



»» CREATING A WELCOMING COMMUNITY. TOGETHER.

2013 / 2014 COLLECTIVE IMPACT REPORT

“ Collective impact efforts sharpen a community's collective vision. Having a shared understanding of the problem and an appropriately framed common agenda increases the likelihood that communities will see relevant opportunities as they emerge. The novelty of working with people from different sectors brings a fresh perspective that encourages creativity and intensifies effort. “

Kania & Kramer, 2013



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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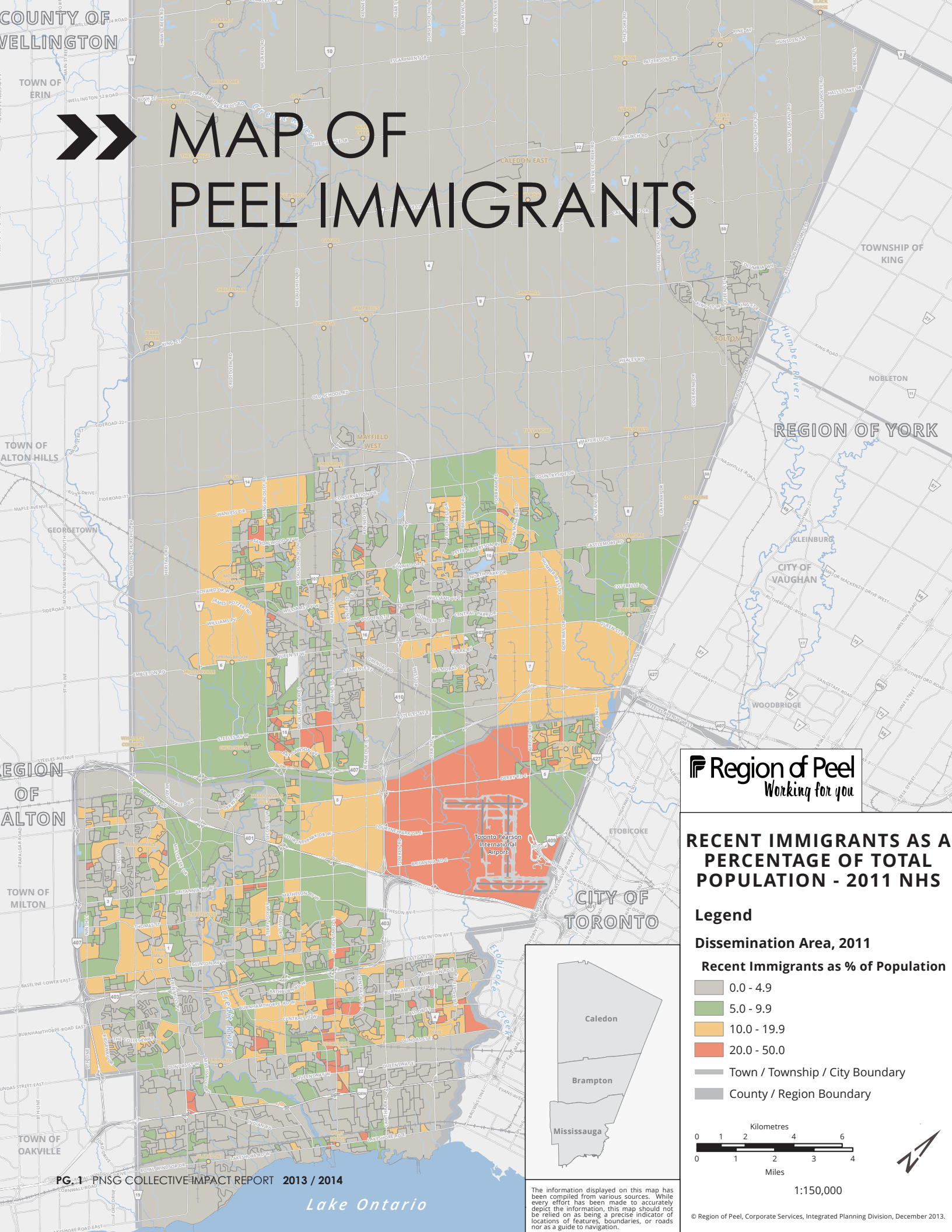
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MAP OF PEEL IMMIGRANTS



RECENT IMMIGRANTS AS A PERCENTAGE OF TOTAL POPULATION - 2011 NHS

Legend

Dissemination Area, 2011

Recent Immigrants as % of Population

- 0.0 - 4.9
- 5.0 - 9.9
- 10.0 - 19.9
- 20.0 - 50.0

- Town / Township / City Boundary
- County / Region Boundary



1:150,000



1.3
MILLION

PEEL'S POPULATION IS ALMOST **1.3 MILLION (1,296,814)**

55%

MISSISSAUGA MAKES UP **55% OF PEEL'S POPULATION**

**137,
359**

PEEL GREW BY **137,359 PEOPLE BETWEEN 2006 AND 2011**

24.8%

IN 2011 THERE WERE **650,530 IMMIGRANTS IN PEEL** AND **2,620,455 IMMIGRANTS IN THE GTA**. PEEL HAD **100,910 RECENT IMMIGRANTS** AND WAS HOME TO **24.8% OF THE GTA'S TOTAL IMMIGRATION POPULATION**

10%
118,000

10% (118,000) OF PEEL RESIDENTS ARE RECENT IMMIGRANTS AND 38% (443,000) ARE LONG-TERM IMMIGRANTS (REGION OF PEEL, PUBLIC HEALTH, 2012)

24.8%

PEEL HAD **100,910 RECENT IMMIGRANTS** AND WAS HOME TO **24.8% OF THE GTA'S TOTAL IMMIGRANT POPULATION**

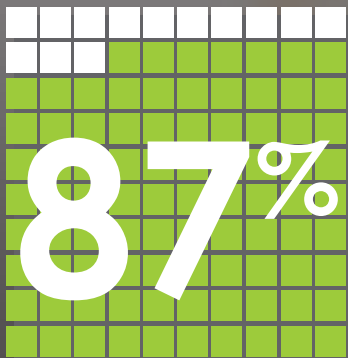
57.6%

MISSISSAUGA HAS **57.6% OF THE REGION'S TOTAL IMMIGRANT POPULATION**

34,000
NEW RESIDENTS

PEEL CONTINUES TO WELCOME OVER **34,000 NEW RESIDENTS EVERY YEAR**

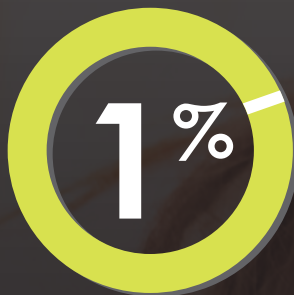
»» SETTING THE CONTEXT



Of Peel's population identified a religious affiliation, **the highest percentage in the GTA.**



South Asian is the number one reported visible minority in Mississauga, Brampton and Caledon.



