

# **CENTRAL PLANNING TABLE (CPT) TRANSITION PLAN**

**April 2011**

## BACKGROUND

When the right stakeholders convene with a self-governing mandate to “work together” they can create strategies that address shared concerns, offer mutual benefits and achieve authentic community solutions. By fostering a participatory, inclusive and consultative environment they enable the collective to focus on the common good and share responsibility, authority, and accountability for achieving results. Essential to their work is an appropriate structure that provides overarching strategic direction and dialogical leadership that advances their vision for the future.

In 2006, United Way of Peel and the Region of Peel co-sponsored an immigration visioning and planning session to explore and define possible directions and actions which would better address the community’s concerns and needs with respect to the delivery of services for immigrants in Peel Region. The participants overwhelmingly supported the creation of a comprehensive community strategy designed to enhance the successful integration of the growing number of immigrants to the Peel community.

Based on the visioning process, Peel Newcomer Strategy Group (PNSG) emerged as a community collaborative with a mandate to advance the social and economic integration of immigrants. When PNSG was formed in 2006, it was determined that a Steering Committee would be the inaugural structure established to guide the development of a local immigration strategy. With the support of the Steering Committee, PNSG successfully completed the project deliverables for phases 1 – 3. This success is the culminating result of research and analysis, stakeholder engagement and community consultation.

PNSG has benefited greatly from the leadership, expertise and guidance of a dynamic Steering Committee representing a diverse group of Peel stakeholders. The current structure is comprised of 24 members representing newcomer service organizations, community and private sector partners, educational institutions, and four levels of government. (Appendix A: PNSG Steering Committee Members)

Now that PNSG has developed a collaborative and coordinated strategy, it is vital to have **continuity, planned actions, defined processes, sustainable resources/funding investments** and the **right people providing leadership and guidance** to **champion** the implementation of the Peel Immigration Strategy over the coming years.

On December 13, 2010, the PNSG Steering Committee endorsed the forming of the Central Planning Table (CPT) Transition Working Group. This decision was reached after considerable discussion at the Steering Committee meetings. Information obtained using an electronic survey provided a list of potential Working Group members, composition and stakeholder representation. (Appendix B: Summary of Survey Results)

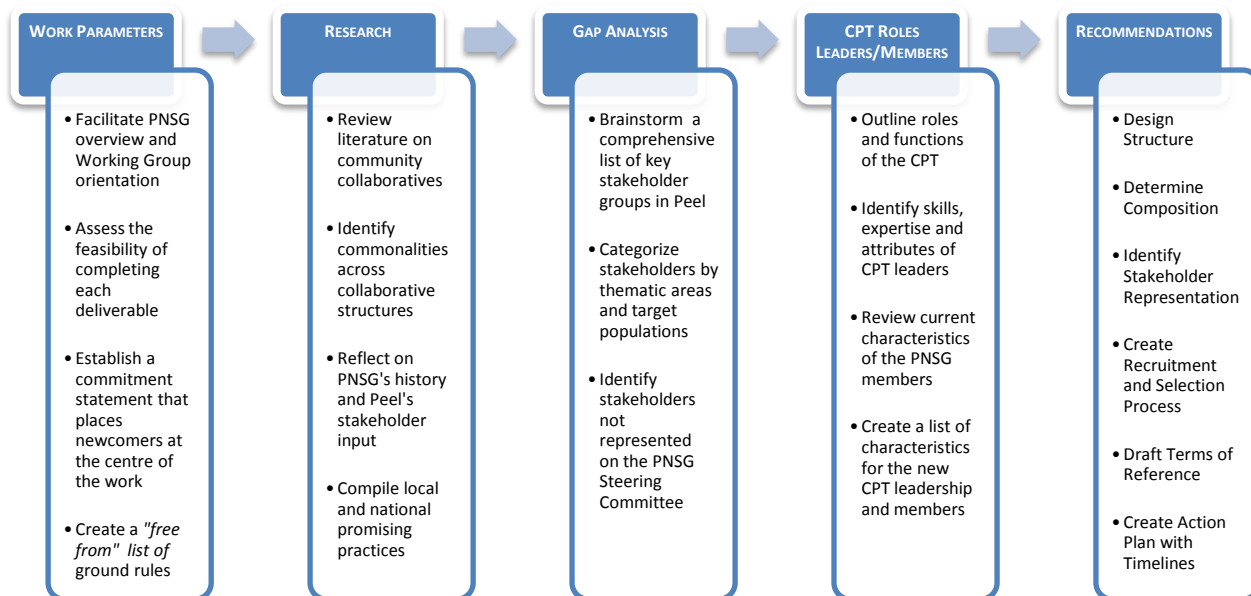
The guiding objective of the CPT Transition Working Group is to recommend a new structure for PNSG that reflects the diversity of the settlement sector and newcomer service providers, mainstream service provider, community leaders, businesses and newcomers/residents, and has the support of the community it represents. Of equal importance is the right combination of stakeholders with skills, expertise and experience essential to ensuring the success of the community’s vision for newcomer settlement and integration in Peel Region.

