# PAVING A PATH FOR DIGITAL EQUITY AND DIGITAL TRANSFORMATION IN PEEL REGION

Workshop Chair: Jessica Kwik – Peel Newcomer Strategy Group at United Way of Greater Toronto

25 November 2024

LAND ACKNOWLEDGEMENT

AGENDA

1. Workshop Chair Welcome

2. Digital Maturity in the Settlement Sector – Code for Canada

3. Exploring Digital Equity for Newcomer Services in Peel - PNSG, Peel CAS' CWICE, PMC

4. Q&A
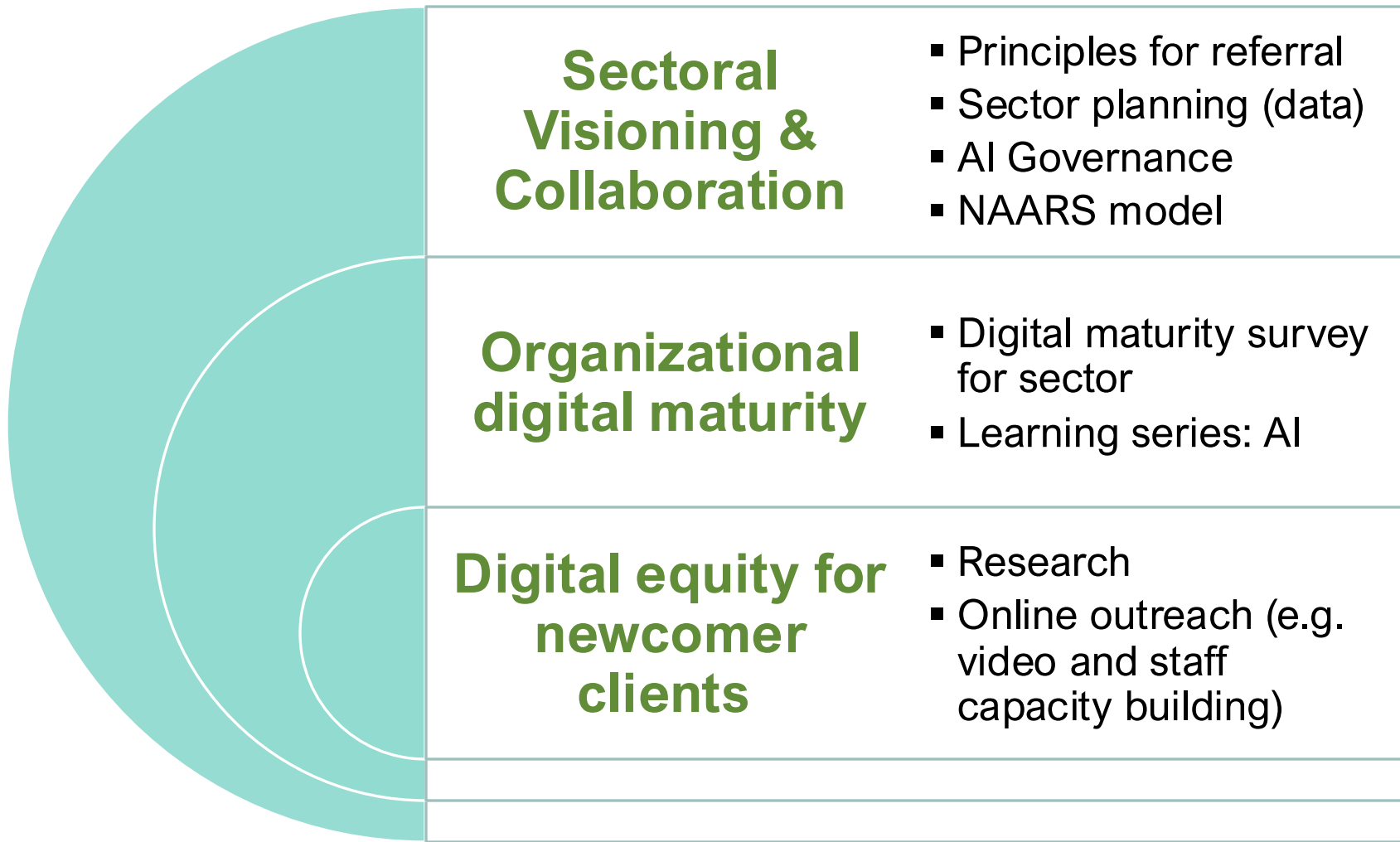
Digital Maturity in the Peel-Halton Settlement Sector
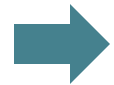
25 November 2024