1% of Peel's residents (12,580) are of **Aboriginal Ancestry**



122,960

Peel's Sikh population is the highest in the GTA (122,960)

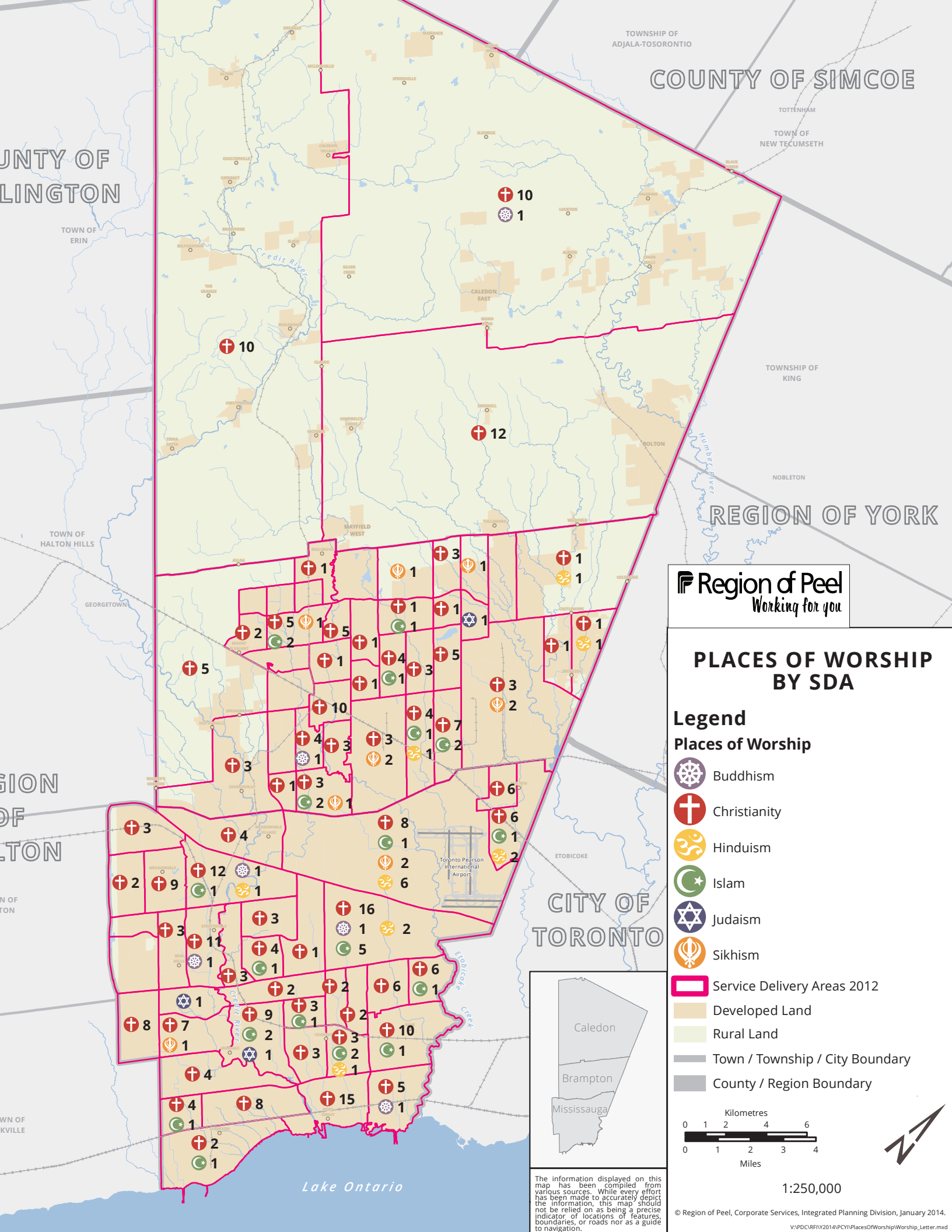
310,410



151,825



Of the **310,410** immigrants from India in Ontario, **151,825 (48.9%)** live in Peel



PEEL COMMUNITY PLAN: 2012 - 2017

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/communityplan> for complete version of the community plan.

STRATEGIC PRIORITIES	INDICATOR - WHAT WE ARE WORKING ON FOR 2013 - 2014
<div>1</div> Service for all newcomers are accessible and people centred	Increase in adapted service delivery by non-settlement institutions
<div>2</div> Effective employment for all newcomers in Peel	Increase in success rates for employment programs
<div>3</div> Coordinated planning for services across Peel Region for all newcomers	Increase in technological coordination of services
<div>4</div> Host communities are receptive to all newcomers	Percentage of PNSG member agencies who have endorsed the newly developed Regional Diversity and Inclusion Charter



COMMON
VISION



SHARED
MEASUREMENT



MUTUAL REINFORCING
ACTIVITIES



CONTINUOUS
COMMUNICATION



BACKBONE
SUPPORT

INTRODUCTION

Peel Newcomer Strategy Group (PNSG) and its community partners are aware that large-scale social change requires broad cross-sector coordination. PNSG was founded on this premise and a community plan that identifies broad results and corresponding action plans was developed (<http://www.peelnewcomer.org/communityplan>).

In our last Collective Impact Report 2012-2013, we introduced the community plan and identified indicators that would allow us to see progress and achieve our results. As a result, PNSG's work is continuously guided and held accountable by this document.

In this Collective Impact Report 2013-2014, we will set the context of the indicators we are reporting on this year. We will explain what the indicators mean to the work of PNSG, what we intend on doing with these indicators and the role we and our partners have to play in working towards achieving their success.

We would also like to share some of the ways in which we are collaborating with new partners. Partners are critical to how we move forward and engage sectors beyond settlement. We all have an important role in the integration of our newcomers and know that it is through partnerships, that we will achieve our results as a Local Immigration Partnership.

In 2008, PNSG became the Peel LIP and has since been guided by the objectives of the LIP initiative. LIPs have become one of the best practices models of local immigrant settlement and integration planning. Improving the immigrant settlement experience is an overarching goal of the LIP initiative, underpinned by the requirement to identify and demonstrate measurable outcomes along the way. The Peel 'Community Plan' was informed by both of these tenets throughout all phases of the process.

THE FOUR ELEMENTS OF CIC'S VISION FOR THE LIPS FOR 2014-2016 ARE:

GOVERNANCE	<ul style="list-style-type: none">- Exploring mechanisms for engagement of local actors in settlement and integration- Understanding the role of LIPs and local planning bodies in informing CIC's planning and priority setting process
EXPANSION	<ul style="list-style-type: none">- Supporting LIPs roll-out in other provinces and territories- Aligning LIP programming with other models of community partnerships
SUSTAINABILITY	<ul style="list-style-type: none">- Encouraging the leveraging of local resources to ensure the sustainability of LIPs- Engaging provinces and territories in cost-sharing partnerships
ACCOUNTABILITY	<ul style="list-style-type: none">- Implementing a performance measurement framework to harmonize LIPs roles and measure results in a systematic manner- Demonstrating and enhancing LIPs impact on settlement and newcomers' outcomes

Although local in its planning, a LIP is part of a national initiative that looks to the integration of all newcomers in Canada. Much of what we accomplish in Peel, given that it is a Region of high newcomer growth and immigrant families, will provide insight and learnings that we hope to share both locally and nationally.

We would like to begin the conversation around local data development and data sharing so that we are working towards a more comprehensive picture. There is a need for data to come from multiple sources so that we are not relying solely on the Voluntary National Household Survey.¹ There is also a need for creating awareness amongst our community groups and funders around the importance of participating in data conversations at a systems and local level.

"Good data is necessary for good policy and effective program responses to meet community needs."
Debbie Douglas, OCASI.

¹ Federal Government cancelled the Mandatory Long-Form Census in 2010 and replaced it with the voluntary National Household Survey.

