

Social Innovation in Refugee Resettlement: Private Sponsorship, Social Capital and Newcomer Inclusion

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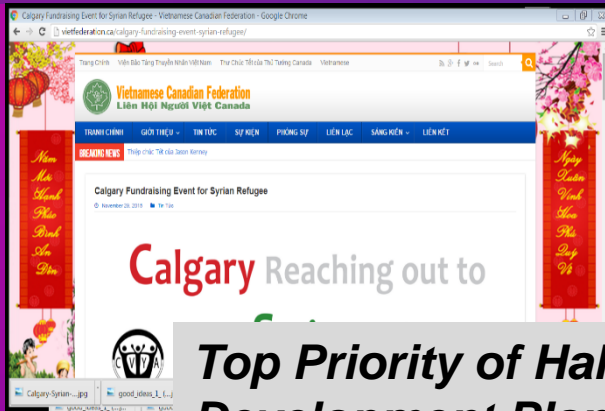
AGENDA

- Context: Immigration and Refugees in Canada
- Syrian Refugee Resettlement in Canada
- Case Study: Ryerson University Lifeline Syria Challenge
- Social Innovation Lens
- Lessons learned

CONTEXT: IMMIGRATION AND REFUGEES IN CANADA

- Motivations
- Founded in Human Rights and Equity
- Core to Canada's Multicultural Identity
- The "Business Case"
 - Talent shortage
 - Fuelling innovation and entrepreneurship
 - New markets (domestic and international)
 - Employee engagement and performance
 - Risk avoidance
- Multiple Pathways: Government Sponsorship, Private Sponsorship, Blended Visa Office Refugee, International Student

Reframing: Immigrants drive economic success

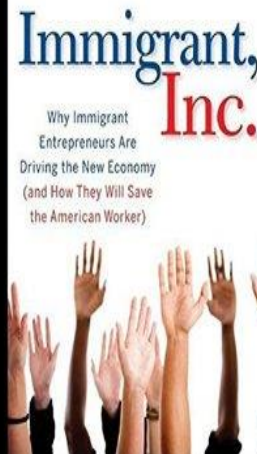


Top Priority of Halifax Economic Development Plan: Work with businesses and existing ethnic, cultural communities and recent immigrations to attract and retain new

immigrants
Syrian refugees find 'new family' at first jobs in Canada

Adonis Supermarket has extended a helping hand to Syrian refugees, hiring dozens of newcomers at its two GTA locations.

•Share on Facebook



Welcome Newcomers from Syria

Why Choose Royal Bank of Canada?

SYRIAN REFUGEE RESETTLEMENT IN CANADA

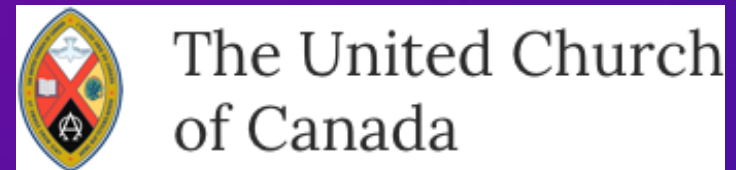
- The “greatest humanitarian crisis” in the last century
- Proximate countries (Lebanon, Turkey, Jordan etc.) have been most affected; 1 m. + to Europe
- Canada’s commitment relatively small: 40,000
- Classes1) Government Assisted Refugees (GARs) 2) Privately Sponsored Refugees (PSR) and 3) Blended Visa Office Referrals (BVOR)
- Private sponsors must raise \$27,000 for a family of 4 and support them for 12 months

Private Sponsors usually work through Private Sponsorship Agreement Holders: Faith based groups dominate



TEMPLE HAR ZION
PARTNERS WITH
MOSQUE NEXT DOOR
TO SPONSOR SYRIAN
REFUGEES

By [Sheri Shefa, Staff Reporter](#) - March
7, 2016



RYERSON UNIVERSITY LIFELINE SYRIAN CHALLENGE



June 17, 2015: New citizens' group created to privately sponsor 1,000 Syrian Refugees in the Greater Toronto Area (GTA) modelled on Operation Lifeline.