CODE for CANADA

"Everyone is trying to do 'digital transformation' in their own way."

— Leader of a Peel-Halton settlement agency

How might the Peel–Halton settlement sector embrace **digital transformation**...

FROM A SOLO PATH... ➡ **...TO A SHARED JOURNEY?**

Who we are

Code for Canada is a national nonprofit using tech and design to improve life in Canada.

We partner with public-benefit organizations (like you!) to help ensure that everyone in Canada has access to inclusive, equitable, and responsive public services that meet them where they are.

Today's presenters

Dorothy Eng
CEO

Kay Nadalin
Design Chapter Lead

"We need best practices and guidance for agencies who are all trying to 'figure out' digital."

— Leader of a Peel-Halton settlement agency

Digital maturity explores how well an organization is *prepared to embrace* **digital transformation**.

→

Digital transformation is the active use of data and technology as *enablers* for better service delivery.
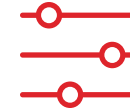
Code for Canada's Digital Maturity Assessment

Client-centric service design and delivery

Oversight and support for digital

Practices and platforms for data sharing

Infrastructure and resources for digital

Ways of working

Skills and hiring

Levels of Digital Maturity

The assessment provided a moment-in-time snapshot of digital maturity based on 7 levels.

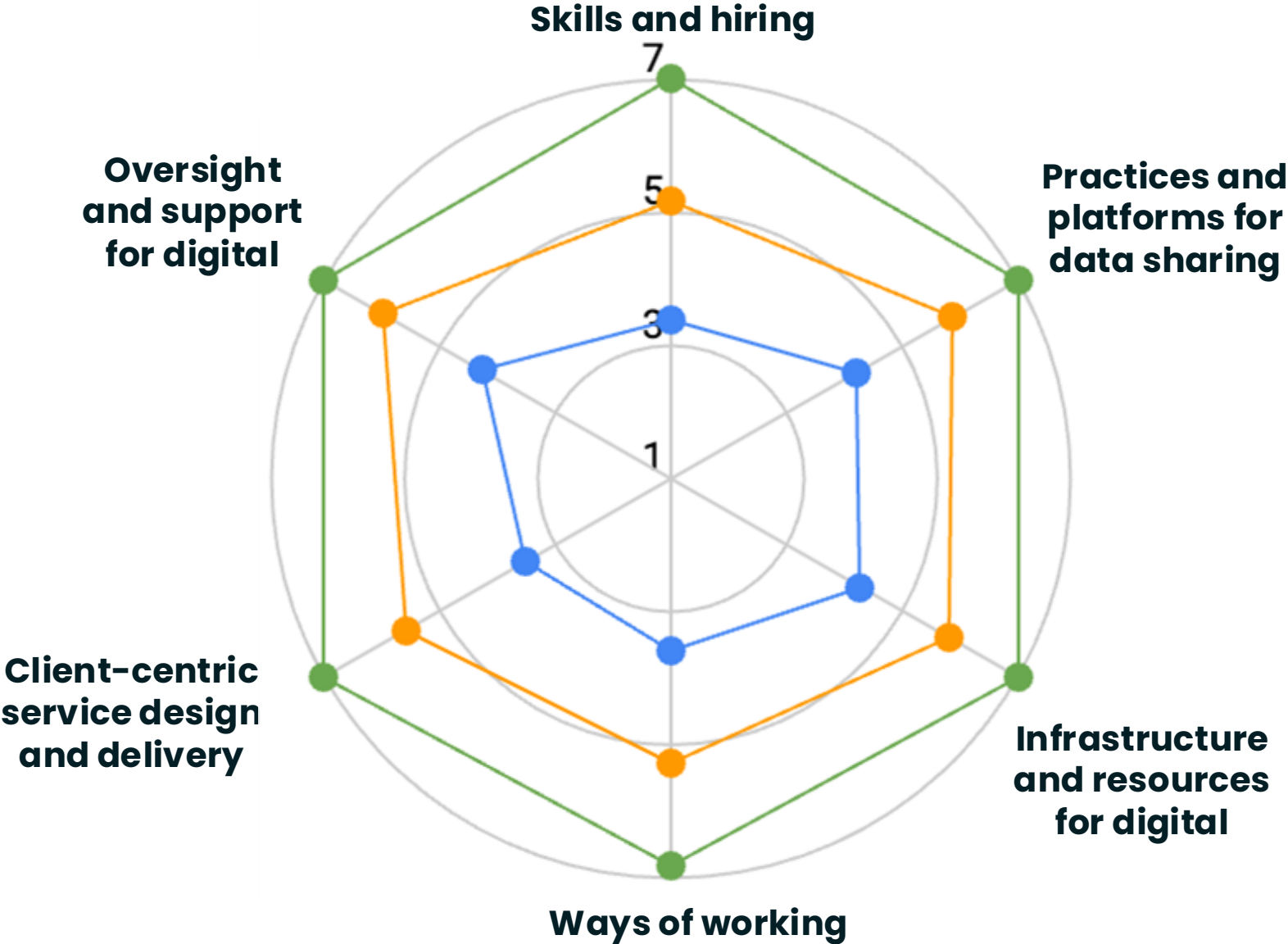| Level of Digital Maturity	1 Limited	2 Emerging	3 Developing	4 Moderate	5 Proficient	6 Advanced	7 Leading
What this looks like for an agency	Minimal digital infrastructure, paper-based processes are the norm.	Initial digitization efforts are underway, with limited capabilities. Simple data collection and digital storage systems are in place.	Many processes are digitized, with internal applications used for specific tasks. Basic data management systems with basic analysis capabilities are in place.	Majority of processes are digitized, with integrated systems for collaboration and efficiency. Functional data management systems are in place.	Processes are data-driven, user-focused, and streamlined with technology as enablers. Robust data management systems are in place, with some analytic capabilities.	Digital capabilities are seamlessly integrated into all aspects of operations. Sophisticated data management systems and analytics are in place.	Has transformative impact on the sector through innovative use of digital technologies and data-driven strategies.

Digital Maturity Assessment Results

Current state of the sector

Legend

- 🟢 Highest maturity
- 🟠 Average maturity
- 🔵 Lowest maturity

Note: These results reflect the 15 agencies who participated in the assessment.

Skills and hiring

Practices and platforms for data sharing

Infrastructure and resources for digital

Ways of working

Client-centric service design and delivery

Oversight and support for digital

Digital Maturity Assessment Results

Indicators (on a scale of 1-7)	Lowest	Average	Highest
Client-centric service design and delivery	3.5	5.6	7
Oversight and support for digital	4.3	6	7
Practices and platforms for data sharing	4.2	5.9	7
Infrastructure and resources for digital	4.3	5.8	7
Ways of working	3.6	5.3	6.8
Skills and hiring	3.4	5.2	7

Note: These results reflect the 15 agencies who participated in the assessment.