RESULT 1

ENSURING ACCESSIBLE, PEOPLE CENTRED SERVICES FOR ALL NEWCOMERS

INDICATOR:

INCREASE IN ADAPTED SERVICE DELIVERY BY NON-SETTLEMENT INSTITUTIONS

WORKING GROUP:

CENTRAL PLANNING TABLE (CPT) AND DIRECTOR

LIP CONTEXT:

ADAPTED PROGRAMMING AND SERVICE DELIVERY FOR NON-SETTLEMENT INSTITUTIONS;
SUSTAINING PARTNERSHIPS AT THE COMMUNITY LEVEL

1.0 Context: What is the story behind the baseline?

In the PNSG report titled Building on Existing Assets (2010), we learned that services in many mainstream organizations are not always linguistically or culturally accommodating to newcomers. The format of services is often less than ideal. Even though newcomers suggest that one-to-one, face-to-face support is the most effective, it is rarely provided. Services often fail to reflect the full range of services needed for newcomers. Language, acculturation and employment programs tend to be more basic and less well-attuned to current needs. The report states that program content, format of support and the setting in which it is provided, needs to better reflect the needs of newcomers.

The lack of culturally appropriate service provision in our formal, mainstream organizations has contributed to the emergence of newer, informal services catered to geographically disperse ethno-cultural groups. Some of these informal groups such as faith-based and cultural organizations provide services on a large scale. However, the capacity of informal networks and ethno-specific services varies across cultural and linguistic groups. The informal sector is challenged with having adequate and up-to-date information to serve its clients. Therefore, informal options are most beneficial to newcomers when they are connected to formal supports. As a result, PNSG has made more efforts in engaging mainstream/non-settlement institutions and sitting at decision making tables that impact programming and service delivery for newcomers.

The indicator in this section focuses on an increase in adapted service delivery by non-settlement institutions. This year, PNSG has made some in-roads with non-settlement institutions in the mental health sector. Mental health and

newcomer initiatives were newly emerging in 2013 through both United Way of Peel Region (UWPR) and the Peel Service Collaborative facilitated by CAMH.

Recent findings by Dr. Kwame McKenzie (2012) at CAMH have found that developing mental health care for a multi-cultural society is a common challenge. Dr. McKenzie suggests that inattention to mental health needs of ethnic minorities leads to several challenges such as: poorer access to care; increased use of crisis and emergency care; increased use of police, prison, and the justice system; increase in involuntary hospitalization; increased community burden of mental illness; and increased deaths due to suicide.

There is a significant decline in the physical and mental health status of recent immigrants within a two to five year period following settlement (Tri-Hospital & Toronto Public Health, 2013). How immigrants cope with mental health issues can be affected by several factors that include: length of stay in Canada/ acculturation; knowledge and education; ethno-specific health promotion; trust in the system; cultural competency; co-operation between service providers and the diversity of services including alternative approaches. (McKenzie, Kwame, 2012).

A report commissioned by Citizenship Immigration Canada, (2012), analyzed data from the Longitudinal Survey of Immigrants to Canada and stated that "recent immigrant perceptions of the settlement process were related to emotional problems. Immigrants who were 'neither satisfied or dissatisfied' or 'dissatisfied' with the settlement process were more likely to report experiencing emotional problems than those who were satisfied."

1.0 Context: What is the story behind the baseline? cont...

A local Peel report conducted in 2013 by the United Way of Peel Region (UWPR) and partners entitled "Mapping the Mental Health System in Peel Region: Challenges and Opportunities", found the following: serious gaps in the system in providing culturally and linguistically appropriate services; **the cultural competence of "mainstream" mental agencies is insufficient in meeting the needs of diverse cultural groups**; and the first point of access to potential supports is not via mainstream health services, but other community organizations, and often for other reasons (e.g., employment, ESL, education). These organizations often do not receive funding earmarked for mental health.

The UWPR report presents several recommendations to improve different aspects of the local system in order to make it easier for individuals to navigate and access mental health services in Peel.

To support recommendations from the report, UWPR has also recently asked its funded agencies to collect data around the number of immigrants and refugees served and the ethnicity of the client served. This work will support our understanding of the level of access immigrants have to services and will speak to the need for adaptability and appropriateness of services to diverse communities.

Research indicates that health care organizations collecting race, ethnicity and language data are more likely to focus on inequities and improve quality of care (Hasnain-Wynia & Baker, 2006; Institute of Medicine [IOM], 2009). Despite growing recognition that demographic information is central to health equity planning, the collection of socio-demographic data on race and ethnicity is scattered, fragmented, and in most jurisdictions, often not standardized.

*"You cannot manage what you don't measure".
- Bill Hewlett, the co-founder of Hewlett Packer.*

An informal survey conducted in the fall of 2013, by the Peel Service Collaborative facilitated through CAMH echoed the need and lack of ethno-specific data in Peel. CAMH engaged 43 unique organizations where 33% of agencies surveyed reported collecting ethno-racial data on either children and/or youth whereas **67% of agencies surveyed reported that they do not currently collect any ethno-racial data.**

Of the agencies (88%) that reported collecting ethno-racial data in a database, 46% reported being able to share this data at some point in the future, 47% were unsure whether they would be able to share this data, and 7% reported that they would not be able to share this data.

Furthermore, of the mental health and addiction agencies/organizations surveyed, 22% estimated that "less than 10%" of children, youth and their families receiving mental health and addictions (MH&A) supports were of African, Caribbean, Chinese, or South Asian descent. The data reported was based on the participating agencies' best estimate and not based on their agency statistics.

DID YOU KNOW

- > **66.4% OF BRAMPTON'S POPULATION IS MADE UP OF VISIBLE MINORITIES**
- > **THE TOP HOME LANGUAGES IN PEEL ARE PUNJABI IN BRAMPTON, URDU IN MISSISSAUGA, AND ITALIAN IN CALEDON**

2.0 Baseline: What do we mean by this indicator?

It is important to clarify before we move forward what we mean by **increase in adapted service delivery by non-settlement institutions**. For the purpose of our work, non-settlement/mainstream institutions refers to non CIC funded agencies. In our work over the past year with non-settlement institutions, our understanding has furthered in two major areas: 1. all relevant data pieces that would facilitate and support a better understanding of newcomer needs was not being collected by non-settlement institutions and 2. data that is collected on newcomers is not standardized across our institutions.

3.0 Role: What is PNSG's role and the role of our partners?

The partnership with the mental health sector is a demonstration of the type of collaboration that is needed and can be conveyed should all partners come to the table to work towards a common result. As a backbone to the work, our role is to support the beginnings of mainstream conversations on adaptation and shared data collection methods.

RESULT ①

4.0 Best practices: What has been done?

The Culturally Competent Mental Health Project was created to improve access to mental health services by placing mental health workers in each of three settlement agencies serving immigrants and refugees in Toronto. Funded by the Ontario Trillium Foundation, with additional money from the United Way of Greater Toronto, the project is a partnership among CMHA Toronto, Community Resources Consultants of Toronto, the Afghan Women's Counselling and Integration Community Support Organization, Polycultural Immigrant and Community Services, and the South Asian Women's Centre.

This project was inspired by the growing cultural, racial, religious, and ethnic diversity of Ontario's cities and communities. Mental health providers are changing and growing to meet the need for "culturally competent" mainstream services where professionals recognize and can respond to the specific challenges faced by newcomers and ethno-racial communities.

Although most newcomers successfully establish new lives in Canada, many face significant obstacles that have an impact on their mental health. Some have survived traumatic events, including war, civil unrest, or torture. Others face resettlement stress as a result of losing their former economic and social status, encountering racism, or having no access to community supports.

