

“

ORGANIZATIONS DO NOT COLLABORATE,
**people collaborate
based on common**
PURPOSE, RELATIONSHIPS AND TRUST.

”

Duncan, D. (2015, May 26). Relationships and Trust: The Second Core Component of Effective Collective Impact Part [Web log post]. Retrieved from <https://www.livingcities.org/blog/838-relationships-and-trust-the-second-core-component-of-effective-collective-impact>

2015 / 2016 COLLECTIVE IMPACT REPORT



»» CREATING A WELCOMING COMMUNITY. TOGETHER.



MISSION

THE SUCCESSFUL INCLUSION OF NEWCOMERS INTO ALL ASPECTS OF THE COMMUNITY,
EMBRACING EVERYONE'S CONTRIBUTION AND ENSURING WELL-BEING FOR ALL.

VISION

PNSG WILL CHAMPION A COORDINATED AND COLLABORATIVE STRATEGY FOR THE
SUCCESSFUL ENGAGEMENT OF NEWCOMERS IN THE ECONOMY AND COMMUNITY OF PEEL.

FUNCTION

CHAMPION / INTEGRATE / LEAD / RESEARCH / PLAN

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PEEL COMMUNITY PLAN:



COMMUNITY VISION - Successful inclusion of newcomers into all aspects of the community, embracing everyone's contribution and ensuring well-being for all.
Please see http://www.peelnewcomer.org/community_plan for a complete version of the community plan.



COMMON VISION



SHARED MEASUREMENT



MUTUALLY REINFORCING ACTIVITIES



CONTINUOUS COMMUNICATION



BACKBONE SUPPORT

THE PRIMARY SECTOR THE TABLE



SETTLEMENT



COMMUNITY PLANNING



HEALTH



FAITH COMMUNITY

PARTNERSHIP TABLES THAT PNSG P

905 LIP Working Group (Halton, Peel, York, Durham)
 Brampton Multicultural Community Centre
 Opening Doors Research Advisory Committee
 Brampton Springdale Network
 Immigration Refugee and Citizenship Canada (IRCC) Peel-Halton Executive Council
 Malton Inter-Agency Network
 Peel Chinese Inter-Agency Network
 Regional Syrian Settlement Working Group

Building Healthy Communities
 Immigration Portal Steering Committee
 Mississauga Neighbourhood Project
 Peel Counts Working Group

CAMH Peel Service Collaborative
 CAMH Peel Service Collaborative: Health Equity Working Group
 Central West LHIN Diversity Committee
 Inter-professional Advisory Committee (IPAC) CAMH Refugee Mental Health Project
 Mississauga Halton LHIN System Planning Advisory Committee on Health Equity

Interfaith Council of Peel Steering Committee

Peel
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PNSG CENTRAL PLANNING TABLE MEMBERS THAT ALSO

Acces Employment
 City of Brampton
 City of Mississauga
 COSTI
 Conseil scolaire de district catholique Centre-Sud (CSDCCS)
 IRCC
 Ministry of Citizenship, Immigration and International Trade (MCIIT)
 Newcomer Centre of Peel
 Peel District School Board (PDSB)
 Peel Multicultural Council
 Polycultural Immigrant and Community Services
 Punjab Community Health Services
 Regional Diversity Roundtable
 Region of Peel
 Sheridan College
 United Way of Peel Region

Central West LHIN
 City of Mississauga
 MCIIT
 Mississauga Halton LHIN
 Peel District School Board
 Region of Peel
 United Way of Peel Region

CSDCCS
 Mississauga Halton LHIN
 Peel District School Board
 Punjab Community Health Services
 Regional Diversity Roundtable
 Region of Peel
 United Way of Peel Region

Peel District School Board
 Social Planning Council of Peel

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TABLE/NETWORK SUPPORTS



**CHILDREN
AND YOUTH**



DIVERSITY



ACADEMIC



EMPLOYMENT



**ADVOCACY
& POLICY**

PNSG PARTICIPATES ON BY SECTOR

tee	CHILDREN AND YOUTH	DIVERSITY	ACADEMIC	EMPLOYMENT	ADVOCACY & POLICY
	Peel Children and Youth Initiative Research and Evaluation Reference Group	Regional Diversity Roundtable United Way of Peel Region Diversity and Inclusion Committee	Neighbourhood Change Research Partnership 905 Working Group UTM Mississauga	TRIEC Immigrant Employment Initiatives (IEI) Advisory Committee	Fair Share for Peel Task Force Mayor Crombie's Poverty & Homelessness Advisory Board Peel Poverty Reduction Committee United Way of Peel Region Data Capacity Table United Way of Peel Region Public Policy Table

WHAT ALSO PARTICIPATE AT THESE TABLES BY SECTOR

ouncil	CHILDREN AND YOUTH	DIVERSITY	ACADEMIC	EMPLOYMENT	ADVOCACY & POLICY
	Peel District School Board Region of Peel United Way of Peel Region	Peel District School Board Region of Peel United Way of Peel Region	Region of Peel Social Planning Council of Peel United Way of Peel Region	IRCC	City of Brampton City of Mississauga Region of Peel United Way of Peel Region

INTRO DUCTION

PNSG continues to address the needs of those newest to the community through: powerful partnerships, a nimble and effective strategic approach to community engagement, and a commitment to the work of integration through economic and social inclusion activities.

Powerful partnerships across the sector have resulted in increased outcomes such as:

- **Creating new intake questions to help adapt services,**
- **Creating an Online Newcomer Tool and,**
- **Developing a heightened awareness of the seriousness of issues in our communities such as mental health, diversity and equity, and accessible services.**

PNSG supports its partners by helping them understand the unique layers of complexities that exist for newcomers within the sector. PNSG is nimble in its work – enabling the organization to immediately respond to changes that directly affect the community. Situations change everyday, and partnerships remain fluid because they come as a result of pressing issues or needs that may arise. Having a strategic approach to community engagement that embraces this fluidity helps push things forward.