Recommended Minimum Level of Digital Maturity

Proposed level for the sector

Level of Digital Maturity	5 Proficient

Legend

- 🔴 Recommended min level of maturity
- 🟢 Highest maturity (current state)
- 🟠 Average maturity (current state)
- 🔵 Lowest maturity (current state)

Note: These results reflect the 15 agencies who participated in the assessment.
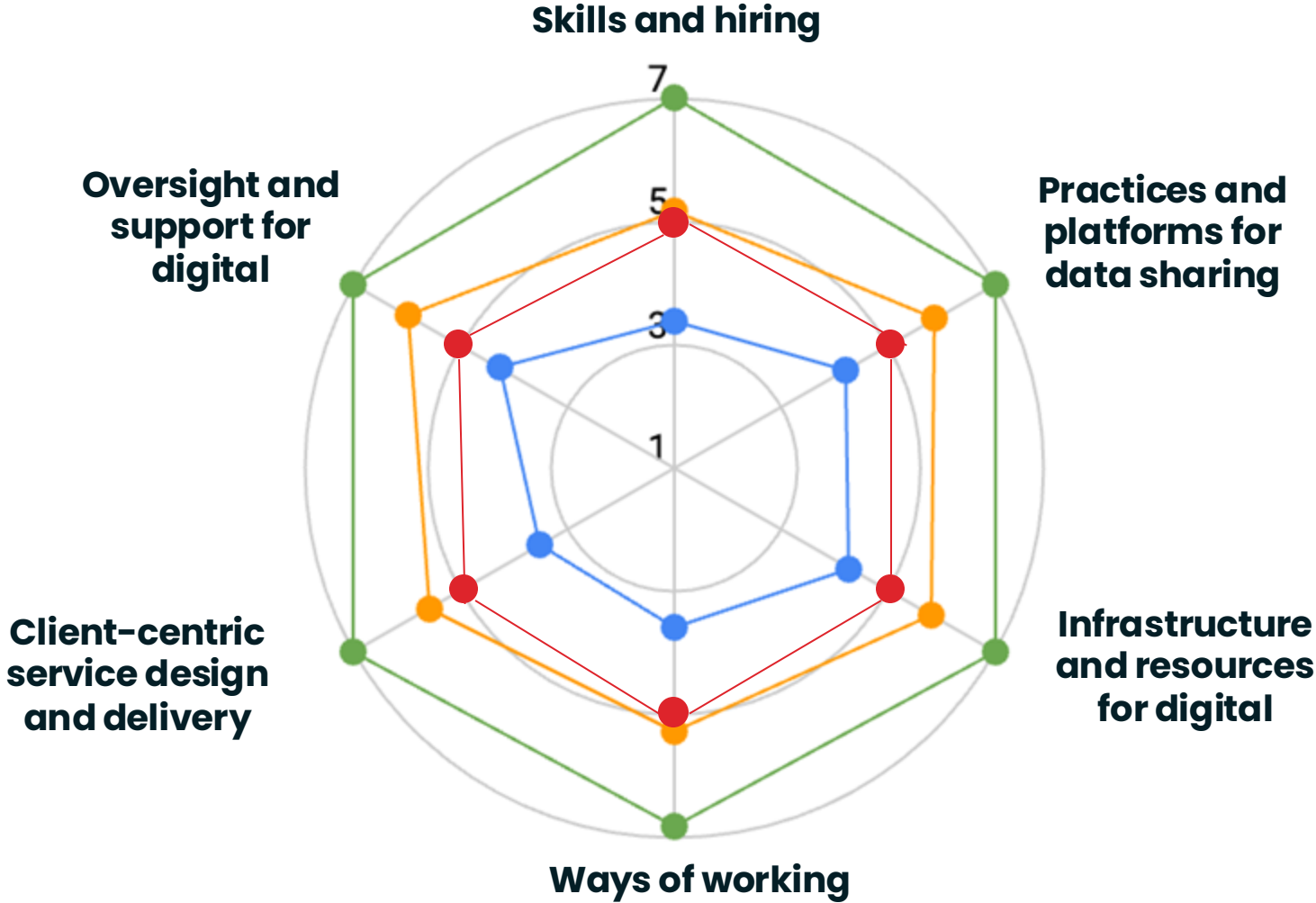
Best practices for Digital Maturity:
Level 5 - Proficient

These best practices are agency-specific — meaning an agency's unique context will determine the timing of these recommendations.

