact Program

Operating as a small team within a drop-in welcome and information service model, Monday to Friday 8:00am – 8:00pm, the Canadian Red Cross First Contact Program provides refugee claimants with information on how to secure temporary shelter, process a refugee claim, secure a work permit and social insurance number, as well as apply for legal aid or social assistance. The First Contact office is the first stop for many refugees arriving in Toronto, while facing the daunting reality of finding themselves homeless, with few resources and hardly any knowledge of services that can provide help. The Canadian Red Cross First Contact Program aims to provide these refugees with the tools that help them to prevent marginalization, distress and exploitation.

³ IRCC, "Asylum claims by year – 2023 – Canada", 2023, <https://www.canada.ca/en/immigration-refugees-citizenship/services/refugees/asylum-claims/asylum-claims-2023.html>

⁴ UNHCR, "Global statistics on forcibly displaced people", 2023, <https://www.unhcr.org/refugee-statistics/insights/forcibly-displaced-and-stateless-persons/visualisation-world.html?situation=101&YE=2022>

⁵ City of Toronto, "City of Toronto update on shelter system capacity pressures", May 31, 2023, <https://www.toronto.ca/news/city-of-toronto-update-on-shelter-system-capacity-pressures/>

Giving refugee claimants the right information, at the right time, greatly improves their chances of integration and aids in their transition to a new life in Canada. The First Contact Program is on track to support 11% more clients in 2023 than the year prior, alongside a 25% increase in the annual projected need for emergency shelter support.

2.1.b – Expanding Best Practice Service Coordination

During the pilot project, partner referrals reported high satisfaction with the First Contact referral process for housing. One settlement supervisor said “It is so helpful when claimants come to us and have already met with the Red Cross. They come with a red folder and already an understanding of the complex process they are undertaking” (Elizabeth Pettigrew: Matthew House).

Four of the pilot project’s partners are also part of the Toronto Refugee Housing Hub project (FCJ Refugee Centre, Romero House, People’s House and Matthew House). Through a combination of emergency alternative spaces, community hosting, and housing workers to help the claimants find accommodation, this project has managed to divert **1408 refugees from city shelters since January 9th, 2023 to July 31, 2023 compared with** 1100 diverted from city homeless shelters in 2022.

The demand for this program is increasing. Originally, the Toronto Refugee Housing Hub project was projected to serve 990 individuals in the year 2023. As of mid-August 2023, actuals have already far surpassed that number. Intakes for the hub are increasing from an average of 30 per week in 2022 to over 70 per week.

By serving refugees through a pipeline that begins with the Red Cross First Contact program, and continues through the settlement partner agencies, including the Housing Hub program, we believe we can continue to divert more refugees from general city homeless shelters and towards refugee-specific homes, services and ultimately to accommodation in the community. This model is a best practice that should be expanded to support the growing need across Toronto.

3. The Need for Change

The high number of asylum seekers coming to Toronto is not expected to decrease, but rather increase because of increasing global turmoil and climate challenges. There has been a demonstrated need to improve an asylum seeker’s experience upon entering Ontario both from a humanitarian lens, as well as access to information and support. There is also a need to centrally coordinate this access to information and services so that asylum seekers are not left to find their own way through a confusing system; information needs to be consistent and reliable in order to allow supportive systems, such as the Toronto emergency shelter system, to function as effectively as possible.

Research shows that the first days of arrival are crucial for an asylum seeker to get on the right path towards settlement and complete the claim process⁶. As the majority of arrivals are coming into Ontario from Toronto Pearson Airport at all hours of the day, alongside the increasing volume of arrivals there is a need for 24/7 access to provide a welcome, reception and information supports.

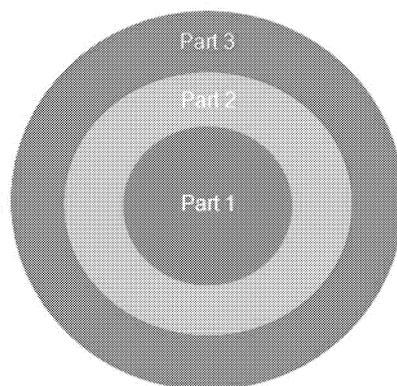
Additionally, there is a great need to better understand the full profile and needs of all arrivals into Ontario and into Toronto to inform stronger planning and effective decision-making. This information would add significant value to strategic planning between the City of Toronto and other levels of government.

Lastly, there is also a clear need for additional interim lodging supports for asylum seekers to ensure diversion from homeless shelter spaces and to avoid homelessness, which only further traumatises individuals and households fleeing from a variety of inflicted trauma.

4. Recommended Solution

Toronto would benefit from a central one-stop hub to support asylum seekers immediately upon arrival, utilizing a large and centrally-located space⁷

Thankfully, the groundwork for a proposed solution is already in place through the service model of the First Contact program and the expertise of referral partners, along with the Toronto-based representatives from the Ontario Coalition for Refugee Claimants. The following proposed solution aims to augment and scale up existing services to meet the need for change identified in section 3. The proposed solution is divided into 3 segments, which could be implemented over time as funding and space allows. The concept is explained as 3 unique parts:



The Toronto Refugee Welcome Hub

- Part 1 – 24/7 Welcome Hub: Registration & Needs Assessment, Provision of Basic Needs, Information and Referral (Lead by Canadian Red Cross)
- Part 2 – Wraparound Services and Refugee Hub (Lead by Toronto-based representatives from the Ontario Coalition for Refugee Claimants)
- Part 3 – Interim Shelter/Housing that is refugee-specific (Lead by City of Toronto, SSHA: To Be Confirmed)

⁶ Ruiz and Vargas-Silva, 2021

⁷ Note: This proposal assumes that a suitable space can be identified by the City of Toronto, province of Ontario or Federal Government.

This proposed solution identifies the Federal government as a funding partner and the City of Toronto as the Operational Lead. The CRC First Contact Program is identified as the lead on-site partner, inclusive of overseeing the coordination of space and referrals for wrap around services however it is proposed that the City of Toronto hold separate agreements with CRC and all other supporting partners to enable the full scope of the Toronto Refugee Welcome Hub vision.