More recently, we have seen the arrival of Syrian refugees to our community. Some of the support we have provided has reaffirmed our role as a backbone; we were able to, with our partners, respond and plan in a coordinated and timely manner.

PNSG remains committed to the work of integration, whether it affects newcomers, refugees or long-term immigrants. By examining how each of these populations is affected by the social determinants of health, we are able to map out the complexity of the needs and supports required. Most importantly, we gain a better understanding of the combined efforts that will be needed to garner successful newcomer and refugee integration.


Our fourth collective impact report (CIR 4) is a celebration of our partners and our partnerships. We recognize that as a community collaborative and a Local Immigration Partnership (LIP), the role of our partners is critical to our success and the integration of newcomers, immigrants and refugees in our community. PNSG is interested in how and to what extent its participation at tables impacts the work across the region, and how partnerships have made a difference to the work of PNSG and the LIP.

“Over the last
3 years, partners

(CPT and working
group members)
have contributed
over 5,000 hours
to PNSG’s vision”

Local Immigration Partnerships (LIPs) are community-based partnerships that aim to:

- Foster local engagement of service providers and other institutions in the newcomers' integration process;
- Support community-based knowledge-sharing and local strategic planning; and
- Improve coordination of services that facilitate immigration settlement and integration



The creation of PNSG began before Local Immigration Partnerships (LIPs) even existed, and is an innovation in itself. PNSG preceded the emergence of LIPs and went onto becoming the first LIP in Canada. As a LIP, PNSG operates as a cross-sectoral collaborative dedicated to ensuring the successful integration of newcomers and refugees into all aspects of community life through a coordinated and integrated Peel 'Community Plan'

PNSG's Collective Impact Reports are useful to: publicize work that is completed and in-progress; continue dialogue; share work with other LIPs; and share work with funders that see alignment and intersections with their work.

RESULT

1

STRATEGIC PRIORITY #1:

Service for all newcomers are accessible and people centred

SERVICE DELIVERY NETWORK WORKING GROUP ORGANIZATION

- Caledon Community Services
- Malton Neighbourhood Services
- Peel Multicultural Council
- Polycultural Immigrant and Community Services
- Punjabi Community Health Services

NEWCOMER INTAKE QUESTIONS

This strategic priority, from its inception, has engaged our partners in understanding the depth of the issue. The need for intake questions emerged from survey results shared by our partners at Centre for Addiction and Mental Health (CAMH) through our partnership with the Peel Service Collaborative. The informal data collected by CAMH's Peel Service Collaborative saw a gap in the number of mainstream organizations collecting any data on newcomers. PNSG worked with its members to create the two intake questions below.

PNSG then began conversations with funders such as United Way of Peel Region and the Mississauga-Halton Local Health Integration Network to embed these questions into intake forms of their funded agencies so that the breadth of data collected could have an impact on examining the needs of newcomers across the region.

THE PEEL SERVICE COLLABORATIVE IS ONE OF 18 SERVICE COLLABORATIVES ACROSS THE PROVINCE FUNDED BY THE MINISTRY OF HEALTH AND FACILITATED BY THE CENTRE FOR ADDICTION AND MENTAL HEALTH (CAMH). THE GOAL OF THE COLLABORATIVE IS TO IMPROVE ACCESS AND COORDINATION OF MENTAL HEALTH AND ADDICTIONS SERVICES AND SUPPORTS FOR CHILDREN AND YOUTH IN PEEL.

INTAKE QUESTIONS:

1. Do you consider yourself an immigrant? – If so, indicate your length of time in Canada.
 0 – 3 years 3 – 5 years 5 – 10 years 10 years or more
2. From the list below, please indicate what you consider yourself. Please check off the primary category and circle the specific ethnicity in parenthesis:
 Asian – East (e.g., Chinese, Japanese, Korean)
 Asian – South (e.g., Indian, Pakistani, Sri Lankan)
 Asian – South East (e.g., Malaysian, Filipino, Vietnamese)
 Black – African (e.g., Ghanaian, Kenyan, Somali)
 Black – Caribbean (e.g., Barbadian, Jamaican)
 First Nations - Status
 First Nations – Non status
 Indian – African (e.g., Kenyan, Uganda, Tanzanian)
 Indian – Caribbean (e.g., Guyanese with origins in India)
 Indigenous/Aboriginal not included elsewhere
 Inuit
 Latin American (e.g., Argentinean, Chilean, Salvadorian)
 Metis
 Middle Eastern (e.g., Egyptian, Iranian, Lebanese)
 White – European (e.g., English, Italian, Portuguese, Russian)
 Mixed heritage (Please specify) _____
 Other (Please Specify) _____
 Do not know
 Prefer not to answer

SYRIAN REFUGEES

Since November 2015, the Peel Newcomer Strategy Group (PNSG) has been part of several conversations and activities to facilitate the resettlement of Syrian refugees in Peel region. In response to the Government of Canada's plan to resettle 25,000 Syrian refugees - a plan fulfilled on February 29, 2016 - PNSG has been playing a role in supporting different levels of government (municipal, regional and provincial), the non-profit sector (settlement, education, health, etc), business sector, and the wider community (faith-based institutions, ethnic groups, etc) in Peel region to support the resettlement of Syrian refugees. Like many newcomers and refugees, Syrian refugees are also in need of several supports including affordable and long-term housing, social inclusion programs, and employment supports, among many others.