As each agency enhances their digital maturity to meet or exceed the recommended level, the collective digital maturity of the sector will increase too.

Client-centric service design and delivery

- ❑ Client feedback regularly informs process improvements to existing services, and the creation of new services
- ❑ Client's information is only collected once
- ❑ Services are still accessible in non-digital formats as needed

Oversight and support for digital

- ❑ "Digital" has a presence in the agency's strategic plan
- ❑ IT staff are involved in relevant decisions about technology usage and procurement — not just implementation
- ❑ Policies and procedures effectively govern the use of data and technology

Practices and platforms for data sharing

- ❑ Standardized practices are in place to guide how data is shared internally and externally
- ❑ Data is readily available for staff to assess and make service delivery decisions
- ❑ Platforms allow for secure transfer (import/export) of client data

Infrastructure and resources for digital

- ❑ Staff have access to modern, high-quality, and well-functioning technology
- ❑ There is a sustained budget for digital
- ❑ Cyber threats are centrally managed and staff receive ongoing training about cybersecurity
- ❑ Data is backed up at least weekly, and recovery processes are tested regularly

Ways of working

- ❑ Experimentation and learning from failure is encouraged
- ❑ Learnings are shared widely within teams and beyond
- ❑ Services have clear owners with autonomy to make decisions

Skills and hiring

- ❑ Digital-focused professional development is available to staff at least once per year
- ❑ Dedicated staff and/or external consultants are responsible for **digital transformation roles** related to managing the agency's data and technology needs

Digital Transformation Roadmap for Peel–Halton Settlement Sector

The Roadmap's Action Categories

To achieve its vision for digital transformation, the sector will...

1. Elevate Digital Maturity

2. Advance the Sector's Data Priorities

3. Work Together via a Collaboration Hub

4. Enhance Inter-Agency Referrals

5. Prepare for Central Intake

6. Explore Centralized Client Data

Thank you!

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EXPLORING DIGITAL EQUITY FOR NEWCOMER SERVICES: PERSPECTIVES ON ACCESS AND CHALLENGES IN PEEL REGION

Research Partners and Background

- Service Delivery Network

- Peel Newcomer Strategy Group

- Peel Children's Aid Society Child Welfare Immigration Centre for Excellence

- Peel Multicultural Council

Research Objectives

1. Understand the barriers to accessing digital settlement services in Peel region.
2. Examine newcomer experiences with both digital and in-person services.
3. Inform improvements in service delivery to meet diverse newcomer needs.