4.1 Part 1 – Welcome Hub

Lead Service Provider: Canadian Red Cross

The CRC is the only national voluntary organization (non-federated) involved in emergency management that can simultaneously provide relief services including registration, food, lodging, clothing, transportation and personal services when no current access to basic needs exists. Additionally, the CRC is well-positioned to provide mental health and psychosocial care.

With a strong focus on protection and provision of equitable services for those at greatest risk, leveraging lessons and experience gained through the First Contact Program and other emergency services and related projects (Please See **Appendix A** for full scope of **Canadian Red Cross Experience**), and the Canadian Red Cross's large and ready trained workforce and other specialized capacities, the following services would be offered to operationalize the Welcome Hub element of the Toronto Refugee Welcome Hub proposal:

A. First Contact Program Services

Expanded to provide staffing to welcome and support refugee claimants with information on how to find temporary emergency shelter, process a refugee claim, secure work permit and social insurance number, as well as apply for legal aid or social assistance. This team will be the first point of contact for all arriving asylum seekers and will enable a single-point of contact for the initiation of services and supports, including immediate basic needs. Part of this service includes providing for a comfortable environment for individuals and families to rest after their journey, supported by comfortable seating, access to communication tools, toys and items for children, and light snacks and refreshments.

Based on current program demand during the operational hours of 8am-8pm Monday to Friday, alongside Toronto Pearson Airport flight arrival data, this service could be provided 7 days weekly from 8:00am to 12:00pm or, if warranted, provided on a 24/7 basis.

First Contact supports clients with essential information, services, and activities including:

- Information about emergency shelters, social services, legal, and health services

- Walk-through orientation and general information including a review of the refugee determination process, Interim Federal Health, legal aid, shelter system, social services, English classes, and work permits
- 24/7 telephone information and referral services, focused primarily on after-office-hours referrals for newly arriving refugee claimants
- Interpretation Services
- One-on-one sessions to support form-filling processes
- Distribution of light refreshments
- Transportation tokens/taxis

The First Contact Program team would also function as the coordination focal point for arranging space and coordinating referrals for all wrap-around services provided by other partners within the central hub space.

Though not currently proposed, the First Contact Program team could also provide case management services for clients should this need arise, depending on the volumes and capacity of partnering service providers. Based on current planning assumptions however, it is understood that case management will be provided by Toronto-based refugee assisting agencies within the scope of **Part 2 – Wraparound Services**.

B. Site Management & Relief Services

Site Management and Relief Services exist to provide for the immediate, basic needs of people. The areas of service delivery associated with Site Management and Relief are as follows:

- a. Registration: involves collecting individuals' information with the aim of facilitating family reunification, communicating information, and providing timely, accurate assistance based on a needs assessment. Registration also assists in enhancing situational awareness and supports reporting to stakeholders.
- b. Reception and Information: refers to providing a space for people impacted by an event to go to receive information. Information refers to providing individuals with information about services and other assistance available in addition to information updates regarding the situation itself.
- c. Personal Services: provide assistance to asylum seekers by providing supplies, diversions, hygiene items, or mobility supports (potentially clothing upon approval) to beneficiaries such as infants, children, dependent adults, and mobility-impaired adults.
- d. Clothing: Clothing service is designed to provide clothing to persons in need to prevent harm from exposure and to meet clothing needs until normal sources of supply become available.

- e. Food: This service aims to provide feeding for those who cannot feed themselves, or those without food or food preparation facilities. CRCS tries to ensure, to the best of its ability and in the circumstances, that food meets the nutrition needs of at-risk groups.
- f. Transportation: Asylum Seekers are unlikely to have access to transportation upon arrival and may require assistance to pay for unplanned transport expenses. Transportation service aims to provide assistance to facilitate mobility for asylum seekers to receive required supports.
- g. Lodging: This service aims to ensure that individuals are provided with safe, temporary lodging when no other options exist.
 - i. This service could be provided via referral partnerships through the Toronto Refugee Housing Hub project and associated connections with refugee homes and community host programs, through referrals to Shelters, or through emergency hotel bookings. Additionally, a single hotel partnership whereby blocked rooms could be reserved to enable common lodging space for new arrivals while they await a shelter bed or other alternative accommodation could be arranged.
 - h. Family Reunification: assists in re-connecting families and loved ones by collecting information and answering inquiries regarding event-affected individuals.
- C. Safety and Wellbeing, Mental Health and Psychosocial Support, and Health Services: to address the psychosocial, clinical, and/or public health needs of asylum claimants. These services can take the form of health system navigators, psychosocial support teams and public health experts and can include referral services to ensure immediate and chronic health needs are met. Red Cross Mental Health and Psychosocial Support helps people deal with and recover from difficult experiences and work alongside the broader community through partnerships, networking and coordination. Recognizing that individuals may have experienced trauma, be in need of supports for sexual health and/or maternal/childcare, linkages to local hospitals as well as clinical community supports, a CRC Health Representative can work with individuals to understand their health needs and ensure proper connections and referrals are made.
- D. Logistics and Supply Chain Management
Warehousing, pre-positioning, ordering, shipping and handling of material items and to facilitate the provision of supplies required to deliver the services. This team also manages third party vendor contracting and oversight (i.e. Cleaning and Security).

