



# Retaining Talent in the Settlement Sector - The Good, The Bad and The Ugly

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# Agenda



**Introductions**



**Context**



**Challenges**



**Strategies**



**Discussion**



**Where are you from?**

**Mentimeter: 5121 1825**

# Introduction: Who are we?



Founded by the Jewish community in 1922  
Supporting newcomers to Canada for over 100 years

# North East Toronto Local Immigration Partnership (NET LIP)

A cross-sectoral multi-stakeholder community planning and action table (IRCC funded) working toward the vision of welcoming communities for newcomers to North and East Toronto with special focus on language, settlement, employment, and health.

200+ members | 100+ organizations  
3-year work plans



NORTH EAST TORONTO  
Local Immigration  
Partnership



# Introduction: Mission, Vision, & Values



We welcome, support, and integrate new immigrants and refugees to build a vibrant Jewish community and a strong, inclusive Canada that values all newcomers.



# Context – Living in Toronto CMA

- 2023-2024: grew by 222,000 (5 x more than the average over the previous decade)
- More than 2.7 million people say they are **struggling to get by** (700,000 more than in 2023)
- 50% + population **earning below the living wage**
- Local organizations that exist to support vulnerable Torontonians are at the breaking point as **service demands keep going up**

57% Scaled back programs

27% Have more waitlists

10% Discontinued programs

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\*Data from 2024 Toronto Vital Signs Report



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# Context – Working in Non-Profits in Toronto

- Toronto non-profit sector generates \$14 billion in annual revenue = > 8% of Toronto's GDP
- Only 7% of funding is from municipal government (93% from other sources)
- The sector provides >105,000 FT jobs & >100,000 PT jobs
- 1.7 million volunteer hours
- 14,000+ organizations

2024

\* Data from The ONN 2025 State of the Sector Technical Report  
84 % report challenges with staffing

2025

41% turning to volunteers to fill labour gaps



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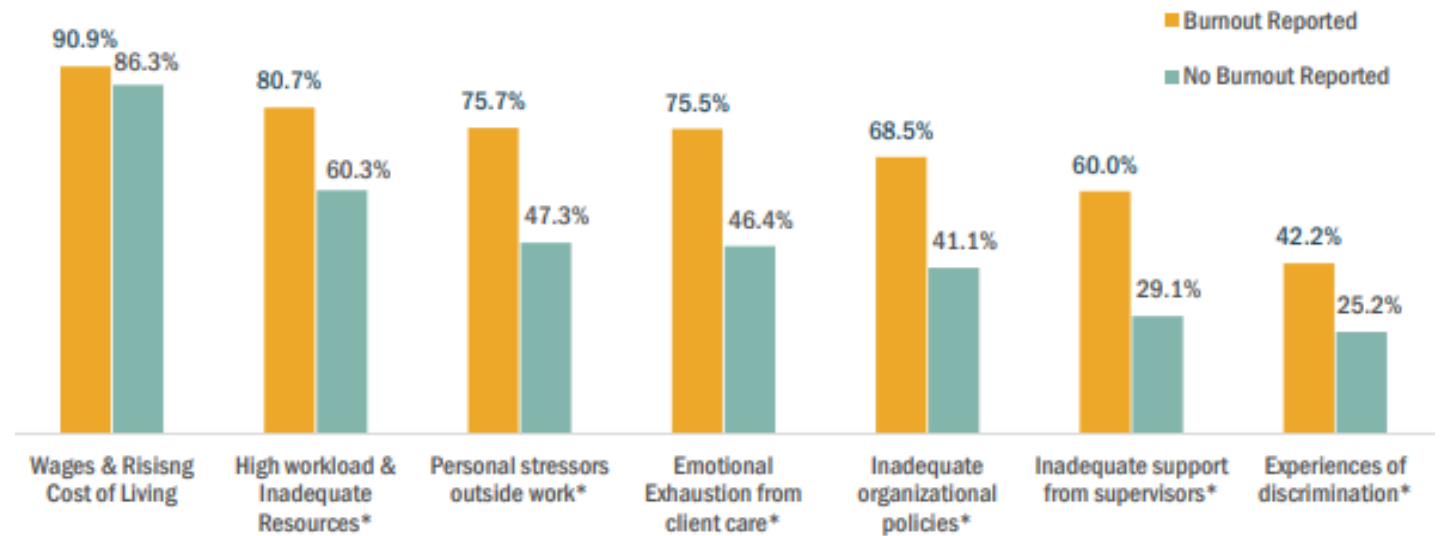
# Context - Working in Settlement Sector in Toronto

2,450 organizations providing services specifically for newcomers to Toronto

## Settlement Sector Staff

### 41.1% reported burnout

- 75.2% reported poor mental health
- 48.6% screened positive for depression



\*Data from 2025 Exploring Workplace Stress, Burnout, and Mental Health in Toronto's Settlement Sector Report by CMHA and TSWLIP