Recognizing the need to have evidence-based information about services and programs that refugees need, and to identify the support gaps, PNSG conducted a community survey, "Capacity to Serve Syrian Refugees." The response rate was high — 40 local agencies responded. With the support of its partners, it distributed and collected 51 surveys, representing 40 agencies across Peel. The survey allowed PNSG to compile a list of current services and programs that could be accessed by Syrian refugees including mental health, settlement, and employment services.

The survey data created the identification of service gaps for the Peel community and supported our understanding of the information and supports needed by service providers, community groups and private sponsors to better serve the Syrian refugees arriving to Peel. The results of the survey were summarized with key recommendations in a report entitled *Syrian Refugees in Peel: A Summary of Activities* (April 2016).

Survey results suggest that the most common supports available in Arabic and French are in the settlement and employment areas that include, but are not limited to: Orientation, Referral Services and Provision of information related to school integration, Housing, and Employment. Workshops in Arabic are also offered to support refugees with topics such as family relationships, raising children, family sponsorship, and professional development. The sector foresees gaps in serving Syrian refugees in several areas such as a lack of current capacity to provide mental health counselling and crisis intervention, building connections with private sponsors so to increase their awareness of the supports available, affordable housing, and the long wait times to accessing English classes. Providers saw the following resources needed to enhance their ability to support refugees:

- Engaging the faith community
- Engaging the Syrian community
- Access to affordable rental housing, including space for larger families
- Culturally and linguistically appropriate services
- Understanding the capacity of Peel-based agencies to provide language support services
- Provision of mental health and trauma counseling;
- Wrap around mental health, trauma and cultural competency training for front line staff
- Connecting Syrian refugees to primary health care
- Enhancing the capacity of the existing services
- Creating stronger partnerships between mainstream and settlement agencies
- Education: Homework Tutors
- Recreation: Lack of access to recreational programs and activities
- Onsite Workplace Language Support
- Bridging Program Model Adapted to Ensure a Continuum of Care
- Translating various training materials including software, literacy, information, education and outreach materials;
- Provision of childcare support services;

PNSG also created, through the suggestions received at Peel-Halton's Executive Council (a group of Executive Directors funded by IRCC in Peel-Halton) a tracking tool asking specific questions about the refugee clients served by settlement agencies (date of arrival, languages spoken, services accessed etc.) so that all agencies serving refugees could ask and track the same information consistently. This information has been analyzed in the *Syrian Refugees in Peel* report and sheds some light on the additional supports that are needed to support refugees and sponsoring groups. Furthermore, this information will be analyzed and examined for who has been served and the extent of secondary migration.

As data continues to be shared with PNSG on existing services, increasing needs, and service gaps for Syrian Refugees, PNSG will continue to leverage its role as a collaborative with numerous links in the Peel community. The aim is to bring together partners from critical sectors to break silos in the service system in which we operate, and encourage collaboration and resource sharing as much as possible for the successful integration of refugees in Peel region.

RESULT

2

STRATEGIC PRIORITY #2:

Effective employment for all newcomers in Peel

ECONOMIC INCLUSION WORKING GROUP

ORGANIZATION - SOFT SKILLS STUDY ADVISORY COMMITTEE MEMBERS

- ACCES Employment
- Brampton Multicultural Community Centre
- COSTI
- Peel Halton Workforce Development Group
- Polycultural Immigrant and Community Services
- Region of Peel
- Ryerson University
- United Way of Peel Region

PNSG'S JOB RETENTION SURVEY

In December 2014, the Peel Newcomer Strategy Group (PNSG) undertook a survey focused on the factors that impact job retention. This survey was sent to employers and newcomer employees to gather different perspectives on issues newcomers face leading to low job retention. The table below indicates one of the results of the survey and emphasizes the need to address the question of soft skills in the context of job retention.

TABLE 1: Percentage of employers that chose the following options as the number one and two most common reasons for not retaining a newcomer employee.

REASON	PERCENTAGE (AS #1 REASON)	PERCENTAGE (AS #2 REASON)
Did not have the soft skills	22%	22%
Did not have the technical skills	18%	15%
Challenges with communication	20%	23%
Was not reliable	15%	3%
Negative attitude	15%	7%
Employee resigned	15%	5%

PNSG applied to the RBC Immigrant, Diversity and Inclusion Project fund through Ryerson University and was awarded the project. With several vested partners, PNSG is now leading a soft skills research study with Ryerson University as a lead partner. Through conversations with several other funders, PNSG was given additional funds to increase the research sample size. The new targets are 100 employers and 300 newcomers - double the number that was originally funded.

The research project seeks to better understand the manner in which employers and employees conceptualize and operationalize the notion of 'soft skills.' Increasingly, 'soft skills' are becoming a key determinant of opportunities to employment and job retention for particular groups. This is especially the case for racialized immigrants and newcomers. There appears to be a cultural gap in evaluating soft skills with adverse implications for job seeking or newly employed racialized immigrants. Literature on human capital and social capital has tended to address this question but in a largely unsatisfactorily way - as a largely supply side issue, leaving the onus on the job seeker to adjust to unclear and perhaps changing labour market norms.



RESULT

3

STRATEGIC PRIORITY #3:

Coordinated planning for services across Peel region for all newcomers

SERVICE DELIVERY NETWORK WORKING GROUP

ORGANIZATION

- Caledon Community Services
- Malton Neighbourhood Services
- Peel Multicultural Council
- Polycultural Immigrant and Community Services
- Punjabi Community Health Services

PNSG NEWCOMER PROFILE TOOL

A. Refugee Services - Mapping Tool

The Peel Newcomer Profile tool (www.peelnewcomer.org/npt) is an online resource that shares newcomer specific data and an interactive map of the assets in Peel region using statistics from the 2011 National Household Census. The data is provided at 77 small levels of geography covering all three municipalities in Peel region (Mississauga, Brampton and Caledon).