4.1.1 Planning Assumptions

- The CRC First Contact program on average sees 10-12 new clients every day. Based on current volumes and hours of operation, it is suggested that under a 24/7 model, CRC would serve an average of 25 new clients per day at one central welcome hub site, or 9,125 clients per year.
- All services listed in section 4.1 will be provided 7 days a week, however specialised services such as health and psychosocial supports will only be provided during daytime hours in order to reduce overall costs such that the overnight hours will focus on basic needs until daytime.
- A suitable Welcome Hub Space will be identified by government such that CRC could be ready to surge staffing and materials to enable an activation within 4 weeks.
- Clients in need of accommodations will be referred to the City of Toronto's Central Intake. If there is no space available, commercial lodging will be provided until space opens up.⁸
- All direct aid provisions will be provided via a needs assessment and provision of pre-paid cards. This proposal assumes that 10% of clients will require up to 1-week of assistance with basic needs such as food and personal items.
- In instances where there are existing processes and authorities in place, the CRC will not take on this responsibility or duplicate services in any way.
- CRC's Project Manager and all other relevant parties to this proposal will jointly communicate and coordinate; this also includes the coordination of space, warm referrals and other requirements to enable **Part 2 – Wraparound Services**.
- As part of Site Management services, CRC will contract a third-party cleaning company to ensure proper care and cleanliness of the site.
- As part of Site Management services, CRC will contract a third-party security company to ensure the ongoing safety and security of all clients, personnel and material goods.
- The existing First Contact Program and staff complement operating Monday to Friday would continue to operate at 557 Dixon Road until such time that consolidation to one central site is advisable, realizing that time will be required to establish and scale up the Welcome Hub model; this proposal assumes the 557 Dixon Road First Contact program site will continue to operate at a cost not within scope of this proposal. Cost savings from consolidation could be observed during Fiscal year 2024-2025 and forward.

4.1.2 Service Delivery Model

CRC will operate using an in-person model to provide all services, supported virtually by technical experts and senior management. Registration will be conducted in-person through the usage of EMIS (CRC's Registration System) upon the arrival of asylum seekers at the Welcome Hub.

⁸ Note that if/when **Part 3 – Interim Shelter/Housing** is integrated into the hub, this will then become the preferred route to meet accommodation requirements.

Reception and Information will be supported in-person via First Contact program staff with established working shifts covering a 7-days weekly operational schedule at the Welcome Hub.

Local authorities and settlement agencies will ensure relevant materials are on site and available. CRC will work with partners and the authorities to understand gaps and ensure resources cover them. CRC will also work with partners to arrange for space to conduct wraparound services, enabling warm referrals between newly arriving clients and partner agencies.

4.1.3 Materials and Equipment

Resource requirements will be identified and sourced depending on the type of services provided and based on the location of work. CRC will aim to be self-sufficient but will procure material and equipment as needed to support operations. Key materials and equipment required include:

- 1xIT Kit (per kit: 6 laptops, modem, printer) for personnel
- 4xComputers for Client use
- General Office supplies
- Cell phones x 4
- Landlines
- Snacks and Refreshments for reception area
- Toys and teddy bears for children
- Tables and comfortable chairs
- Pillows and blankets
- Pre-Paid Cards

4.1.4 Training

All staff must complete extensive mandatory training as part of their responsibility to deliver services and their learning path at the Canadian Red Cross. These trainings serve to ensure adherence to Red Cross Red Crescent Fundamental Principles (Appendix B) and ultimately protection of people that access Canadian Red Cross Services. All roles have an established Learning Path, however, in addition to this, public and delivery facing staff may be asked to complete Emergency Responder Training and Emergency Management Information System Training. The former course spans eight core modules and trains staff on essential operations linked to reception, emergency lodging, emergency food and clothing, personal services, safety and wellbeing and family reunification. The latter provides a general overview of the Emergency Management Information System (EMIS) including basic navigation, registration of new individuals, adding new case files, and access existing ones.

The existing First Contract Program personnel will be leveraged to train and onboard new personnel.

4.1.5 Monitoring, Accountability and Reporting

Asylum claimants at the Welcome Hub will have the opportunity to actively participate and provide feedback on the assistance they receive. The arrangement at the Welcome Hub will be designed to be accessible to everyone, with particular attention to including marginalized groups such as minorities, people with disabilities, and those with diverse sexual orientations and gender identities. Information will be shared and communicated in culturally appropriate languages, formats, and media to ensure accessibility for all community members.

The CRC will establish and maintain a feedback system that allows all individuals to provide comments, suggestions, and complaints. This system will use various communication channels to accommodate both sensitive and non-sensitive feedback. The CRC will maintain regular communication with the City of Toronto and the Ontario Coalition for Refugee Claimants, addressing any concerns related to the facility, individuals on-site, or any other relevant issues to ensure prompt resolution. To ensure effective communication and monitoring of the project's progress, the CRC will provide the following regular reports to the City of Toronto:

- Monthly Services Utilization Report
- Monthly Needs and Demographics Report

Additional information and reports may be able to be provided based on continued discussion of this proposal and reporting needs.

4.1.6 Management Structure and Proposed Staff

Leadership and Governance

The CRC will manage the Welcome Hub program, ensuring it meets the objectives, stays within the budget, and provides the agreed-upon services to asylum claimants. The core leadership team will be the CRC's Vice President for Ontario, Senior Director of Community and Stakeholder Relations and Senior Director of Emergency Management (EM) for Ontario who will oversee the program at a senior level working in partnership with the national colleagues in EM and Health for Canada who support operations across the country. As a non-federated National organization CRC will leverage its capacities and capabilities to support operational and project implementation and oversight – this includes enabling functions such as risk services, occupational health and safety, internal audit and talent acquisition.

Project Oversight

The Project Manager will be supervising all site -managers and will be in charge of the overall implementation, monitoring and tracking of the budget and operations plan for the project. The Project

Manager will be supported by an Administration Manager who will monitor the budget implementation, oversee expenditures, and resolve billing issues. Additionally, they will handle all invoice and billing inquiries from the Project Authority (the Funder). They will track inventories of program supplies while ensuring all purchases align with the contract terms. Moreover, they will maintain staff inventories and conduct administrative staffing actions including staffing schedules.

This project team will maintain regular communication and meetings with the City of Toronto and partners to discuss updates and address issues. Operations will be supported by local and provincial teams, with national level operations team support as required, as well as CRC organizational leadership and support elements.

Day-to- Day Operations

Day-to-day operations will be led by a First Contact Program Manager, who will be the key person responsible for on-site services and operations, as well as for tracking trends in arrivals, reporting to the project manager, and making recommendations to support decision-making around scaling the program up or down. This position will be the key point of contact with partner agencies, hotels, contractors, and the Project Manager. This position will be supported by site managers (to enable 24/7 service delivery and supervision) and will be supported by an on-site and off-site program team including field operations, logistics support personnel, and mental health and psychosocial support personnel.