Research Questions

1. Which newcomer groups are not accessing digital settlement services?
2. What factors hinder access to these services?

Research Ethics

1. This project was approved by the Community Research Ethics Board

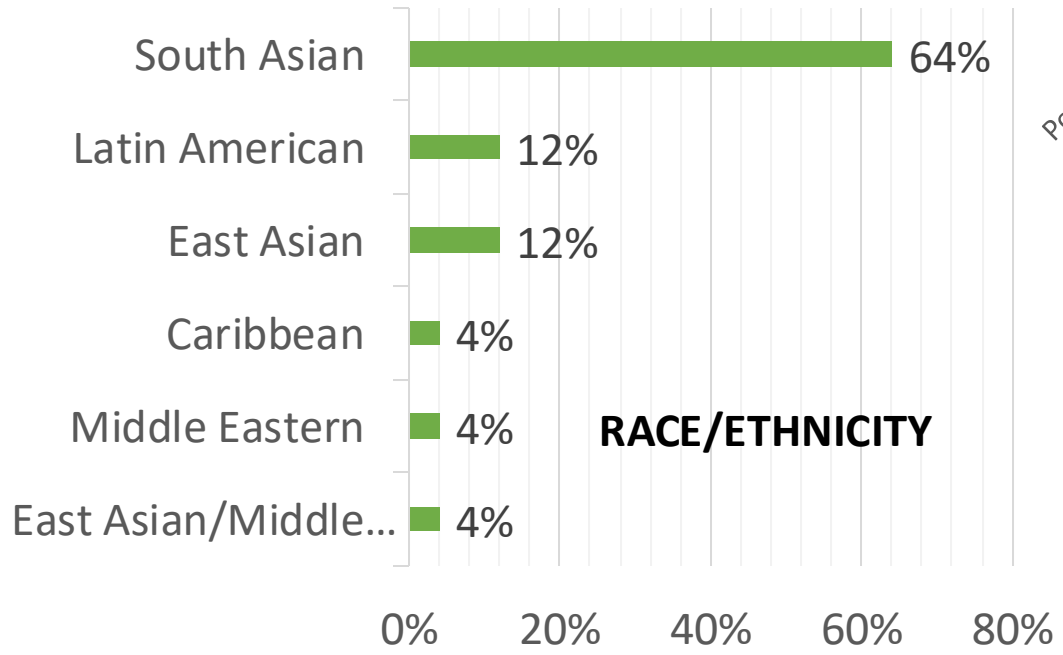# METHODOLOGY & DATA COLLECTION

Document Scan

Interviews with 25 diverse newcomers

Surveys with 16 Service Providers (30 responses)

Peel Multicultural Council's Digital Literacy Exchange Program

Sample Demographics

AGE

Age	Percent
18-29	24%
30-39	36%
40-49	20%
50-59	8%
60-69	12%

GENDER

- Male: 48%
- Female: 52%

EDUCATION LEVEL

Education	Percent
Post-graduate degree	36%
Undergraduate degree	44%
Some college	16%
High school degree	4%