This tool is of specific interest for those who want to use data to:

- Access a service map including newcomer settlement, faith-based organizations, community centres, libraries;
- Understand inequities such as newcomer poverty levels compared to non-immigrant poverty levels, and underemployment and how it aligns with educational background
- Enhance outreach, program planning and implementation; and
- Make a strong case for resources, including to funders.

Through partnership with the Peel Data Centre and community partners serving refugees, PNSG has added a refugee-specific layer to the data mapping tool that illustrates the following:

- Location of the service
- Services available to refugees
- Services available to sponsoring groups

PNSG hopes that through this data, PNSG and the refugee serving sector can get a sense of the gaps in services that can be filled. The mapping will also provide service providers a more comprehensive understanding of where to refer refugees for particular services and supports.

Additionally, through a partnership with OCASI, PNSG facilitated and posted a webinar that discusses how to use and leverage the tool for service providers and planners.

B. Story Mapping in Caledon

To make the immigrant story more comprehensive in Caledon (due to limited data availability), the Peel Newcomer Profile Tool (peelnewcomer.org/npt) will incorporate photo stories of immigrants in Caledon. The photos depict the differing realities of newcomers in Caledon ranging from newcomers with varying levels of educational backgrounds, employment status, and immigration status. The stories are a first step for PNSG to include local data to the quantitative data available through Statistics Canada.

Through the data provided on the Peel Newcomer Profile Tool, PNSG hopes to continue conversations with community service providers, CAMH, and Wellesley Institute to examine pieces of inequity in more detail. The Peel Newcomer Profile Tool was developed by Peel Newcomer Strategy Group and the Peel Data Centre at the Region of Peel, as a result of conversations with service providers including informal and formal settlement services speaking to the need to understand the realities of newcomers.



RESULT

4

STRATEGIC PRIORITY #4:

Host communities are receptive to all newcomers

SOCIAL INCLUSION WORKING GROUP

ORGANIZATION - INTERNATIONAL STUDENTS STUDY ADVISORY COMMITTEE MEMBERS

- Brampton Multicultural Community Centre
- COSTI
- Dixie Bloor Neighbourhood Centre
- Immigration, Refugees and Citizenship Canada
- India Rainbow Community Services
- Peel Multicultural Council
- Public Interest
- Region of Peel
- Sheridan College
- University of Toronto, Mississauga
- York University

INTERNATIONAL STUDENTS

International students (ISs) make up the second largest group of temporary migrants in Canada, after foreign workers. Canadian federal and provincial governments look to international students as future citizens – who can easily integrate into Canadian society and the labour market. However, in most discussions their student status overshadows their challenges as migrants. International Students will require support and services from a variety of different partners more specifically Higher Education Institutions (HEI) and Settlement Organizations.

Funded by the Region of Peel, PNSG is leading an IS study with several partners to identify the gaps in services for ISs and how this impacts their social and economic integration. A new partnership with Public Interest will allow the research to take on major components of the project that were at risk due to a lack of in-house capacity.

905 LIPs WORKING GROUP

PNSG has been strengthening its work and relationships with other LIPs across Ontario as well as other ministries – both provincial and federal. Four Local Immigration Partnerships (LIPs) located in the 905 area (Peel, Halton, Durham, and York) have formed the “905 LIPs Working Group” to learn from each other and discuss the successes and challenges faced by each individual LIP. These LIPs are also collaborating to develop common indicators and community evaluation tools to allow for inter-regional comparisons and partnerships.

PNSG also hosted an event with Immigration, Refugees and Citizenship Canada (IRCC), Ministry of Citizenship and Immigration and International Trade (MCIIT), Ministry of Health and Long Term Care (MOHLTC), Local Health Integration Networks (LHINs), Centre for Addictions and Mental Health (CAMH) and Local Immigrations Partnerships (LIPs). This event introduced the 905 LIP working group and several others across Ontario to the Health Equity Impact Assessment (HEIA) tool by providing an overview and allowing an opportunity to apply the tool to a related case study. HEIA is a flexible and practical tool used to identify and respond to unintended potential health impacts (positive or negative) of a policy, program, or initiative on vulnerable or marginalized groups within the general population.



MEASURING OUR PARTNERSHIPS



Collaboratives bring different people and organizations together, making it possible for them to accomplish more together than they can individually. However, many lack a reliable way to measure how well the collaborative process is working, and how to make the collaborative function more effectively.

As recognized by the Canadian Public Policy Networks, evaluation of collaboratives should focus not only on the outcomes, but also on the processes of the collaboration. A two-fold evaluation of the ability of the collaborative to affect change, and its ability to function well as a collaborative, will improve its actions and future results.

There is often a lack of correlation between the strength of the collaborative process and the end results. The success of the collaborative in having an impact – large or small – and seeing the desired change they want in their communities is tied to characteristics of the collaborative such as: the strength of relationships between members; the benefits of collective actions to organizations involved; the trust built into decision-making; and the ability of the supporting organization to bring expertise and direction to the table.

To this end, the Canadian Public Policy Networks recommend using a developmental approach to evaluation, so the evaluation is ongoing and built into the process, not simply reserved for learning at -

the end of the project or process. This allows indicators of the collaborative's effectiveness to be created, reported on regularly, and for the results to be used to adjust or make the necessary changes to its processes and actions. The perceptions, experiences, and suggestions of partners can be heard in the moment and then used to make the necessary changes that can result in more effective relationships and outcomes.