The CMHA Toronto project is a three-year initiative which began in November 2003. It follows on the heels of two other successful partnerships with settlement agencies, Building Bridges and Breaking Barriers. In these previous health promotion projects, the groups collaborated to create a variety of educational materials about mental health and mental illness. Brochures, workshops, newspaper articles, radio broadcasts, and theatre performances were produced in Farsi, Greek, Hindi, Polish, Tamil, Urdu and other languages.

The settlement agencies already offer practical resources to newcomers from these communities, including English-as-a-Second-Language (ESL) classes, help in finding work and housing, and social support. But they don't have the funding or the resources to provide more in-depth counselling or mental health services to their clients, and they face barriers in referring people to mainstream mental health services. Some newcomers won't go to a mental health agency because of the stigma associated with mental health problems. Another barrier is the lack of mental health staff who speak the client's language or who understand the specific mental health problems faced by newcomers. This project offers settlement agencies a position of a mental health worker who can support people who are going through resettlement stress. The workers provide supportive counselling to newcomers in their own language. They also refer people to other services including housing, support for women leaving abusive situations, and social and community programs.

All three mental health workers are members of the communities they work with, and they speak the same language. This negates the linguistic barriers and breaks down some of the cultural barriers because people are being helped by someone who may understand their worldview around mental illness.

One of the key barriers for newcomers who have a serious mental illness is the difficulty of navigating a complicated and fragmented mental health system. At the point where they need to connect with mainstream mental health services, the mental health worker is their link to services here at CMHA. The mental health worker can provide language assistance and help other mental health professionals understand their clients' cultural needs and mental health issues. Raising awareness within their communities is also a key part of the job.

The goal of many of these projects is to change the way mental health organizations offer support and services. CMHA Toronto has been engaged in the process of organizational change since the late 1970s, when they began reaching out to specific ethno-cultural and racial communities.

5.0 NEXT STEPS: WHAT IS NEXT FOR PNSG?

- > Working with Halton Newcomer Strategy (Halton LIP) and both Peel Local Health Integration Networks (LHINs) to develop a health and newcomers working group to focus specifically on mental health and settlement
- > Further engagement of non-settlement sectors (police, boards of trade and child protection)
- > Support a data conversation with non-settlement/settlement institutions around collecting the same ethno-specific data
- > Supporting recommendations that flow from "Mapping the Mental Health System in Peel Region: Challenges and Opportunities" UWPR (2013).



RESULT ②

EFFECTIVE EMPLOYMENT FOR ALL NEWCOMERS IN PEEL

INDICATOR:

INCREASE IN SUCCESS RATES FOR EMPLOYMENT PROGRAMS

WORKING GROUP:

ECONOMIC INCLUSION WORKING GROUP

LIP CONTEXT:

ADAPTED PROGRAMMING AND SERVICE DELIVERY FOR NON-SETTLEMENT INSTITUTIONS;
SUSTAINING PARTNERSHIPS AT THE COMMUNITY LEVEL.

1.0 Context: What is the story behind the baseline?

According to PNSG's Building on Existing Assets Report (2010); newcomers find that employment services, though delivered by concerned and dedicated organizations and staff, do not always reliably translate into appropriate employment. Program content tends to focus (sometimes repetitively) on basic skills such as resume writing and offer supports that can be provided at a large scale, with few one-on-one intensive supports available.

Programs to enhance retention and career advancement after initial employment are a desirable component of a comprehensive service mix. Access to paid opportunities to obtain "Canadian experience" and better access to financial supports for training and certification are also strongly encouraged by newcomers and service-providers equally.

Finally, employment systems need to create better connections to employers. A service-body or entity that reaches out to employers providing a pool of well-trained and qualified job-ready newcomers is generally recognized as a significant need. This body would have to reach out to serve employers articulating a business case for employing newcomers.

Such an entity would also need to offer a marketable "brand" that is recognized by employers as a reputable alternative to private sector recruitment and hiring practices. TRIEC and the Boards of Trade have expressed interest in playing a role in creating and supporting such an entity and should be engaged in its development.

Recently, in working with our partners at our Economic Inclusion Working Group, we have learned that successful employment programs ensure that both funder requirements and newcomers' needs, when taken into consideration together, create the best scenario for newcomers attaining employment. This has several implications for the indicator we have chosen -

increase in success rates for employment programs for newcomers since employment programs are often not funded for follow up nor mandated to solicit feedback from the newcomer participant on their experience with the employment program.

Funding models stress specific requirements that can lead to successful employment programs, but adding key aspects to employment programs such as teaching newcomers soft-skills, will simply ensure that the newcomers' ability to succeed is well beyond the employment program.

This section will speak to the key components employment programs need to have to be successful for newcomers in Peel. This will bring awareness to the fact that not all newcomers are homogeneous, that some components of an employment program will guarantee better outcomes, and that not all employment programs yield the same type of success for each newcomer.

DID YOU KNOW ?

- > THE PROPORTION OF BRAMPTON'S POPULATION WHO SPEAK **PUNJABI AT HOME IS 14.9%**
- > OF THE **124,100** PEOPLE WHO SPEAK ONLY PUNJABI AT HOME IN ONTARIO, **86,185 (69%) LIVE IN PEEL**

RESULT ②

2.0 Baseline: What do we mean by this indicator?

The Economic Inclusion working group has identified four components that would lend to successful employment programs (i.e., newcomers could find work that would match their skill set):

- a) Assessment - Determine the capabilities, interests, personal objectives and corresponding needs of job candidates. Strategies can include:
 - > Incorporate the identification of both strengths and obstacles into the assessment process
 - > Identify needs with the intention of determining barriers to securing commensurate employment (rather than to establish eligibility to vacant programming)
 - > Expand knowledge of interventions across the employment services sector to be better positioned to refer candidates according to their determined needs
- b) Interventions - Design and deliver training and other supports that lead to job readiness. Strategies can include:
 - > Engage employers in program design and delivery
 - > Feature occupation-specific and workplace culture training
 - > Consolidate several impactful forums of mentoring to provide participants with multiple measures to enhance their professional networks and sector-specific knowledge (within the Canadian context)
- c) Job Search - Teach job search techniques and support clients with guidance, mentoring and employer connections. Strategies can include:
 - > Assume a proactive role in job development, to present more employment opportunities to the candidate (rather than placing the onus on facilitating the employer connection primarily with the job seeker)
 - > Facilitate employer connections by coordinating relevant job fairs, hiring events, and mentoring forums
 - > Work to fully understanding the employer's expectations to establish credibility and repeat business i.e., ensure a successful pairing between the talent being presented and the employer's needs
- d) Job retention - Follow-up support that fosters a positive working atmosphere and opportunity for career mobility. Strategies can include:
 - > Offer this service to both the new hire as well as the employer to ensure that the needs of both parties are properly addressed
 - > Work with the employer to determine corporate culture and employer expectations, and then use that information to coach the new hire to meet employer expectations
 - > Design and offer specialized workplace supports such as document editing and language coaching

There are pockets of success on all the dimensions mentioned and employment programs are at differing places on the continuum on each of the core elements.

3.0 Role: What is PNSG's role and the role of our partners?

PNSG's role moving forward is to highlight these components as a best practice for agencies working with newcomers in Peel. It will allow for a baseline from which to move forward from and recognize that there is a continuum of service that needs to occur in order to increase success rates for employer programs.

PNSG and its partners would work towards encouraging agencies to include specific and consistent questions to measure the success from the newcomer's perspective through pre and post surveys. This would ideally be over the course of six months after the newcomer has completed the program and been placed with an employer.