RACE/ETHNICITY

Race/Ethnicity	Percent
South Asian	64%
Latin American	12%
East Asian	12%
Caribbean	4%
Middle Eastern	4%
East Asian/Middle...	4%
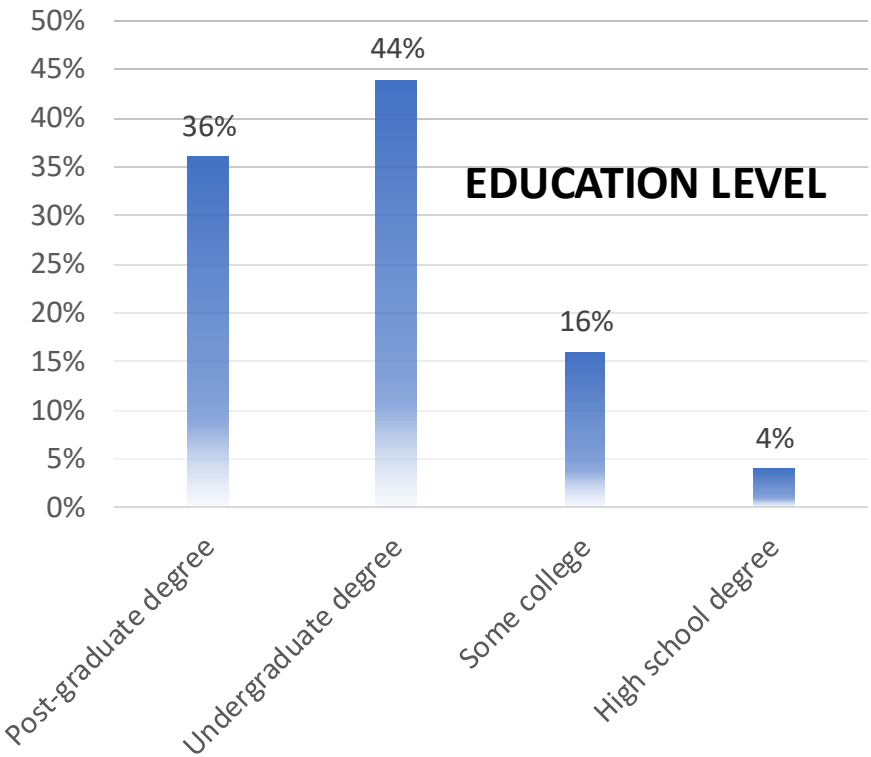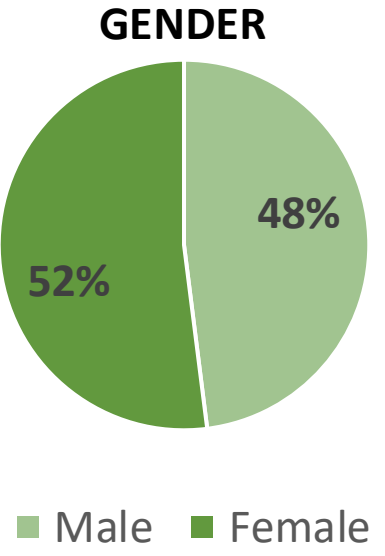