The CRC emphasizes maintaining a safe and supportive environment by adhering to community-centered service design, intersectional gender equality, and confidentiality. They will integrate effective feedback and complaints processes to remain accountable to impacted individuals and communities. Safety and Wellbeing personnel will oversee this environment, prioritizing mental health and protection. A Health Representative will prioritize clinical and non-clinical health needs, ensuring appropriate linkages to address acute and chronic conditions.

4.1.7 Budgeted Cost – Part 1

See Appendix C

4.2 Part 2 – Wraparound Services

Service Providers: Toronto-Based representatives from the Ontario Coalition for Refugee Claimants

Scope of Work:

- **Housing Assistance:** Referral agencies will place referrals from First Contact in refugee-specific shelters and homes and will notify Red Cross when beds become available. Drawn from the bed capacity of the Ontario Coalition of Refugee Service Providers, these shelters and transition homes provide on-site housing search supports to help claimants leave temporary refugee shelters.

- The Toronto Housing Hub partners will also manage temporary community host placements that are vetted.
- Settlement/Immigration: Referral agencies will provide settlement services such as work permit applications, refugee lawyer search, Legal Aid applications, assist with the CBSA processes such as the eligibility interview and immigration medicals, as well as other time sensitive processes that claimants must complete. The partners will also rotate in providing weekly Orientation sessions on-site to cover more topics in depth. The Refugee Hearing Preparation Program will also provide free mock hearing sessions to claimants referred through First Contact.
- Medical Services: Referral partners to assist in many areas such as attending the immigration medical appointment, understanding and accessing Interim Federal health Insurance and assisting in accessing providers that readily recognize IFH, such as CrossRoads Clinic.
- Other Enhanced Drop-In Settlement Services and Referrals: Partners could provide other ancillary services and referrals such as ESL, counselling, food banks and mental health services. Some partners have youth groups, support circles, mentoring programs or community dinners that claimants referred through First Contact can access.

4.2.1 Service Delivery Model:

The Toronto-Based representatives from the Ontario Coalition for Refugee Claimants will operate using an in-person model to provide all services. Following completion of Red Cross registration and orientation upon the arrival of asylum seekers at the Welcome Hub, partner agencies will coordinate with Red Cross to provide personnel on-site at the Welcome Hub to ensure relevant support, guidance and resources are on site and available; this will provide a one-stop-shop approach for Refugee Claimants upon arrival. Partners will work together and with Red Cross and the authorities to understand gaps and ensure resources cover them.

4.2.2 Budgeted Cost – Part 2

See Appendix D

4.3 Part 3 – Interim Shelter/Housing

Service Provider: City of Toronto, Shelter Services and Housing Authority (SSHA)

Scope of Work:

Option 1: Establish a temporary or interim lodging site within the Welcome Hub facility

Option 2: Establish a temporary or interim lodging site at a nearby hotel or alternative facility

Option 3: Enable CRC to provide emergency lodging and basic needs support as required, and beyond 5-days if necessary, under conditions where no shelter space is available (support beyond 5 days is not currently budgeted).

5.0 Conclusion

Knowing that Toronto will remain a primary destination for newly arriving refugee claimants, it is time to implement stable, reliable and coordinated measures that will support this reality, especially since the number is expected to grow rather than decline in coming years. Resources to support asylum seekers are finite. Thus a coordinated response that maximizes an efficient use of resources is essential. The proposed Refugee Welcome Hub is this coordinated and efficient solution.

Under the proposed Refugee Welcome Hub model refugee claimants will no longer have to navigate the process alone and be forced to travel to various different service locations across the City. All newly arriving individuals and families will be welcomed and provided with essential information and resources at the start and not missing this critical information or receiving it too late in their journey. Additionally, a single central referral point enables ease of access and ensures an appropriate and helpful referral, regardless of the knowledge of the referring partner. With one central location and service hub, through initial registration and needs assessments we can understand the full scope of demographics and needs with a holistic lens as opposed to the fragmented views currently afforded; this will further enable effective resource allocation, proper support, and informed dialogue between governments.

Both the Canadian Red Cross and the Toronto-based representatives from the Ontario Coalition for Refugee Claimants have committed to partnership for the success of this Welcome Hub service model. Long-standing relationships exist that will undoubtedly enable this success, and all partners are willing and able to implement quickly. Additionally, where planning assumptions have been made to enable this proposal, capacity exists between the partners to adapt to changing realities to enable the proposal's successful implementation (for example, if a facility cannot be provided one could be procured).

Altogether, this model provides a solution to ensure access to essential information and resources, enabling a humanitarian approach for asylum seekers, reduced strain on emergency systems, data-informed decision making and coordinated utilization of supporting resources which not only improve outcomes for the individuals and families served, but for the City of Toronto, and Ontario as well.

It is critical that this solution is implemented as quickly as possible to avoid any further regrettable and unnecessary trauma for asylum seekers who have come to Canada and to Toronto, Ontario seeking refuge.

Appendix A – Canadian Red Cross Experience

Organizational Mandate and Principles

The charitable purpose of the Canadian Red Cross (CRC) is to prevent and alleviate suffering in accordance with the Fundamental Principles of the International Red Cross and Red Crescent Movement. In keeping with this purpose, the CRC's mission is to help people and communities in Canada and around the world in times of need and support them in strengthening their resilience.

The CRC is able to provide 24 out of 38 emergency management capabilities, with a particular focus of supporting affected populations and removing pain points and barriers for those impacted in support of, and in partnership with, public authorities.

The CRC is guided by the Fundamental Principles of the Red Cross and Red Crescent Movement, including impartiality, independence, and neutrality. The CRC endeavors to relieve the suffering of individuals, being guided solely by their context, specific intersectional needs, and to give priority to the most urgent cases of distress. As such, core to our principles is to make no discrimination as to nationality, race, religious beliefs, class, or political opinions. As a result, those affected see themselves in the Red Cross and Red Crescent movement.

Coordination with Government Other Service Providers

As a local and national organization, the CRC specializes in surge and support operations and collaborates with all levels of government, including Municipal, Provincial, and Federal entities. The CRC is experienced in working with and coordinating service delivery with the Government of Canada, having worked across eight Federal Departments in the last three years including IRCC.