There are two components to measuring the success of a collaborative:

1. Measuring how much the collaborative moved the pendulum on identified community results (i.e., How much did we do to effect change and is anyone better off because of it?); and,
2. Measuring how well the collaborative works (i.e., How well does the collaborative work together in solving complex social issues? Did organizations work together on activities that were mutually reinforcing?)

AMENDED PARTNERSHIP SELF-ASSESSMENT TOOL (PSAT)

This tool is taken from the Center for the Advancement of Collaborative Strategies in Health and customized to the needs of PNSG. The tool measures a number of constructs, but most importantly, the collaborative's ability to work together. This ability is not simply an exchange of resources, but rather, members working together to create something innovative that achieves a desired outcome (i.e., a whole that is greater than the sum of its parts). When a collaborative achieves a high level of synergy, it is able to think in new and creative ways about how it can achieve its goals, carry out more comprehensive interventions and strengthen its relationship with the broader community. The self-assessment tool is also administered to determine member perceptions of the strengths and weaknesses of the collaborative in the areas of:

- √ Synergy
- √ Administration & Management
- √ Benefits of participation
- √ Comparing Benefits and Drawbacks
- √ Leadership
- √ Non-financial Resources
- √ Satisfaction of participation
- √ Common Vision
- √ Decision-making
- √ Diversity and Inclusivity

The tool can also assess:

- √ Value and drawbacks members experience as a result of participating in the collaborative
- √ Members' overall satisfaction with the collaborative in terms of its results

The PSAT can be used at various stages of a collaborative's life cycle, but it is most useful when used at regular intervals (every 6 months for example). The tool enables a collaborative to determine how well its processes are working and to identify corrective actions that can help it realize the full potential of collaboration.

MEASURING OUR PARTNERSHIPS



The amended PSAT allows a collaborative to:

- ✓ ***See how well its collaborative process is working***
- ✓ ***Learn how it can make its collaborative process work better — when it still has time to take corrective action***
- ✓ ***Communicate the “hidden” strengths of its collaborative process to partners, funders, and the community***
- ✓ ***Make the collaborative more responsive to its partners and the broader community***
- ✓ ***Get members more involved in the leadership and management of the collaborative***

Used at an early stage, the results can be used by the collaborative to facilitate planning, set goals and determine desired outcomes, etc. Used over time, the tool allows PNSG to track changes and see the impact of its efforts to improve the collaborative process in the following ways:

- Provide members with a way to express themselves anonymously about issues arising in the collaborative
- Provide members with a framework for discussing the collaborative process to broaden member involvement and strengthen the effectiveness of member ownership and leadership
- Help the collaborative become more responsive to the collaborative members
- Obtain ongoing, systematic and timely feedback from its members on their perspectives of the collaborative

Another key element of these tools is “communication” (i.e., communicating the purpose of the tool and the results, so the membership can collectively determine next steps). Communicating the results of both tools to members will enhance their understanding of the elements and importance of collaboration, as well as build members’ confidence in the collaborative’s role in contributing to the success of the collaboration. Results should be reported back in a timely manner, at frequent and regular intervals so members see their perspectives and experiences are being integrated into the work of the PNSG. It is recommended that the CPT collectively review results and determine appropriate actions, communications strategies and measures of success.

AMENDED PARTNERSHIP - SELF-ASSESSMENT TOOL RESULTS

PSAT results indicate that more than **80%** of PNSG partners felt that by working together, the partnership understands key community issues and priorities for action based on a variety of information sources 'very well' or 'extremely well.' Furthermore, respondents agreed or strongly agreed to collaborative partners standing behind an agreed upon vision or goals. They see it as important.

Sixty five percent of respondents felt that the collaborative members are invested in ensuring that the collaboration succeeds at achieving its goals whereas, **25%** responded 'neutral' to this question. This would suggest that not all partners feel engaged or feel accountable for PNSG's vision.

Furthermore, more than **65%** of respondents also felt that by working together, the collaborative is effectively engaging the right people and groups within our local community to address identified community needs. However, **33%** of respondents indicated that they felt 'neutral' about PNSG engaging the right people or groups suggesting that PNSG begin discussions around who may be missing around the conversations.

Sixty five percent of respondents also suggested that by working together, partners in the collaborative are/will be able to carry out comprehensive activities in order to work toward the collaboration's goals and mandate. However, **32%** of respondents either indicated neutral, or that they disagreed or strongly disagreed with this statement. This would suggest that respondents in the collaborative feel like the membership needs to expand or change in representation to tackle some of the complex issues it is trying to solve.

One of the key questions is if the work of the collaborative has increased participants' understanding of the complex social issue addressed by the collaborative. **75%**, a large majority, of respondents indicated that PNSG has increased their understanding of the importance of newcomer integration in Peel. **Eighty five percent** also felt that the collaborative effectively combined the perspectives, resources, and skills of its partners involved. A high **94%** indicated that PNSG has enhanced their ability to address an important issue.

MEASURING OUR PARTNERSHIPS



SECONDARY PARTNERSHIP - SELF-ASSESSMENT TOOL

This tool was created to measure and capture the value add that PNSG has had on 'secondary' partners. Secondary partners are partners who do not formally sit on the Central Planning Table (CPT) but rather work on initiatives with PNSG or ask PNSG to participate on their own tables or initiatives. Through the Secondary PSAT, PNSG wanted to examine the extent to which partners may have increased their understanding of PNSG and overall newcomer issues. PNSG also gauged if there are any knowledge, attitude, and behavioural changes that are happening because of the information being shared with partners.