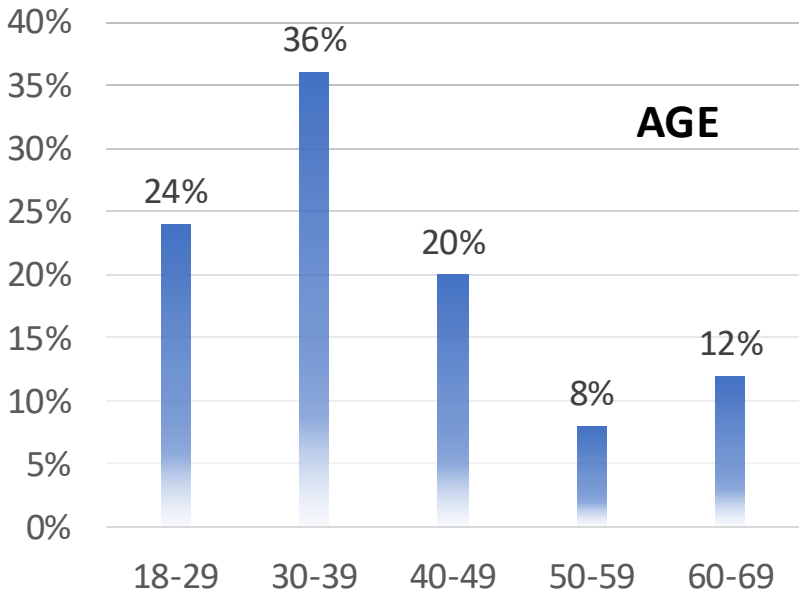
Service Provider Organizations
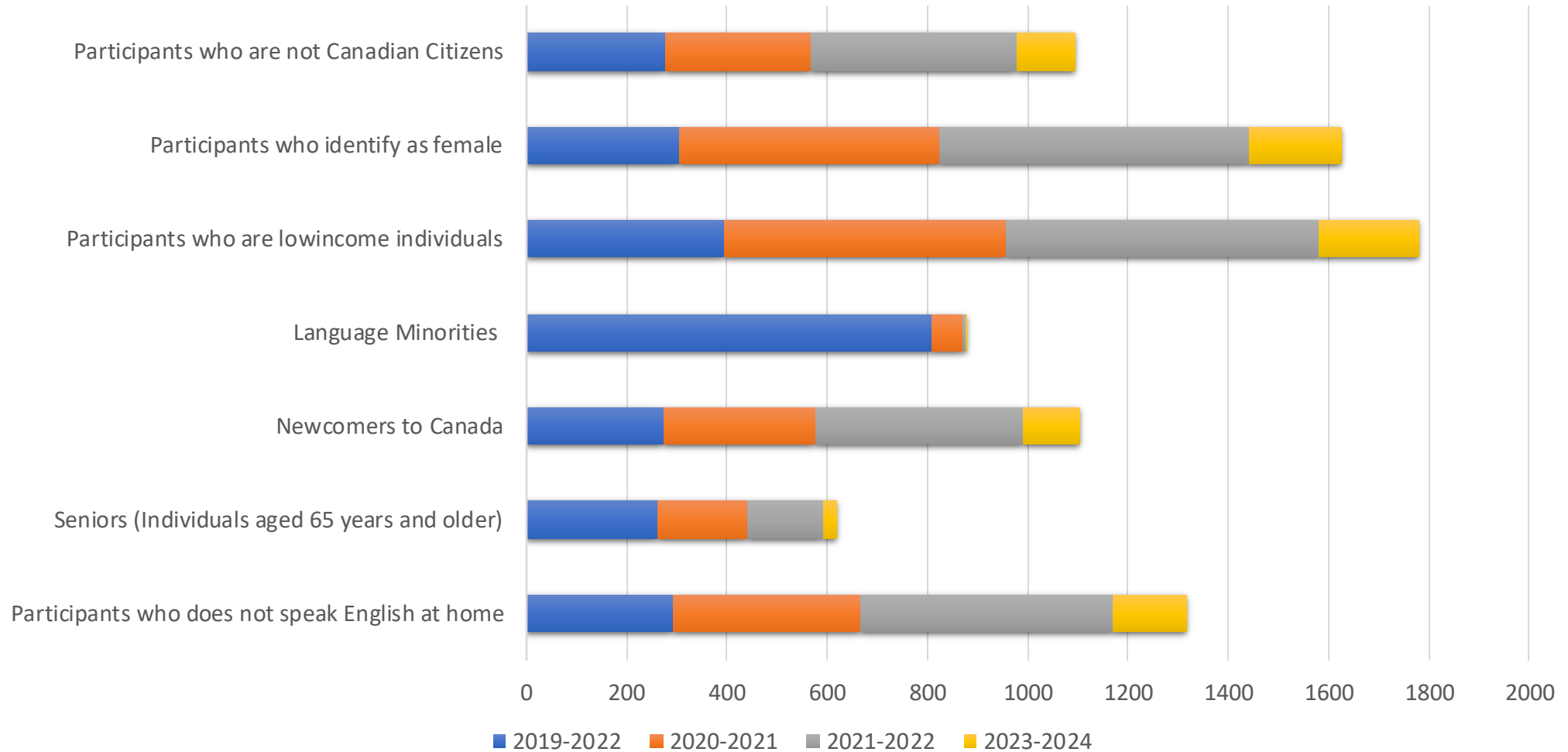
Peel Multicultural Council's Digital Literacy Exchange Program (DLEP):
Targeted Under-Represented Groups