The CRC's expertise lies in coordinating service delivery and response efforts with various public authorities, service providers and communities served. For the current project, which involves supporting the intake and management of Asylum Claimants and Humanitarian Arrivals, the CRC will engage with the following key partners:

- Municipal Authorities (e.g., Regional, City, or others)
- Emergency Services (Fire, Police, Victim Services, as appropriate and required)
- Public Health Departments
- Local Health Partners (hospitals, mental health agencies, primary care, and others as needed)
- School Boards,
- Legal Aid Services
- ESL (English as a Second Language) providers
- Childcare Resources
- Local Resettlement and other agencies serving refugee and migrating populations
- Cultural and community centres and faith-based organizations as appropriate

By collaborating with these partners, the CRC aims to effectively coordinate and strengthen the specific and tailored support provided to Asylum Claimants and Humanitarian Arrivals during their settlement process.

Experience working with Asylum Seekers and Populations at Intersections of Risk

Within its work in emergency management, the CRC has considerable experience and expertise in supporting all levels of government to receive and resettle people fleeing other countries for asylum in Canada. This includes mass arrivals from Kosovo in 1999, repatriation efforts following the war in Lebanon in 2006, the earthquake in Haiti and the arrival of the MV Sun Sea to British Columbia in 2010, Sri Lankan arrivals in 2009-2010; service provision to Syrian refugees in Jordan and along the entire migratory route through Europe and during their arrival in Canada, 2015-2016; cross-border asylum seekers at Cornwall in 2017 and 2022, and at Lacolle in 2018; and people fleeing armed conflict in Ukraine in 2022-2023. The CRC's experience in these operations has shown that many people migrating due to conflict or crisis require ongoing psycho-social support. The CRC's Mental Health and Psycho-Social Support Services (MHPSS), Safety and Wellbeing, and protection services, including safeguarding, have added value to these operations through the establishment of case management support, referral mechanisms, safeguarding and managing protection issues, and ongoing briefings with personnel to ensure the operation follows guidance for safe and supportive environments.

In Ontario, within the City of Toronto, the CRC is working alongside unhoused asylum seekers in the process of claiming refugee status. Teams offer comprehensive support, including registration, reception, information services, and essential provisions such as lodging, food, clothing and transportation. The CRC is committed to ensuring the well-being of these individuals by providing Mental Health and Psychosocial Support Services while coordinating with partner agencies to deliver a holistic approach on-site. Further, through the Canadian Red Cross First Contact Program provides dignified humanitarian support to refugee claimants and other categories of migrants. Through this support The Canadian Red Cross provides asylum seekers with information on finding affordable housing, processing a refugee claim, securing employment, and applying for legal aid or social assistance. Many refugee claimants arrive in Canada with minimal resources and come from various socio-economic backgrounds. Currently, the CRC acts as the lead agency leading the work at 8 refugee-serving houses in Toronto. This program has served over 13,900 people who have accessed support since April 2018, including 3,000 who have entered Canada at Toronto Pearson International Airport.

First Contact supports clients with essential information, services, and activities including:

- Information about emergency shelters, social services, legal, and health services
- Walk-through orientation and general information including a review of the refugee determination process, Interim Federal Health, legal aid, shelter system, social services, English classes, and work permits
- 24/7 telephone information and referral services, focused primarily on after-office-hours referrals for newly arriving refugee claimants
- Interpretation Services
- One-on-one sessions to support form-filling processes
- Distribution of snacks/beverages and transportation tokens/taxis

Experience in Site Management and Coordination, Basic Medical and Health Service Provision

Project #1: Support to Ukrainians Arriving in Canada (March 2022 to Present; Immigration, Refugees, and Citizenship Canada)

In partnership with Immigration, Refugees, and Citizenship Canada (IRCC), the CRC works collaboratively with provincial governments, local authorities, and community agencies to provide services including reception, information, and registration, along with mental health and psychosocial support and referrals to external agencies to individuals fleeing the ongoing conflict in Ukraine. Beginning in April and extending to December 2022, these services were offered at three Canadian airports: Toronto Pearson Airport, Edmonton International Airport, and Vancouver International Airport. The CRC's responsibilities included reception and registration services, providing information and referrals to additional support services, distributing SIM cards, and collecting general information about arriving individuals to help IRCC better understand their needs. Services at the Edmonton and Vancouver airports concluded on June 30, 2022, with support services in Vancouver transitioning to the social services agency S.U.C.C.E.S.S. Operations concluded at the Toronto airport in December 2022 when the site transitioned to CUIAS Immigrant Services.

The CRC delivered services at each airport through teams of onsite staff covering 12 hours each day, alongside an established 24/7 on-call phone number. Experienced clinicians and mental health specialists offered referrals on-site to those in need, and services were available in English, French, Ukrainian, and Russian. To facilitate the process, the CRC distributed a comprehensive 77-page welcome package in all four languages. Additionally, the CRC extended support to Ukrainians arriving in St. John's, Moncton, Halifax, and Montreal on government-chartered flights. Services provided encompassed distributing prepaid cards for emergency basic needs assistance and hotel block-booking. Throughout these programs, the CRC has supervised and coordinated the work of nearly 450 staff and volunteers for IRCC.

The CRC also collaborated with other levels of government in this operation. For instance, in partnership with the City of Toronto, CRC provides lodging, comfort and care services to Ukrainians at temporary accommodations after their arrival in the city. The services include lodging, registration, personal assistance, food provision, information on accessing government services, referrals to community service providers, particularly for mental health or protection-related needs, and coordination of workshops and other supporting sessions with settlement partners. A significant proportion of the individuals CRC has assisted so far are aged 12 to 18.

In Quebec, on the request of Ministère de l'Immigration, de la Francisation et de l'Intégration, the CRC teams provide temporary accommodation to people arriving from Ukraine based on government recommendations. To date CRC has registered over 6,000 individuals in Quebec

In June of 2023, the Government of Manitoba transitioned services to support individuals arriving from Ukraine to CRC. CRC is providing reception and information, and referrals as well as support to temporary accommodations at hotels.