4.0 Best practices: What has been done?

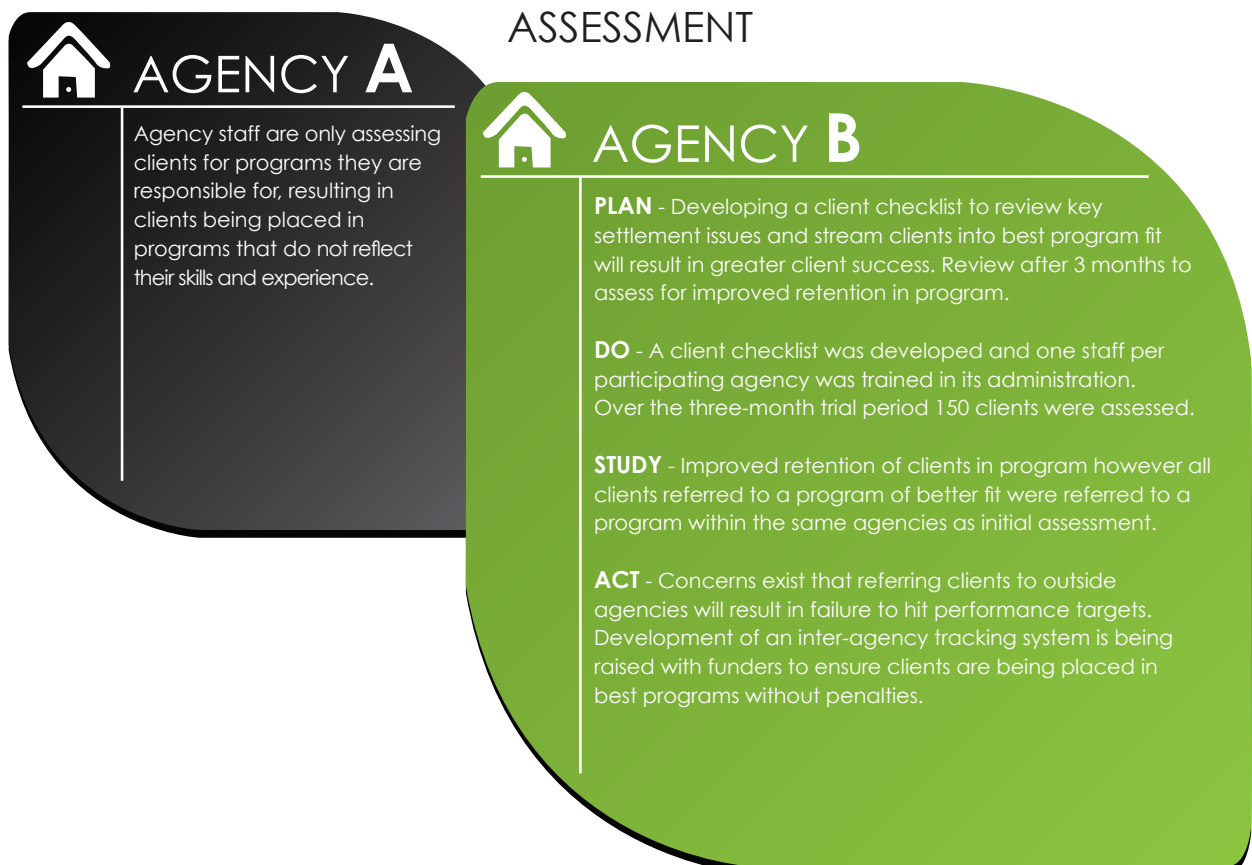
When looking for best practices that could be shared amongst agencies, many partners expressed that employment agencies are complex and vary greatly in their resources and capacities, and thus a "one size fits all" best practice model may not be helpful. Instead, it was recommended that agencies adopt a quality improvement approach that would allow for each organization to work from its own reality, have a tool to continuously improve over time, and meet the need to demonstrate performance and accountability to its funders.

The Quality Improvement Approach

The methodology identified to best allow services to achieve quality improvement is the Plan-Do-Study-Act (PDSA) cycle. The PDSA approach, rather than promoting a cookie-cutter solution, allows organizations to achieve incremental, measurable improvements in existing processes. This process encourages teamwork, cross-functional interaction, creative thinking, and innovation.

The PDSA cycle is straightforward to execute, requiring a cross-functional team of individuals involved with the process under review to discuss issues and identify opportunities for improvement. The team can then determine what to change and how and when the results will be measured (Plan), implement the changes they predict will lead to better results (Do), review progress as per their predictions (Study), and determine whether to further refine their process or identify the next process change required for further improvement (Act).

To illustrate the results a PDSA approach can achieve, consider the example of two agencies; Agency A, that chooses to proceed with services as they are and Agency B, that adopts a PDSA methodology as it pertains to the four elements of an employment program.



RESULT ②

INTERVENTIONS



AGENCY A

Clients are not securing commensurate employment despite placement in programs. There are concerns that employer's skill needs are not being properly identified.



AGENCY B

PLAN - More effectively assessing employer culture will identify support requirements and improve likelihood of client securing commensurate employment. This can be accomplished by creating a checklist to capture employer onboarding needs and organizational culture (i.e. dress code, organizational structure, values) and compiling an employer diversity profile to assess readiness for referred clients. Implement tools and review after 6 months.

DO - Checklist and profile tool was developed and participating agency staff were trained in its use. Over the six-month trial period, 12 employers were assessed and the results shared with teams.

STUDY - Placements made by agencies employing the new tools resulted in a 20% increase in clients securing commensurate employment.

ACT - Participating employers requested that the revised approach is utilized by all agencies due to increased retention of clients. Tools will be shared across sector.

IN THE 2012 EMPLOYERS SURVEY, CONDUCTED BY THE PEEL HALTON WORKFORCE DEVELOPMENT GROUP, EMPLOYERS WERE ASKED TO RATE THEIR CONCERNS (FROM 'ALMOST ALWAYS A CONCERN' TO 'ALMOST NEVER A CONCERN') WHEN HIRING NEWCOMERS, COMPARED TO OTHER CANDIDATES FOR THE SAME POSITION. THE OPTIONS AND RESULTS WERE AS FOLLOWS:



DID YOU KNOW ?

- > AT **50.5%**, PEEL HAS THE **HIGHEST PROPORTION OF IMMIGRANTS IN THE GTA**
- > **52.5%** OF BRAMPTON'S RECENT IMMIGRANTS WERE **BORN IN INDIA**
- > **39.6%** OF PEEL'S IMMIGRANT POPULATION WERE **BETWEEN THE AGES OF 25-44** AT THE TIME OF IMMIGRATION
- > PEEL HAS THE **SECOND HIGHEST PERCENTAGE (15.5%)** OF RECENT IMMIGRANTS IN THE GTA
- > ACCORDING TO THE 2006 CENSUS, **THE PROPORTION OF FOREIGN-BORN POPULATION IS AT THE HIGHEST LEVEL IT HAS BEEN IN 75 YEARS** (ROBERT & GILKINSON, 2012)

JOB SEARCH



AGENCY A

Candidates often lack communication skills necessary to establish rapport with prospective employers. This is more fundamental than the formal interview process. Initial impressions are made when clients responded to job ads, even when referred by the agency.



AGENCY B

PLAN - The perception of lack of communication skills is attributed in part to "cultural" issues in that newcomer candidates have an inordinate amount of deference to authority and they often are challenged with making small talk. Teaching candidates generative dialogue through role-play may allow them to overcome this perception. Will assess after one month.