Which groups are not accessing digital settlement services?

1. Lack of Digital Literacy

Newcomers unable or lacking confidence to use devices (computers, smartphones) rely on in-person services.

2. Language Barriers

Digital services mostly in English/French; non-fluent newcomers struggle with accessing content.

3. Family Support

Newcomers with settled family members often rely on them for settlement needs, bypassing digital services.

Barriers faced by Newcomers

Digital Literacy

- Lack of digital skills.
- Complex tasks (e.g., screensharing).

Language Barriers

- Limited English/French fluency.
- Prefer in-person services with native-language staff.

Awareness & Privacy Concerns

- Unaware of digital service options.
- Concerns about data privacy, camera use, and online scams.

Barriers faced by Newcomers

In Person Connections

- Preference for face-to-face support for reassurance and clarity.

Technology & Cost Issues

- High costs and outdated devices.
- Technical difficulties.

Additional Factors

- Immigration status
- Professional networking and employment support
- Childcare needs

Service Provider Experience with Providing Digital Services

73% of SPOs reporting frequent use of digital services by newcomers

60% of providers received digital service training

Despite high levels of use by and high levels of training for providers,
16.7 % still feel uncomfortable with tools.

Key Recommendations

How can we meaningfully collaborate to advance these goals?

Increased Awareness

Targeted outreach & partnerships to promote digital service options

Enhance Digital Literacy

Tailored digital literacy training for newcomers & staff

Address Language Barriers

Simplify content, offer audio/video guides, & multilingual support, referrals to language-specific services

THANK YOU