Project #2: COVID-19 PHAC Traveler Assistance Program (2020 to 2022; Public Health Agency of Canada)

During COVID-19 pandemic response, Public Health Agency of Canada (PHAC) requested support from the CRC to provide care and comfort services at designated hotels to travelers after the Ministry of Health enacted an Emergency Order under the Quarantine Act requiring any person entering Canada to self-isolate for 14 days, regardless of if they present COVID-19 symptoms or not. Over the course of the engagement, CRC supported over 15,000 individuals across 14 different sites. Operational sites were located across Canada from Atlantic to British Columbia and were complimented by a virtual model of support for those unable to physically be on site. Over the course of this operation, CRC personnel including volunteers and staff contributed over 385,000 to support individuals in need.

Project #3: Arrival and Resettlement of Syrian Refugees (2015 to 2017; IRCC and CRC Funding Appeal)

In response to the Syrian crisis, the Government of Canada announced plans to resettle 25,000 Syrian refugees by the end of February 2016. The CRC partnered with IRCC through a MoU to support Canada's response. CRC's short-term contributions included supporting screening in Lebanon and assisting arrivals in Canada by coordinating shelter, restoring family links, providing transportation, translation services, and organizing child-friendly spaces. The long-term services provided by CRC included skills training, an Arabic language hotline, supportive parenting programs, mental health and psychosocial support, education programs for youth, English and French conversation classes, summer camps, swimming lessons, and grants to approximately 40 community groups and diaspora actors supporting Syrian arrivals in their transition to communities.

Project #4: Arrival of Asylum Seekers in Quebec (2017; Canadian Border Services Agency and IRCC)

In the summer of 2017, CRC worked with the Canadian Border Services Agency (CBSA) and IRCC in Saint-Bernard-de-Lacolle, Quebec, to support the mass arrivals of asylum seekers by providing basic services while CBSA completed administrative and security requirements. Over two years, the CRC supported more than 28,000 of the 33,000 people who entered Canada through the site. The CRC provided temporary lodging for nearly 22,000 people and health services to approximately 4,500 individuals. Additionally, the CRC managed logistics for temporary shelters, including beds, food, hygiene kits, and medical care. The Restoring Family Links program was activated to connect people with their families.

Appendix B – Red Cross Fundamental Principles

In 1965, the seven Fundamental Principles were adopted by the 20th International Conference. They were developed to link together the International Committee, Federation and National Societies.

Our network is vast, but our approach is simple. All Red Cross programs and activities are guided by the Fundamental Principles of Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality. These principles allow us to provide help immediately to whoever needs it, wherever they are, whatever their race, political beliefs, religion, social status, or culture.

Humanity

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, co-operation and lasting peace amongst all peoples.

Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality

In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary Service

It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity

There can only be one Red Cross or one Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality

The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is world-wide.

Appendix C – CRC Budget for Part 1 Welcome Hub Proposal

The Canadian Red Cross Society
 Response Budget

Location	City of Toronto
Project Name	Welcome Hub for Asylum Seekers
Date of Activation	September 1, 2023
Duration	Long Term, March 31, 2025
Community Members	Asylum Seekers within the City of Toronto
Date Updated	August 11, 2023



Category	Description	24/7 shifts			Day & Afternoon shifts only	
		Budget FY24 Sep 1, 2023 - Mar 2024	Budget FY24 Phase In Sep 11, 2023 - Mar 2024	Budget FY25	Budget FY24 Phase In Sept 11, 2023 - Mar 2024	Budget FY25
CRC Costs		\$ 1,896,589	\$ 1,034,192	\$ 1,896,739	\$ 883,400	\$ 1,590,383
Personnel Cost	Direct support staff cost inclusive of salaries, overtime, benefits, paid leaves, health clearance cost, and any additional costs.	874,122	799,228	1,499,882	700,708	1,294,398
Personnel Travel	Transportation, lodging, per diems.	774,355				
Other Costs	Program supplies, desks, chairs, cell phones, internet, security and cleaning contracts.	248,112	234,964	396,857	182,692	295,985
Beneficiary Costs		\$ 368,536	\$ 354,259	\$ 652,798	\$ 354,259	\$ 652,798
Snacks, Refreshments, Registration	Water, Juices, Snack, and Registration Fees.	113,500	108,500	194,500	108,500	194,500
Lodging & Meals	Hotel and Meal allowances provided to beneficiaries.	96,869	95,018	179,961	95,018	179,961
Immediate Needs	Hygiene Kits, Pillows, Blankets, Teddy Bears, Toys	79,357	75,831	143,287	75,631	143,287
Personal Services	Based on assessment needs. Hygiene and baby products, laundry assistance, one time clothing, and transportation to enable access.	78,810	75,110	135,050	75,110	135,050
Indirect Costing Fee	15%	\$ 339,769	\$ 208,268	\$ 382,431	\$ 185,649	\$ 336,477
Total Budget		\$ 2,604,894	\$ 1,596,719	\$ 2,931,968	\$ 1,423,309	\$ 2,579,658

SERVICES INCLUDED IN THE BUDGET

- Direct aid service (such as emergency beneficiary lodging, basic needs: food and clothing, personal items, transportation).
- Salary, including benefits and overtime for paid administrative and operational employees engaged in eligible activities. Budget assumes perm. full-time assignments in all cases except "24/7 Start Scenario" whereby budget assumes non-local surge personnel augment until permanent local personnel can be hired.
- Travel and living expenses related to the delivery of the project, including per diem and transportation for staff. For Scenario 1, non-local personnel will lodge and claim per diem, for scenario 2, there will be no travel cost as all employee would be locally appointed.
- Program supplies and materials, including Security and Cleaning contracts, office supplies and fixtures, PPE for staff
- First Contact program support in welcome, reception and process orientation, navigation and warm referrals for Asylum Seekers
- Basic psychosocial support and immediate health system navigation for asylum seekers presenting with immediate needs
- 15% Indirect Costing fee.

SERVICES NOT INCLUDED IN THIS BUDGET

- Clinical Health services.
- Emergency Health services.
- Site Procurement and building maintenance, including not limited to property damage, building maintenance, security, bugs or infestation.
- Case Management

ASSUMPTIONS

1. This budget has 2 main operation Scenarios (1) 24/7 Operations and (2) Day & Afternoon shifts. There are 2 options for scenario 1, Sept 1 Start Date & Sept 11 Start Date. The Day & Night Shifts has only 1 start date scenario (Sept 11). Following Response will be for the whole FY25.