RYERSON UNIVERSITY

Lifeline Syria Challenge

in collaboration with OCAD University, University of Toronto and York University

Created to engage the University with public and private partners
- Launched July 20, 2015

Experiential Learning for Students: Resettlement student volunteers



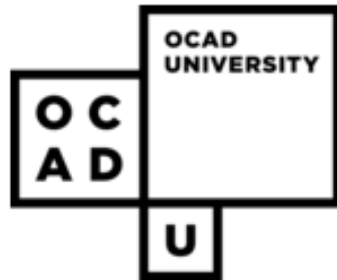
September 4, 2015: the picture of Alan Kurdi was published



Outpouring of Support: TIMING IS EVERYTHING

The logo for Ryerson University, featuring the words "Ryerson University" in white text on a blue rectangular background, with a yellow vertical bar to the right.

**Ryerson University's
Challenge Page >>**



**OCAD University's
Challenge Page >>**



**University of Toronto's
Challenge Page >>**



**York University's
Challenge Page >>**

The Results

- 6,000+ donors, raised \$4.9m
- 102 sponsorship teams
- Sponsored more than 400 refugees
- 1000+ volunteers

» thestar.com «

News • Immigration

Ryerson celebrates success of Syrian sponsorship challenge

A year after its launch, the university's refugee resettlement effort raised \$4.5 million, formed 102 sponsorship groups and supported 150 refugee families.

IRCC and Rapid Impact Evaluation (RIE) (2015-2016)

- 83% of PSR (70% GARS) had help in learning how to shop for food,
- 72.4% of PSR's (63.9% GARS) had help buying clothes, furniture and other essentials
- 32.7 % of PSRs faced (55.1% of GARs) said they encountered difficulties in learning English and/or French and had language barriers when they first arrived
- 52.8% of adult PSRs (9.7% of GARs) were currently employed
- 18.1% of PSRs (32.1% of GARs) cited challenges of settling and adjusting to life in Canada as the reason why they had no job
- PSRs have a significantly larger chance of finding a job, getting help settling in Canada and improving their outcomes in general
- However, they also tended to have higher levels of education and English and were more likely to have family in Canada

Small Canadian towns opening their doors to Syrian refugees

Despite infrastructure challenges, more than 65 towns across Canada want to help

By Julie Ireton, CBC News | Posted: Dec 03, 2015 5:00 AM ET | Last Updated: Dec 03, 2015 11:10 AM ET



A crowd gathers at a church hall in Finch, Ont., to discuss the issue of refugee sponsorship. Not including Quebec, federal immigration officials say 65 small towns have agreed to help resettle Syrian refugees. (Julie Ireton/CBC Ottawa)

1013 shares



Facebook

Concern for the plight of Syrian migrants appears to be mobilizing rural Canada, with residents in small communities across the country raising their hands and offering to help settle thousands of refugees.

- Not just the usual suspects
- A national project – small communities need immigrants to drive economic growth

Engaged Citizens. Mutual Understanding

- Engages individual Canadians, giving them an opportunity to connect with the world through personal relationships with people who have survived persecution in various corners of the globe

Enactus holds financial literacy workshops for Syrian refugees

By Will Sloan

April 12, 2016



More than 70 Canadian newcomers attended the first workshop on April 11.

On Monday, [Enactus Ryerson](#) held its first financial literacy workshop for more than 70 Syrian Refugees at the Student Campus Centre. The workshops, offered in both Arabic and English, will help newcomers to Canada learn the basics of

Montreal company offers Syrian refugees jobs, free language training



CTV National News: Finding their footing

Syrian refugees struggling to footing in Canada got a leg up Montreal today. Kevin Gallagher explains.

CTV National News: Finding their footing

Overall Private Sponsorship

- Leverages resources
- Significantly better outcomes perhaps because of social capital
 - Employment
 - Housing
 - Social Networks
 - Cultural Capital (“unspoken rules”)
- Reduces “othering”
- Critiques
 - “Downloading” of government responsibility
 - “White Savior” narrative

SOCIAL INNOVATION: Harness Private Sector Techniques for Public Goods

- Innovation is not about new technologies and tools, it is about “doing” differently
- Faced with ‘wicked’ social problems, social innovation models offer new solutions
- “...most difficult and important social problems can’t be understood, let alone solved, without involving the non-profit, public, and private sectors” (Phills et al., 2008, p. 43).