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# Context – 'Perfect' Storm

## Massive Change

- ✓ Immigrant profiles
- ✓ Program landscape
- ✓ Service delivery models
- ✓ Funding levels
- ✓ Service Targets
- ✓ Affordability Crisis
- ✓ Housing Crisis
- ✓ Anti-immigrant sentiments

## Massive Stagnation

- ✓ Staff salaries
- ✓ Staff training
- ✓ Staff Benefits

# Context – Impact on North East Toronto LIP Members

**HIGH TURN-OVER**

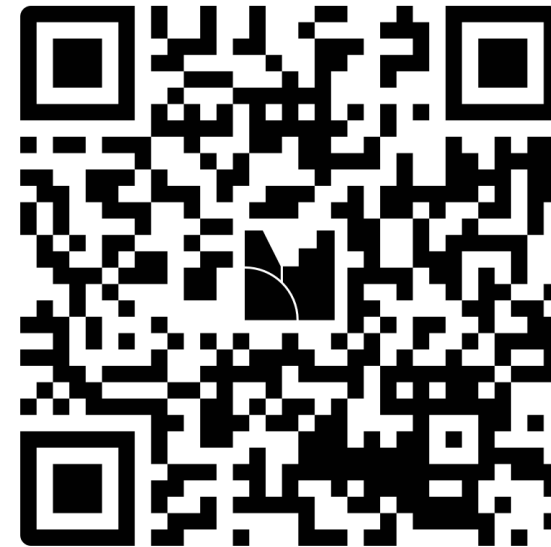
**POOR RETENTION**

**CANDIDATE SHORTAGE**

**UNFILLED VACANCIES**

**SKILL SHORTAGES (org and sector)**

**MANAGEMENT BURN OUT**



**Mentimeter.com 8891 2524**

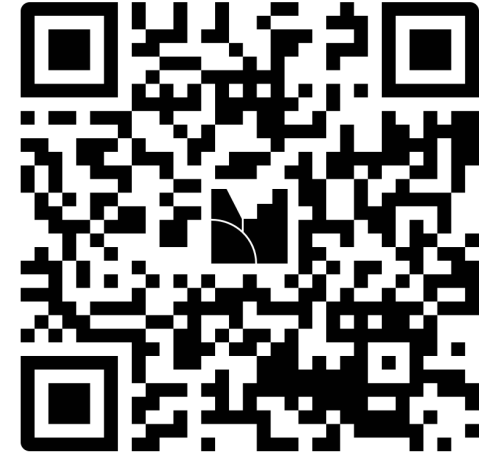
# Employee Retention



What is it?



Why do we care?



# Strategies

Onboarding Process

Trauma informed principles for staff

DiSC

Individualized professional development plans

Team-Based Professional Development

Wellness Benefit

# Onboarding Process

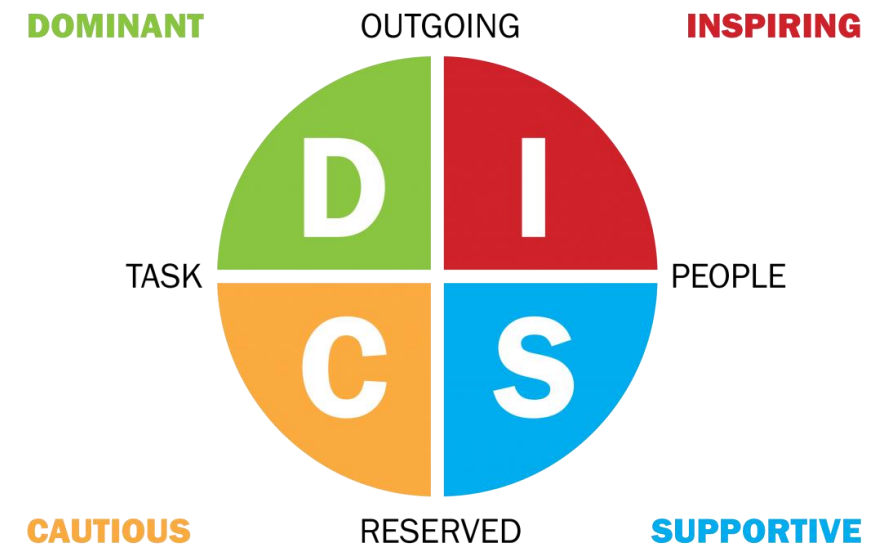




# Trauma Informed Principles



# DiSC



# Individualized Professional Development



# Team-Based Professional Development

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# Employee Wellness Benefit

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## DISCUSSION

What strategies have you tried to increase retention?

What worked?

What didn't?

# Thank You & Contact

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