Scenario 1 (A): FY24 Response September 1, 2023 - March 31, 2024, includes Local & Non-Local Staff to be deployed, travel Cost to be incurred, and 24/7 Operation.

Scenario 1 (B): FY24 Response September 11, 2023 - March 31, 2024, includes only Local Staff to be deployed, Travel cost will not be incurred, and 24/7 Operation.

Scenario 2: FY24 Response September 11, 2023 - March 31, 2024, includes only Local Staff to be deployed, Travel cost will not be incurred, and only Day & Afternoon shifts.

- Assume \$250+tax/night for 10% of daily clients who have nowhere else to go, including central intake bed(s) - assume household will need hotel for up to 5 nights following which temporary accommodations or a shelter bed will be secured
- Accommodation costs are estimates based on current quotes, and will be revised when actual contracts are signed between these companies and CRC. The actual expenditure for these costs could also depend on the number of households serviced.
- A needs assessment will be completed to determine financial requirements per household in support of meals, transportation and other basic needs follow CRC's established daily rates of assistance. Households will be re-assessed on a weekly basis.
- This budget does not reflect potential additional personnel and services needs based on unforeseen circumstances.

Other notes:

- The final value of the proposed budget is dependent on the services and lodging configuration requested.
- The proposed budget is a confidential document not intended for public distribution.
- The projected cost is based on projected maximum capacity of the selected facility.
- The fixed costs include a maximum room requirement, a maximum beneficiary capacity and a baseline CRC personnel presence.
- All other costs fluctuate based on occupancy and needs.
- The model has been built to be as scalable as possible.

s.20(1)(b)

Appendix D – Combined Partners Budget for Part 2 Wraparound Services

Partner Wraparound Services - Joint Budget

August 24, 2023

	Year 1 Ongoing	Year 1 One-Time	Year 1 Total	Year 2	Year 3	Notes
PERSONNEL						
Referral and Reporting Manager						
Agency Partner Staff: Settlement support and Orientation	\$662,163	\$0	\$662,163	\$675,406	\$688,914	9 p/t staff or 5.5 FTE @ 5 shifts each = 45 eight hour shifts; staff focus to vary between settlement, housing, outreach, training, Legal support, Work Permit, Refugee Hearing etc.; Referral partners currently committed include work permit clinics, OW, Refugee Hearing Information, Cultural and Faith Specific services, Counselling,
Housing Hub staff (existing Y1. Expansion request Y2 on)	\$524,000	\$0	\$524,000	\$583,000	\$606,000	Current Housing Hub funding ends Dec 2023. This includes community hosting, housing search, refugee shelter placements, alternative accommodations and move-out assistance. Project has seen a 46% increase in demand for service from 2022-2023
						Referral partners for work permit clinics, OW, Refugee Hearing Information, Cultural and Faith Specific services, Counselling,
TOTAL						

NON-PERSONNEL						
Expanded Welcome Centre Space	\$167,400	\$0	\$167,400	\$175,770	\$184,559	Omit if the City of Toronto is securing a space separate from this budget. Preferring Airport or Union Station Location.
Utilities + Insurance						TBD
Building Costs						Will depend on any needed upgrades to property and what is covered in lease
SIM CARDS for claimants	\$0		\$10,000	\$10,000	\$10,000	
Moving Van	\$12,000		\$12,000	\$12,000	\$12,000	moving van lease
Move Out Aids:	\$80,000		\$80,000	\$80,000	\$80,000	especially for those leaving Toronto
Phone / Internet / software	\$10,400		\$10,400	\$10,400	\$10,400	\$25 per person phone line; Internet @ \$200/month; software licences @ \$5,000; one-time installation @ \$2,000
Training, Screening and on-Boarding		\$6,000				
Office Supplies	\$5,000	\$0	\$5,000	\$5,000	\$5,000	Estimated at \$5,000
TOTAL			\$284,800	\$228,170	\$236,959	

Administration %			\$17,088	\$13,690	\$14,218	
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GRAND TOTAL	\$1,538,963	\$6,000	\$1,548,963	\$1,579,826	\$1,627,242	
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Year 1 at a Glance:	
Existing Funding from Other Grants (HOUSING HUB Staff Costs)	530,000
Total Funding Required - YEAR 1	1,008,963

Carle.Isabelle

From: Martin.Hannah
Sent: Friday, February 24, 2023 9:44 AM
To: Christie.Adrienne; Angus.Sarah; Anestis.Melanie; Kurtycz.Natalia
Subject: Key Decisions Doc
Attachments: DM-OGD meeting - Key decisions February 20.docx

Importance: High

Categories: WAITING

Hi all,

Sorry for the delay! Not sure which version you're after so sharing both – attached was used to support DM at a call with her colleagues on Monday. Can't remember who else was on the call yesterday so please feel free to share with anyone I may have missed!

[Document Overview: PT Transfer Decision Points](#)

Happy Friday 😊

Hannah Martin

(she, her | elle, la)

a/Senior Advisor to the ADM | Conseillère principale pour la SMA p.i

Office of the ADM, Operations / Bureau du SMA, Opérations

Immigration, Refugees and Citizenship Canada / Government of Canada

Immigration, Réfugiés et Citoyenneté Canada / Gouvernement du Canada

[Chat with me on Teams/ claverdez avec moi sur teams](#)

s.69(1)(g) re (a)

One-Pager

Deputy Minister Fox

Key Decisions – Aylum Influx

For Discussion

Urgent decisions are required to advance on our whole of government response to the asylum influx and the recent change in posture from Quebec to no longer accept any asylum claimants arriving between ports of entry, into their province.

Decision Points

OPERATIONS

1) Expand hotel operations to 6,000 rooms (200 arrivals/ day, 75 day length of stay scenario)

- leases and current hotel contracts will end on March 31, 2023 and options to extend have been exhausted. New RFPs are needed in all cities where we wish to secure or keep hotels.
- Acquiring 6,000 hotel rooms falls within our hotel projections. This will allow IRCC to keep pace with the demand for temporary accommodations.
- **If an immediate decision is not made**, IRCC is at risk of not having enough rooms to house all asylum claimants, including in hotels where we already have claimants.