DO - Ten role plays are designed to teach conversational strategies. Three job candidate groups (3 to 5 in a group, from mixed backgrounds) meet to reverse role-plays with coaching. Job candidate encouraged to use whatever techniques feel appropriate to them and report back on their experience.

STUDY - Job candidates received this coaching with various, individual levels of enthusiasm. Within the period of this PDSA (one month) there have not been many opportunities for job candidates to apply the techniques they have learned.

ACT - The job development team will make this a future item on their professional development agenda and explore how it could be refined (would it be useful in retaining outside expertise?), and how it can be related to an increasing agency-level of cultural competence.



TABLE 1: EMPLOYERS' CONCERNS REGARDING THE HIRING OF NEWCOMERS IN PEEL HALTON (2012)

EVERYDAY ENGLISH >>	EVERYDAY ENGLISH CONVERSATIONAL ABILITY
ENGLISH WRITING SKILLS >>	ENGLISH WRITING SKILLS
HIGHER FUNCTIONING ENGLISH >>	HIGHER FUNCTIONING ENGLISH CONVERSATIONAL SKILLS (TECHNICAL VOCABULARY, FAMILIARITY WITH SLANG AND NUANCE)
SOFT SKILLS >>	SOFT SKILLS (INTERPERSONAL COMMUNICATION, TEAM APPROACH, TAKING THE INITIATIVE)
FIT WITH CANADIAN BUSINESS >>	THEIR "FIT" OR FAMILIARITY WITH CANADIAN BUSINESS CULTURE, PRACTICES AND NORMS
TECHNICAL SKILLS >>	TECHNICAL SKILLS RELATED TO THE JOB
ASSESSING FOREIGN EXPERIENCE >>	ASSESSING THEIR FOREIGN WORK EXPERIENCE
ASSESSING EDUCATIONAL CREDENTIALS >>	ASSESSING THEIR EDUCATIONAL CREDENTIALS
RECOGNITION OF PROFESSIONAL DESIGNATION >>	GETTING RECOGNITION OF THEIR PROFESSIONAL DESIGNATION
CAPACITY OF FIRM TO INTEGRATE >>	THE CAPACITY OF YOUR FIRM TO INTEGRATE A NEWCOMER (HR SUPPORT, CROSS-CULTURAL AWARENESS, POTENTIAL MENTORS)

Source: 2012 Employers Survey, 2012

RESULT ②

JOB RETENTION



AGENCY A

30% of clients placed into jobs have left those jobs within 6 months.



AGENCY B

PLAN - Providing employers with help in performance appraisal at the end of the probationary period would result in reduced job losses. A re-employment strategy for those employees that have made the wrong job choices should be started to avoid severance and enhance possibility of moving to a new job. Will select 10 placements made 3 months ago and a job developer will schedule one personal visit to the employer in month 4, and a phone follow-up in months 5 and 6.

DO - Ten placements were followed up until six months.

STUDY - Two jobs were found to be at risk. One job was salvaged by helping the employer re-deploy a low producing worker, the other ended because the employer said "she was just not working out". Had the intervention not occurred in month 4, the worker who was re-deployed would not have expressed her challenges, and the employer would have terminated employment due to decreasing performance and/or there would have been a work injury.

ACT - Initial PDSA holds promise that standardized, post-probationary follow-up would increase job retention. Exploration of the skills/knowledge necessary for supporting re-deployment of existing staff will be undertaken. Edge necessary for supporting re-deployment of existing staff will be undertaken.

DID YOU KNOW ?

- > **39.8%** OF RESIDENTS IN MISSISSAUGA WITH A POST-SECONDARY DIPLOMA OR DEGREE EARNED THEIR **EDUCATION OUTSIDE OF CANADA**
- > WITHIN THE GTA, **PEEL HAS THE HIGHEST PROPORTION (21.1%)** OF TOTAL POPULATION WHO EARNED A POST-SECONDARY **EDUCATION OUTSIDE OF CANADA**
- > **RECENT IMMIGRANTS IN PEEL ARE HIGHLY EDUCATED** BUT THEIR UNEMPLOYMENT RATE IS HIGHER THAN THAT OF LONG-TERM IMMIGRANTS AND NON IMMIGRANTS (REGION OF PEEL, PUBLIC HEALTH, 2012)
- > IN 2012, ACCES EMPLOYMENT, **ASSISTED 825 NEWCOMERS IN PEEL IN ATTAINING COMMENSURATE EMPLOYMENT WITHIN 12 MONTHS** OF COMPLETING ONE OF THEIR EMPLOYMENT PROGRAMS.

IN THE 2011 EMPLOYERS SURVEY, CONDUCTED BY THE PEEL HALTON WORKFORCE DEVELOPMENT GROUP, EMPLOYERS WERE ASKED ABOUT THE SIGNIFICANCE OF NEWCOMERS IN FUTURE HIRING. EMPLOYERS WERE ASKED TO CHOOSE THE STATEMENT THAT BEST REFLECTS THE ROLE THAT NEWCOMERS (ARRIVED IN LAST FIVE YEARS) PLAY IN THEIR HIRING DECISIONS:

> Newcomers have already become an increasingly important source of new hires for our company	40%
> We foresee that in the near future, newcomers will become an increasingly important source of new hires for our company	19%
> Newcomers are not a particularly significant source of new hires for our company and we do not foresee this changing any time soon	36%
> We expect that we will be relying less on newcomers as a source of new hires for our company	5%

5.0 NEXT STEPS: WHAT IS NEXT FOR PNSG?

- > Engage employers, boards of trade and the community to support employment agencies to offer more employer-facing opportunities
- > Support employment programs in developing a staff facilitator that can lead the organization through the PDSA cycle
- > Present and inform funders on the types of components necessary via a newsletter, collective impact reports and presentations
- > Encourage newcomer serving agencies to start seeing the definition of success of an employment program from a newcomer lens
- > Begin discussions with employment programs on a shared measurement model by which all employment programs can collect data around the long-term success of their programs



RESULT ③

STRENGTHEN SERVICE COORDINATION AND PLANNING ACROSS PEEL REGION

INDICATOR:

INCREASE IN TECHNOLOGICAL COORDINATION OF SERVICES

WORKING GROUP:

SERVICE DELIVERY NETWORK

LIP CONTEXT:

ADAPTED PROGRAMMING AND SERVICE DELIVERY FOR NON-SETTLEMENT INSTITUTIONS;
SUSTAINING PARTNERSHIPS AT THE COMMUNITY LEVEL.

1.0 Context: What is the story behind the baseline?

....coherent and coordinated planning of services, based on consistent data-gathering, is required for an effective settlement system.... (Building on Existing Assets, 2010, PNSG)

PNSG undertook a comprehensive planning process that included a literature review, SWOT analysis, stakeholder consultations, key informant interviews, extensive research to identify service challenges and assets within the Peel newcomer services system. Collectively more than 2,000 stakeholders have invested in-kind and monetary resources to support the local planning process and develop strategic priorities. After extensive consultation and research, several areas were identified for improvement. They included:

- > Service providers and newcomers think many services are not provided in ways that make them accessible and usable for many newcomers
- > The content of services tends to reflect the newcomer populations of previous decades and is not as extensive and complex as current newcomers need; this has resulted in some newcomers using informal mechanisms that are more accessible to them and delivered in ways that better reflect their way of working
- > Newcomers have difficulty navigating settlement services
- > A relatively loose network of agencies and organizations has assembled a collection of services from individual grants and programs, a structure that allows too many newcomers to fall through the cracks

In addition to identifying challenges and gaps in the system, stakeholders also recognized the many assets that exist within the newcomer services sector. Such assets are building blocks that provide an opportunity for scaling up effective programs.