SECONDARY PSAT RESULTS

When participants were asked to rate the degree to which PNSG's partnership impacted their work in the following areas, respondents indicated:

Table 1: PNSG's partnership and impact	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE
Increased my understanding of the need to have accessible and people centered services	25%	58%	17%	0%
Increased my awareness of the importance of a newcomer lens at decision-making tables	58%	33%	25%	0%
Increased my awareness of newcomer issues overall	58%	33%	25%	0%

Table 2: Respondents were asked to indicate the extent to which they agreed with the following statements:

I SEE:	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE
Value in the work I do with PNSG	75%	25%	0%	0%
Value in the relationships I have built with and through PNSG	75%	25%	0%	0%
My organization's vision aligning and intersecting with that of PNSG's	67%	33%	0%	0%

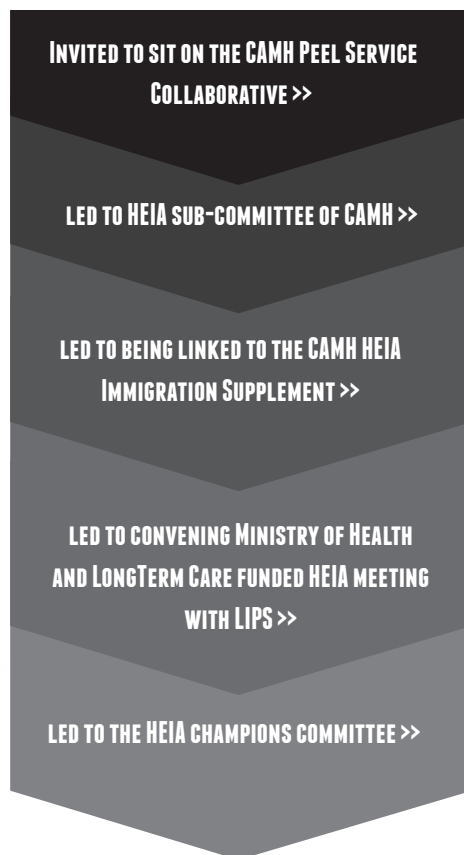
RESPONDENTS ALSO SEE PNSG BENEFITTING THEIR WORK BY:

- *Continuing to providing evidence-based research*
- *Continuing to foster and build relationships with the settlement sector*
- *Continuing to enhance local data availability and use (i.e. training, webinars, and workshops)*
- *Continuing to provide up-to-date policy changes and implications*
- *Continuing to provide continuous communication around immigration and newcomer issues*
- *Forming new partnerships with organizations that serve the most marginalized newcomer populations in Peel*
- *Increasing its knowledge of the local labour market*
- *Examining the link between social determinants of health and pressing issues*
- *Providing a diverse newcomer voice*
- *Increasing its capacity to participate at more community tables*

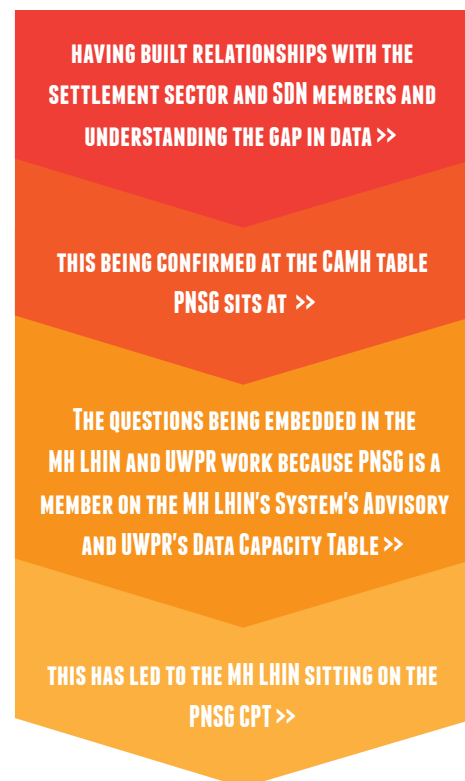
PNSG PARTNERSHIP

THE FOLLOWING DIAGRAMS SHOW THE POTENTIAL IMPACT OF BUILDING RELATIONSHIPS. IT DEMONSTRATES THAT BY REMAINING OPEN TO A DIVERSE AND BROAD RANGE OF CONVENTIONAL AND UNCONVENTIONAL PARTNERS FOR THE LIPS, PNSG HAS BEEN ABLE TO PARTICIPATE IN AND IMPACT A VARIETY OF DIFFERENT SECTORS THAT INTERACT WITH NEWCOMERS.

MENTAL HEALTH :



INTAKE QUESTIONS :



PRESENCE

PEEL DATA CENTRE :

WORKING WITH SDN IN HOSTING THE SERVICE
PROVIDER AND RESIDENT CONVERSATIONS
AROUND NEEDS >>

LED TO SEEING A REFERRAL GAP AND THE LACK
OF RELIABLE DATA AT THE COMMUNITY LEVEL >>

BROUGHT TOGETHER 211, PDC, AND IMMIGRATION
PORTAL TO HAVE A CONVERSATION >>

LED TO RELATIONSHIP WITH PDC IN
SUPPORTING THE CREATION OF THE
ONLINE NEWCOMER TOOL >>

LEVERAGED THE TOOL TO HAVE CONVERSATIONS
WITH IRCC >>

HAVE CONDUCTED A WEBINAR ABOUT THE
TOOL AVAILABLE ON THE OCASI WEBSITE >>

SYRIAN REFUGEE ACTIVITIES :

WORKING WITH THE ROP AND UWPR TO
PARTICIPATE ON THE SYRIAN REFUGEE SYRIAN
SETTLEMENT SUPPORT WORKING GROUP >>

LED TO EVENTS FOR THE PEEL COMMUNITY
TO SUPPORT REFUGEES >>

LED TO THE GAP ANALYSIS REPORT >>

IRCC EXECUTIVE COUNCIL - DATA TRACKING TOOL
INTRODUCED - PRIVATE SPONSORS EVENT -
SUMMARY REPORT WITH RECOMMENDATIONS >>

MOVING FORWARD

Moving forward, PNSG plans to be part of conversations that continue to share and leverage the LIP mandate. It will continue building partnerships that can have a ripple effect broader than its Central Planning Table (CPT). PNSG, as a LIP, will continue examining its degree of influence and positive contribution to some of the most complex issues in Peel.