RCMP/CBSA – any issues with our scenario (200 arrivals/ day, 75 day length of stay scenario)

2) Choice of locations in Ontario to expand hotel operations, in addition to those already secured in Ottawa, Windsor, Niagara Falls and Cornwall.

- Other proposed locations in Ontario: Kingston, Kitchener-Waterloo, London, Mississauga, Hamilton
- Both Ontario and settlement providers have flagged to IRCC that K-W already has a significant homelessness population, and **advised against setting up hotel sites** there.
- Other locations in Ontario may be viable options, especially cities along the 401 corridor, since there is easy access to train stations and airports.
- Mississauga – strategic location given its close proximity to the Pearson Airport that may allow IRCC to set up staging hotels, where claimants could stay for a short period, before being transferred onward to another PT.
- **Concerns with expanding operations into Mississauga**, given it is part of the GTA. Toronto has been adamant that the city does not have the capacity to house more asylum claimants.
- Ontario has been vocal that their **healthcare services and financial assistance services are under significant strain**.

CBSA/PSPC – do you support our proposed locations?

Prepared by
IRCC-RASO
February 20, 2023

2A-2024-59698-000025

s.14

s.21(1)(a)

s.21(1)(b)

3) Length of time to maintain a hotel presence in Quebec

- This has also been recommended by PSPC in order to secure the leases. Leases in Quebec will include an option to terminate with 30 day notice, which can be used if the rooms are no longer needed.
- Renewing for a shorter period may result in an inability to secure rooms throughout the summer tourist season.

PSPC – do you have any concerns with this approach?

POLICY

4) Level of financial commitment desired to respond to PT concerns around over-extended housing, medical and social supports for asylum claimants

- PTs are expected to seek reimbursement for increased costs related to providing social assistance services to an unexpected surge in asylum claim arrivals (Quebec has already requested over \$400M).
- PTs are reimbursed for the social services costs (social assistance, social programs, post-sec education, etc.) they incur for asylum claimants via the Canada Social Transfer.
- PTs fund settlement organizations to provide services to clients who are not eligible to receive federal settlement programming (TRs, asylum claimants). However, these are small investments. PTs will seek reimbursement for increased costs to provide services for an unexpected surge in asylum clientele.
- The Interim Housing Assistance Program (IHAP) exists to reimburse provinces and municipalities to alleviate the pressures they face in providing services to asylum claimants, specifically for costs incurred related to temporary lodgings, transportation and services provided by third party providers at temporary lodgings (for ex. IHAP has reimbursed Toronto for the services they contracted from COSTI and others, and Quebec for PRAIDA costs). The program has taken a cost-sharing approach since its first payments covering the 2017 year.
-
-

TACTICAL

5) Adopt strategies to try to influence claimant behaviour

- DM has approved memo to limit hotel stays to 60 days for those who already have work permit.
- Planning is ongoing as to how this will be implemented in the coming days/weeks.
Could the RCMP communicate to possible claimants that hotel rooms are no longer available in the Montreal are prior to their crossing?

Prepared by
IRCC-RASO
February 20, 2023

2A-2024-59698-000026

Carle.Isabelle

From: Wadley.Chelsea
Sent: Thursday, September 14, 2023 11:46 AM
To: Aly.Dina; Hercule.Marjorie; Rutledge-Taylor.Catherine; James.Katherine; APD DO / BD DPA (IRCC); Lebel.Bruno; White.Audrey; Jean-Baptiste.Marie-Pierre; Aubry.Veronique; Tena-Russell.Samantha (she, her | elle, la); Debicka.Agnieszka; Anestis.Melanie
Cc: MacFarlane.Laura (she, her | elle, la)
Subject: RE: Proposal: Creating a Reception Centre in the City of Toronto

Hi everyone,

Since I didn't specify in my email below, we're only seeking Director level approval at this time. Once we send the consulted proposal to our DGO for review and approval, we'll also recommend that they consult at the DG level.

Thank you!

Chelsea Wadley

Senior Policy and Program Advisor, Resettlement and Asylum Strategic Operations Branch (RASO)
Immigration, Refugees and Citizenship Canada / Government of Canada
Chelsea.Wadley@cic.gc.ca / Tel:

Conseillère principale en politique et programme, DG des opérations stratégiques des réfugiés et d'asile (OSRA)
Immigration, Réfugiés et Citoyenneté Canada / Gouvernement du Canada
Chelsea.Wadley@cic.gc.ca / Tél.:

From: Wadley.Chelsea
Sent: September 13, 2023 9:30 PM
To: Aly.Dina ; Hercule.Marjorie ; Rutledge-Taylor.Catherine ; James.Katherine ; APD DO / BD DPA (IRCC) ; Lebel.Bruno ; White.Audrey ; Jean-Baptiste.Marie-Pierre
Cc: MacFarlane.Laura (she, her | elle, la)
Subject: Proposal: Creating a Reception Centre in the City of Toronto
Importance: High

Hi everyone,

I hope that you're all doing well! As you may know, our team has been tasked with exploring the feasibility of creating a reception centre to welcome asylum claimants who arrive at the Toronto Pearson airport. As a first try, we have drafted the following proposal to assess where IRCC could support in the creation of a reception centre, and what role the Department could feasibly adopt in both the immediate and long-term.

[Document Overview: Proposal - City of Toronto Reception Centre.docx](#)

If you could please review the draft proposal and provide any and all feedback that you may have by **9:00am Friday morning (at the very latest)**, that would be much appreciated. Please also feel free to identify any areas or considerations that may be missing, and I will work to incorporate everyone's feedback.

If you have any questions or any issues accessing the document, please do not hesitate to let me know. Thank you all for your collaboration and for taking the time to review the proposal and provide your feedback! 😊

Chelsea Wadley

Senior Policy and Program Advisor, Resettlement and Asylum Strategic Operations Branch (RASO)
Immigration, Refugees and Citizenship Canada / Government of Canada
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