Based on the outputs from the consultative process and existing sector assets, a new model was formed. The model reflected the full range of feedback received through research and community consultations and included:

- > Multi-service welcome centres that serve as a gateway to one-stop shop wrap around services in high density settlement neighbourhoods. These services would offer a full suite of newcomer services: connecting residents in one neighbourhood to a broad range of services tailored to the local population - a consolidated place where services came together to help a newcomer. The location could be a place where services already exist such as a school, settlement agency, a library and even a mall - dependent on what the needs are to the specific neighbourhood.

> A **'NO WRONG DOOR'** APPROACH WOULD COORDINATE AND CONNECT SERVICES, INCLUDING HARMONIZED INTAKE, ASSESSMENT AND REFERRAL.

UNDER THE 'NO WRONG DOOR' APPROACH, INFORMAL SERVICE-PROVIDERS SUCH AS SOCIO-CULTURAL GROUPS AND FAITH-BASED ORGANIZATIONS AS WELL AS SOCIAL NETWORKS OF FAMILIES AND FRIENDS CAN ALSO PLAY A STRONGER ROLE. PROVIDED THESE GROUPS HAVE ACCURATE INFORMATION AND THE NECESSARY TRAINING, THEY CAN SUCCESSFULLY WORK AS INITIAL SERVICE CONTACT POINTS. WHILE THEY CAN CONTINUE TO DELIVER THE SUPPORTS THEY ARE SUITED TO PROVIDE, THEY CAN ALSO CONNECT NEWCOMERS TO OTHER SERVICES THAT GO BEYOND THEIR MEANS AND MANDATES.

2.0 Baseline: What do we mean by this indicator?

In the past year, PNSG has coordinated resident and service provider meetings in 5 neighbourhoods in Peel (Springdale, Malton, Meadowvale, Sheridan and Bolton). As a result of these meetings, service providers and residents in these neighbourhoods have come together - including non-traditional partners such as schools, libraries and faith institutions - to discuss how to better coordinate at the community level.

These meetings and neighbourhood networks are creating opportunities to effectively work together and strategize on how best to meet the needs of newcomers at the local level.

In these meetings, service providers recognized that there are data and mapping opportunities that could enhance the supports they provide to their clients. They also acknowledged that there are several places PNSG partner agencies turn to for support – 211, Immigration Portal, and the Peel Data Centre.

All three supports (211, Immigration Portal and the Peel Data Centre) have varying missions but all support PNSG's mission of successfully including newcomers into all aspects of Peel life. Providers felt that enhanced data and mapping around newcomer needs would benefit the planning, implementation and outreach to programs and identify opportunities to collaborate.

3.0 Role: What is PNSG's role and the role of our partners?

Through PNSG work with its Service Delivery Network, and its discussions with both providers and residents, it was clear that the largest gaps exist with respect to the knowledge and data providers have.

PNSG was actively informing organizations of the online tools available, yet providers were expressing a key gap – none of the current online tools had newcomer-specific data and mapping of services. PNSG convened a meeting between PDC, 211, and the Immigration Portal, a first of its kind, to discuss the areas of overlap and intersection. Through a wholesome discussion, the following areas were identified:

- > customized newcomer statistics that could paint the complex picture (e.g., immigrant status and period of immigration by housing affordability and income)
- > updated statistics by small levels of geography
- > mapping of newcomer-related services available across the Region

With a robust and interactive site, discussions with the Peel Data Centre (PDC) were furthered and a partnership formed to investigate the three areas above. PDC attended the Service Delivery Network working group meetings to gain an understanding of the data that would most benefit the planning and implementation of services and programs for newcomers. Please refer to the list on Pg. 20 for the variables.



RESULT ③

“Settlement and integration process occurs on a continuum. Immigrants and refugees access settlement services with varying needs and at different times in their settlement and integration trajectory, and every individual or family may not need or access every service”... OCASI

4.0 Best practices: What has been done?

In 2010, Success By 6 Peel, a collaborative of service providers across the region working with children between the ages of 0-6 years, identified gaps in the system of care. One of the key gaps was in understanding their fast-growing community through data and assets. In partnership with the Peel Data Centre, Success By 6 developed Early Years bulletins that provide Statistics Canada data at small, local levels of geography, to support program planning, implementation and outreach. The Peel Data Centre also updated interactive maps to include sites across the sector that supported the early years such as elementary schools, libraries, and community centres so providers could get a sense of the assets and potential gaps in their communities. The Peel Data Centre has become a go-to resource for early years providers to ensure that they remain attuned with the changing demographics and services in their communities so they can ensure that their services and supports are changing and meeting the needs of their clients.

5.0 NEXT STEPS: WHAT IS NEXT FOR PNSG?

In the upcoming months, PNSG, in partnership with the PDC will acquire the list of variables and present this data by the 80+ Service Delivery Areas (SDA) in Peel.

SDAs are geographies intended to support service planning and delivery by equipping service providers with data that is relevant to the local geographies they serve. Additionally, the interactive maps on the PDC pages will include the existing assets along with faith-based organizations and settlement services.

PNSG recognizes the need for continued support to providers in using the data that will be available on the PDC website. Workshops, tutorials, and trainings will be made available in Fall 2014 to ensure the data and maps available can be utilized by providers across the region.

THE FOLLOWING VARIABLES WERE IDENTIFIED AS MOST BENEFICIAL IN HELPING PROVIDERS GAIN A BETTER UNDERSTANDING OF THEIR LOCAL COMMUNITIES:



- > IMMIGRANT STATUS AND PERIOD OF IMMIGRATION BY AREA OF STUDY, HIGHEST CERTIFICATE EARNED AND THEIR LABOUR FORCE STATUS
- > CITIZENSHIP, IMMIGRATION STATUS AND PERIOD OF IMMIGRATION BY AGE GROUPS AND SEX
- > DETAILED MOTHER TONGUE, IMMIGRATION STATUS AND PERIOD OF IMMIGRATION BY KNOWLEDGE OF OFFICIAL LANGUAGES, THE NUMBER OF OFFICIAL LANGUAGES SPOKEN, AGE GROUPS AND SEX
- > CITIZENSHIP, PLACE OF BIRTH, IMMIGRATION STATUS, PERIOD OF IMMIGRATION BY AGE GROUP AND SEX
- > VISIBLE MINORITY, IMMIGRATION STATUS, AND PERIOD BY AGE GROUPS AND SEX
- > MOTHER TONGUE SPOKEN, KNOWLEDGE OF OFFICIAL LANGUAGES, LANGUAGES SPOKEN MOST OFTEN AT HOME, OTHER HOME LANGUAGE BY AGE GROUPS AND SEX
- > MOBILITY STATUS 5 YEARS AGO, MOBILITY STATUS 1 YEAR AGO, VISIBLE MINORITY, IMMIGRANT STATUS BY PERIOD OF IMMIGRATION
- > IMMIGRANT STATUS AND PERIOD OF IMMIGRATION BY HOUSING AFFORDABILITY, INCOME, NUMBER OF HOUSEHOLD MAINTAINERS



RESULT ④

HOST COMMUNITIES ARE RECEPTIVE TO ALL NEWCOMERS

INDICATOR:

PERCENTAGE OF PNSG MEMBER AGENCIES WHO HAVE ENDORSED THE NEWLY DEVELOPED DIVERSITY AND INCLUSION CHARTER

WORKING GROUP:

SOCIAL INCLUSION WORKING GROUP

LIP CONTEXT:

ADAPTED PROGRAMMING AND SERVICE DELIVERY FOR NON-SETTLEMENT INSTITUTIONS;
SUSTAINING PARTNERSHIPS AT THE COMMUNITY LEVEL.