There are a number of examples of LIP initiatives using a partnership approach to increase the impact of their work - the structure and mandate of the LIPs are well-suited for fostering partnership and integration. PNSG will continue looking to increase opportunities for peer learning among LIPs, and pilot projects to explore collaborative working groups, governance models, and evaluations.

Through the consultation and strategy development process, PNSG, along with other LIPs, has taken a leadership role in understanding and addressing the challenges and opportunities for newcomers. This approach offers the possibility of shared indicators and common data, ultimately bringing our understanding of these complex issues to an inter-regional level. PNSG will work with its partners to obtain region-specific IRCC baseline data and other data (Statistics Canada, local data etc.) to describe and measure change over time.

PNSG will begin developing its new community plan (2017-2020) which will require foundational thinking around population level priorities and associated indicators. The development of population level priorities and indicators allows PNSG to gauge its collective impact, both at a population and a program level instead of relying on the success of isolated interventions.

The community plan will be developed by building on the work PNSG has been doing with its research studies and with its partners on other initiatives such as Peel Counts, Peel Poverty Reduction Strategy and the CAMH Peel Service Collaborative.

The newcomer, immigrant and refugee experience with population level issues such as health, commensurate employment, and economic resilience are far more complex and unique than the experience of non-immigrants and therefore, needs partners that understand and can support the needs of this population. Moreover, activities would also identify the measurement necessary to identify change over time in providing interventions, supports and services to the newcomer and refugee populations. These activities will evaluate the effect PNSG has had, and set up the components necessary to evaluate its future successes.

PNSG would like to begin answering bold questions such as: "What is the impact PNSG has made to services for newcomers and refugees?" and, "How has PNSG impacted the lives of newcomers and refugees?"

Immigration policy and settlement services have seen significant shifts in recent years. The LIPs find themselves in a unique position to make a real

impact. Since they are broad-based planning and capacity initiatives, LIPs are well positioned to take on a leadership role in supporting policy changes as they are implemented. PNSG will continue working with funders to ensure the LIP voice is represented and heard on provincial and national platforms.

PNSG will use the results of its research projects as a discussion point to take into the local communities in Peel. At the national and provincial levels, PNSG will continue dialogue around unintended consequences of immigration policies and a labour market system which can often be excluding.

PNSG will also continue applying for research grants to pursue insights on topics that are predominant in Peel. PNSG specifically hopes to increase its efforts in providing research in the areas of temporary foreign workers, caregivers, LGBTQ2S community and newcomer youth. Another goal is to increase its role in informing policy and supporting the Fair Share work for Peel.

Over the years, PNSG has identified a set of results for its community including economic and social inclusion, and has worked with its partners to understand the interaction between these two areas. With a Collective Impact lens, PNSG will begin focusing its conversation on distinct indicators and developing solutions with its partners on how to create system-level changes so we can see improvements on the most important of these indicators.

MEMBERSHIP LIST

CENTRAL PLANNING TABLE CO-CHAIRS:

Baldev Mutta, CEO, Punjabi Community Health Services

Paula DeCoito, Executive Director, Social Planning Council of Peel

CENTRAL PLANNING TABLE MEMBERS

Anita Stellinga, Vice President, Community Investments, United Way of Peel Region

Cameron Moser, Manager, Workforce Development

Chris Fonseca, Regional Councillor, City of Mississauga

Cliff Fast, Integration Manager, Immigration, Refugees and Citizenship Canada

Dipna Singh, Integration Officer, Immigration, Refugees and Citizenship Canada

Eduardo Castro, Mental Health and Addition Project lead, Mississauga-Halton LHIN

Effat Ghassemi, Executive Director, Newcomer Centre of Peel

Elaine Moore, Regional Councilor, City of Brampton

Emilienne Mondo, Project Officer, Francophone Immigration Network

Jaipaul Massey Singh, Chair of the Board, The Brampton Board of Trade

Judith McWhinney, Business Intelligence Team, Information Management Division, Service Innovation, Information and Technology (SIIT), Region of Peel

Lorraine Hogan, Regional Advisor Halton-Peel, Ministry of Citizenship, Immigration & International Trade

Marie Pierre Daoust, Community Liaison Officer, CSDCCS

Mario Calla, Executive Director, COSTI Immigrant Services

Naveed Chaudhry, Executive Director, Peel Multicultural Council

Shalini da Cunha, Executive Director, Peel-Halton Workforce Development Group

Shelley White, President and CEO, United Way of Peel Region

Sue Sadler, Senior Director, Services and Program Development, ACCES Employment

Tanya Lauder, Manager, Programs and Services, Skills for Change

Varsha Naik, Community Liaison Coordinator, Peel District School Board

Yvonne Sinniah, Director, Health System Integration, Central West LHIN

ECONOMIC INCLUSION WORKING GROUP

Sue Sadler, Senior Director, Service and Program Development, ACCES Employment, CPT Member and Co-Chair