Cultural Shift

ENTREPRENEUR

Start with perception of an opportunity

Bias toward action

Make adjustments as they go

Build teams and informal networks

Focus on impact



BUREAUCRAT

Start with resources in hand (budget)

Bias toward analysis

Formal structure

Work independently and autonomously

Focus on traditional metrics

Leadership: Focus on outcomes

- Define [audacious] goals
- Tone from the top
- Leveraging influence and resources
- Define what success is
- Understand/manage the risks
(organizational, political, personal,
financial) frequency, severity
- Monitor/iterate

Leadership: Bias towards Action



10:12 pm From: <wcukier@ryerson.ca> To: <Ryerson executive team>

John Tory came out in support of **Ratna's** Lifeline Syria campaign, challenging other cities to follow suit. [link to news]

10:24 pm, From: <slevy@ryerson.ca> We should discuss what Ryerson can do specifically to help.

10:29 PM, From: <wcukier@ryerson.ca> great! you are all part of a sponsorship group for starters!I think our students could play a big role - the daughter of the Vietnamese family I sponsored in 1979 is a Ryerson grad ... will pitch in. Having an extensive network of volunteers to help acclimatize families to Toronto would be huge...the amount of boring details - finding housing furniture navigating the subway learning how banking works etc. etc. etc - can be mammoth. maybe RSU would help... I think a number of the student groups would rise to the occasion... just a thought. w

10:37 - Sheldon: 'Can we put together a Ryerson response and be seen to be leaders. Who should lead?'

10:44- Wendy wrote to Ratna Omidvar to ask for help.

10:58- Ratna "OK.. ..Let me know how to proceed."

11: 04 - Wendy wrote to students and recent grads to say "I needed help"

11:08 - Sam Jackson replied. "Definitely count me in"

Elapsed Time: 54 minutes

July 20, 2015 – RULSC Launched with 11 teams committed to sponsor 11 families (40 refugees)

Collaboration: More than “the usual suspects”

- “Cross-sector cooperation and the significance of networks as success factors for SI are key elements of an integrated theory of innovation” (Rammert 2010)
- Bring together University, Students, Community, Partners, Private Sector
- One message many voices
- Be honest about “interests”



Syrian refugees cooking up a storm in
Toronto restaurants: Chef hopes
Newcomer Kitchen concept spreads to
other Toronto restaurants
By Mary Wiens, CBC News
Posted: May 12, 2016 7:00 AM

IKEA Canada Offers \$180,000 in Support for Syrian Refugees Resettling in Canada



General Motors Canada Responds with
Financial Assistance, Work And Training
Opportunities For Syrian Refugees

National GM Dealership Network
Engaged to Offer Support and
Employment and Skills Training
Opportunities **2015-12-21**



RBC provides \$2.5 million in support
of Syrian refugees and other
newcomers arriving in Canada
TORONTO, December 22, 2015

**The Co-operators
pitches in to
welcome Syrian
refugees to Canada**
Dec 14, 2015

**CN pledges \$5
million to assist
Syrian refugees
resettling in
Canada**

OTTAWA, Dec. 11, 2015 /



New technologies and approaches



- RUSLC online sponsorship platform
- Job matching technology being implemented across agencies
- Creates aggregate skills profile, communication channel to distribute relevant content to refugees
- provides employers efficient "one point of entry" to connect to talent.

LESSONS LEARNED

- Leadership: goals and strategy that responds to context
- Strategic Doing: Do not let 'the 'perfect' be the enemy of the 'good enough'
- Culture: say yes when you could say no. Intelligent risk taking.
- New processes and structures
- Collaborate to innovate: To go fast go alone. To go far build a team (but a fast team)
- Promote a bias towards action
- Leverage technology
- Assess and evaluate
- Learn from successes and failures: Iterate. Pivot.

New Sharing Economy Model

- Link those with assets to those with needs
- Make it easy: each according to their ability
- Leverage technology to erode silos
- Leverage post secondary institutions



thank you



DiVERSITY
INSTITUTE

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