1.0 Context: What is the story behind the baseline?

As part of its collaborative approach of working with key community partners in implementing the Peel Community Plan 2012-17, PNSG formed a partnership with the Regional Diversity Roundtable (RDR) in 2012 to develop the Diversity and Inclusion Charter of Peel.

In December 2012, RDR issued an open call for interest to strike a Committee of Diversity and Inclusion Champions. With representatives from the non-profit, public, private, education, health and settlement sectors, the 10-person committee provided guidance on the development and launch of the Charter. The Diversity and Inclusion Charter of Peel was developed through meaningful community engagement to ensure it is by and for everyone who lives, works and plays in Peel.

In-person and online consultations reached about 180 individuals, including residents and organizations from diverse sectors, for direction on the development of the Charter and supporting Backgrounder/Guidelines.

About 60 people participated in focus groups to provide input into the draft documents. The near final versions of the Charter and Backgrounder/Guidelines were circulated to over 250 people, including all those who had participated in the engagement process to date, for finalization.

The Charter was publicly launched, and made available for individual and organizational endorsement, on April 18, 2013.

DID YOU KNOW ?

> THE PEEL DISTRICT SCHOOL BOARD'S (PDSB) WE WELCOME THE WORLD CENTRES HAVE SEEN AN INCREASE OF 1,842 CHILDREN, AGED 3-19 YEARS, COMING TO THE CENTRES, BETWEEN 2011-2013

2.0 Baseline: What do we mean by this indicator?

- > Through its endorsement, the charter will help build a greater understanding and acceptance of diversity while creating a local culture that values and engages diversity as well as recognizes and celebrates the contributions of all Peel residents.
- > The launch and commitment to the Diversity Charter by several settlement and non-settlement organizations will lead to an increase in newcomers feeling welcomed and accepted by organizations.
- > The creation of a Peel Region charter demonstrates community engagement, encourages multiple partners to be at the table and recognizes that PNSG is not the expert in the area of diversity but a backbone to the work. It is a partner and a convener to the conversation.
- > Its goal is to reduce inequalities at the level of municipalities, public institutions and community organizations across Peel.

3.0 Role: What is PNSG's role and the role of our partners?

- > The charter was endorsed by the following community partners:
- > Brampton-Springdale MPP and Minister of Municipal Affairs and Housing Linda Jeffery.
- > Caledon Mayor Marolyn Morrison signed for the Town of Caledon
- > Richard Cuddy, President of the Credit River Metis Council, described himself as representing, "a community of historical injuries," and signed for Metis in Peel.
- > Matthew Anderson, President and CEO of William Osler Health System, said he was signing on behalf of his 4,500 employees. "Even when diversity is in your DNA, it needs help and support," he said.
- > Shelley White, President and CEO of United Way of Peel Region, said she isn't surprised it only took three months to devise the charter. "This puts on paper what we live every day," she said. "It's a groundbreaking achievement in a country of immigrants."
- > Art Gallery of Mississauga director Stuart Keeler said his board, staff and members embraced the charter 100 per cent.
- > Deputy Minister for the Ministry of Citizenship and Immigration Chisanga Puta-Chekwe described the charter as celebrating a local culture that values diversity.

"I commend Peel for its commitment to the important principles of respect, diversity and inclusion. Ontario's Immigration Strategy aims to attract highly skilled newcomers and their families to the province and to help grow a globally-connected economy" said The Honourable Michael Coteau, Ontario's Minister of Citizenship and Immigration.

"Thank you for doing your part to make them feel welcome."

To endorse the charter please follow the link: <http://regionaldiversityroundtable.org/?q=node/629>

- > OF THE **9,359 MIDDLE/SECONDARY STUDENTS** THAT ATTENDED THE PDSB WE WELCOME THE WORLD CENTRES BETWEEN 2011-2013, **1,215 WERE STILL UNDECIDED IN TERMS OF THEIR FUTURE CAREER, 811 SELECTED BEING A DOCTOR, 727 ENGINEERING, AND 593 IN HEALTH AND OTHER SCIENCES.**
- > OF THE CHILDREN THAT SOUGHT SUPPORT FROM THE WE WELCOME THE WORLD CENTRES BETWEEN 2011-2013, **21.6% OF THEM INDICATED THAT ENGLISH WAS SPOKEN IN THEIR CLASS FROM VERY LITTLE TO ONLY IN TEXTBOOKS FROM THE COUNTRY THEY IMMIGRATED FROM.**

4.0 NEXT STEPS: WHAT IS NEXT FOR PNSG?

- > Educating and informing new PNSG Central Planning Table (CPT) members
- > Working with RDR to ensure that our CPT members are represented and also provide the necessary information to put the charter into action
- > To share the charter across the LIP community
- > To work towards 100% of PNSG Central Planning Members to endorse the Diversity Charter

➤➤ MOVING FORWARD

- > To relay provincial and federal policy changes and implications to our stakeholders and community members
- > To further conversations with CIC to help build the LIP evidence base, leverage LIP knowledge/expertise, and facilitate collaboration between LIPs
- > To continue our role as a backbone organization and bring together partners that can collectively have impact towards integrating newcomers in Peel

AS AN AGENCY

HOW DO WE KNOW WE ARE BETTER OFF?

- > Support for clients within a local neighbourhood
- > Information to plan and create programming for changing needs and demographics
- > Increased capacity to serve clients

AS A PARTNER

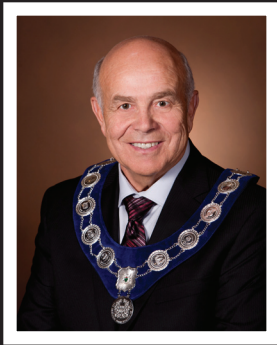
- > Data information and sharing
- > Seamless service delivery
- > Support for cultural competency and changing demographics

AS A NEWCOMER

- > A common process for all newcomers
- > The beginning of the implementation for the 'no wrong door' approach where client services will be more accessible and useable
- > Success in attaining employment in field of choice

AS A LIP

- > Exploring mechanisms for engagement of local actors in settlement and integration
- > Aligning LIP programming with other models of community partnerships
- > Engaging provinces and territories in cost-sharing partnerships



"Integrating into our society also means encouraging and inviting newcomers to get involved. This means that our institutions and community groups need to be open and accessible to all residents. It also means getting people of different backgrounds mixing."

– Chair Kolb, Region of Peel.



"Immigrants are the jewels in Mississauga's crown... I commend the Peel Newcomer Strategy Group for their efforts... The goal for the future will be to ensure that our rich social fabric continues to be adorned with many beautiful, diverse threads."

– Mayor McCallion, City of Mississauga.



"The integration of immigrants is two fold - economic and social. Economically, immigration is needed to sustain population and economic growth. Socially, successful integration means there is increased trust amongst diverse groups and more collaboration amongst them on joint endeavours."

– Mayor Morrison, Town of Caledon.



"Diversity is one of this city's greatest economic strength. It provides an available and skilled workforce, giving many businesses a competitive advantage in global markets."

– Mayor Fennell, City of Brampton.

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Census data contained in the bulletin were collected by the voluntary 2011 National Household Survey (NHS) which replaced the mandatory long form Census. This change in methodology may affect the comparability of this data to data from previous long-form Censuses.



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.



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