Julie Darboh, Director, Employment Services, COSTI Immigrant Services, Co-Chair

Agni Shah, Resident

Gordana Muratovic, Work Placement Coordinator, Polycultural Immigrant and Community Services

Hardip Johal-Sangha, Occupational Health Community Worker, WellFort Community Health Services

Jaipaul Massey-Singh, Chair of the Board, The Brampton Board Of Trade

Janet Hallett, Manager, Languages & Skills Training Services, COSTI Immigrant Services

Reena Aggarwal, Community Relations Specialist, Region of Peel, Human Services

Shalini da Cunha, Executive Director, Peel-Halton Workforce Development Group

SOCIAL INCLUSION WORKING GROUP

Corina Carvallo, Manager, Programs and Services, Skills for Change, CPT Member and Co-Chair

Sheref Sabawy, Coptic Centre, Co-Chair

Agni Shah, Resident

Fauzia Khan, Settlement Manager-Peel, Afghan Women's Organization

Joanna Kubica, Student Settlement Support Officer, Dufferin-Peel Catholic District School Board

Manjeet Badyal, Settlement Services Manager, Catholic Cross Cultural Services

Maria E. Restrepo, Settlement Worker, Peel Multicultural Council

Reena Aggarwal, Community Relations Specialist, Region of Peel, Human Services

Sukhjot Singh, Settlement Worker, Peel Multicultural Council

Susan Nomi, Director of Programs, Big Brothers and Big Sisters of Peel

Yasmine Dossal, Director, Social Services, COSTI Immigrant Services

SERVICE DELIVERY NETWORK WORKING GROUP

Baldev Mutta, CEO, Punjabi Community Health Services, CPT Member and Co-chair

Jagdeep Kailey, Settlement Services Manager, Peel Multicultural Council, Co-chair

Naveed Chaudhry, Executive Director, Peel Multicultural Council

Francesca Bernadowitsch, LINC Coordinator, Caledon Community Services

Jacquie Lewis, Executive Director, Malton Neighbourhood Services

Marwan Ismail, Executive Director, Polycultural Immigrant and Community Services

Ava Joshi, Manager, CI - Community Initiatives, United Way of Peel Region

PARTNERS

COMMUNITY PARTNERSHIPS

905 LIP Working Group – Immigration Refugees and Citizenship Canada
Brampton Multicultural Community Centre Opening Doors Research Advisory Committee
Brampton Springdale Network
Central West LHIN Diversity Committee
Community Citizenship Ceremony Working Group
Executive Council - Immigration Refugees and Citizenship Canada
Fair Share for Peel Task Force
Interfaith Council of Peel Steering Committee
Malton Inter-Agency Meeting
Mississauga Neighbourhood Project
Neighbourhood Change Research Partnership 905 Working Group
Peel Chinese Inter-Agency Network
Peel Counts
Peel Poverty Action Group (PPAG)
Regional Diversity Roundtable
Safe City Mississauga: Cyber Ambassadors Working Group
TRIEC: IEI Advisory Committee

Mississauga Halton LHIN:

Data Collection Health Equity Project - Working Group
South West Mississauga Health Links Steering Committee
System Planning Advisory Committee on Health Equity

Peel Children and Youth Initiative:

Research and Evaluation Reference Group

Peel Service Collaborative (CAMH):

Health Equity Working group
Health Equity Impact Assessment (HEIA) Subcommittee
Peel Faith/Service Provider Breakfast Planning Group

Region of Peel:

Building Healthy Communities
Community Reference Group for Peel Housing and Homelessness
Peel Immigration Web Portal Steering Committee

United Way of Peel Region:

Annual Physicians on Community Mental Health
Data Capacity Table
Diversity Working Group
Hub Strategy
Public Policy Table

SPECIAL THANKS:

Region of Peel:

Beth Storti, Manager, Community Partnerships, Human Services

Kevin Farrugia, Junior Planner /GIS Analyst, Service Innovation, Information and Technology

Ron Jaros, Manager, Peel Data Centre

Sandra Solonik, Advisor Community Investment, Human Services

Sonia Pace, Director, Human services

Andrea Dort, Planner, Information and Intelligence Team, Integrated Planning Division, Corporate Services

Geoff McIlroy, Manager, Strategic Policy and Research, Human Services

Melissa Toney, Supervisor, Community Investment Program, Region of Peel

PNSG STAFF:

Esel Panlaqui, Specialist, Service Integration

Gayathri Veeraswaminathan, Finance and Administrative Coordinator

Nadia Jamil, Specialist, Research and Policy

Written by **Seema Taneja**, Measurement and Data Consultant, PNSG; **Aamna Ashraf**, Director, PNSG

Valer Jurca, Graphic Design, www.valer.ca

THE 5 KEY COMPONENTS OF COLLECTIVE IMPACT ARE EMBEDDED IN ALL OF PNSG'S WORK

As a collaborative we have established a **common vision** through the Peel 'Community Plan'. We have come together and identified key indicators establishing **shared measurement** that ensures our efforts remain aligned and that we are committed to collecting data and measuring results. We have established a central planning table and three working groups to **mutually reinforce activities** where participant activities must be differentiated while still being coordinated through a plan of action. We are committed to **continuous communication** through our website, newsletters and annual collective impact report and through conversations between agencies, funders, partners and residents. We are the **backbone support** with staff expertise, commitment and skills to serve the entire initiative and coordinate participating organizations and agencies to be engaged, involved and excited about the work we do. Through multi-funder support and diverse partnerships, the backbone function is realized when partners assist with overall strategic direction, facilitate dialogue between one another, manage data collection and analysis, handle communications, coordinate community outreach, and mobilize funding.



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada



United Way
Peel Region

Region of Peel
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