The Working Group has fulfilled the task of assembling a transparent and inclusive plan to transition from the PNSG Steering Committee to a new structure. The proposed plan offers a coherent approach to establishing the new PNSG Central Planning Table (CPT). It outlines the CPT Transition Working Group’s process and key recommendations.

## CPT TRANSITION WORKING GROUP PROCESS

The twelve (12) member CPT Transition Working Group, comprised of eight (8) Steering Committee members, three (3) non-Steering Committee representatives and chaired by the PNSG Director, met between February and April 2011. Over the course of several meetings the CPT Transition Working Group deliberated and explored alternatives to develop recommendations to successfully transition to the new Central Planning Table. Appendix C: CPT Transition Working Group Members

The Working group members utilized a thorough process to inform and guide their work. The process ensured that all Working Group members clearly understood the objectives, reinforcing the importance of community interest over individual interest while drawing from expert sources of information and promising practices. Each step is explained below.



### Work Parameters

Prior to the first Working group meeting, the non-Steering Committee members participated in an orientation session to increase their knowledge and understanding of Peel Newcomer Strategy Group (PNSG). The Working Group members used their first meeting to review expectations and the complexities of the key deliverables. Based on their assessment of the work to be completed, the Working Group decided to organize and complete the task in four (4) meetings. The group also agreed to use their meeting time for discussion and making decisions while administrative tasks such as reviewing research information would be performed outside the scheduled meetings.

The group reached consensus in support of a key recommendation that emerged from the community consultations, which state that *"the CPT should reflect the concrete issues facing newcomers on a day to day basis"*<sup>1</sup>. By placing newcomers in the centre, each member made a commitment to represent the best interest of the newcomer as they designed the new PNSG structure and made decisions regarding stakeholder representation and the recruitment process. Lastly, the group created a "free from" list of barriers to avoid bias and limit options. The ground rules enabled the group to think creatively without limiting ideas. They also helped reinforce the importance of community interest rather than individual interest and allowed the members to hold each other accountable. Appendix D: Free From List

<sup>1</sup> Newcomer Settlement and Inclusion In Peel: Building On Existing Assets, 2010, Pg.

## Research

Information was gathered and reviewed from a variety of credible studies, presentations and online reports to inform the most appropriate approach for the new structure and process. The following resources were utilized as part of the Working Group's deliberation and helped to support the rationale for the recommendations contained in the CPT Transition Plan.

- Collaboration and Community
- Community Collaborative Planning Guide
- From Government to Multilevel Governance of Immigrant Settlement in Ontario's Cities
- Immigrant Integration in Canada – four dimensions of successful newcomer integration
- Local Immigration Partnerships: York Region, West Downtown Toronto and City of Ottawa
- Mississauga Summit 2010: Centre of Excellence for Diversity and Immigration
- Municipal and Community Involvement in Settlement and Integration (CIC Presentation)
- National Study of Board Governance Practices in the Non-Profit and Voluntary Sector in Canada
- Newcomer Settlement and Inclusion in Peel: Building on Existing Assets
- Parent Involvement in Peel District School Board: A study of parents' and principals' views
- Peel Immigration Web Portal Community Consultation Report
- Peel Region Collaboratives: Success By 6, Peel Committee Against Woman Abuse and Peel Advisory Working Group on Older Adult Housing

The Working Group took particular interest in the core dimensions of successful integration published in 2001 by Citizenship and Immigration Canada Integration Branch which states "*Successful integration for a newcomer to Canada is about the ability to contribute, free of barriers, to every dimension of Canadian life – **economic, social, cultural and political.***"<sup>2</sup> The Working Group members recognize that a strategic focus on these four dimensions within the PNSG structure has the potential to mobilize a larger group of stakeholders and deepen the broader community's involvement in newcomer settlement and integration.

## Gap Analysis

The Working Group members participated in a brainstorming exercise and referred to PNSG's community consultation results to identify key stakeholders that are not on the PNSG Steering Committee. The group also utilized the list of organizations previously identified by the Steering Committee. Appendix E: Potential Stakeholder Representatives not currently PNSG Members

The current representation and composition of the Steering Committee is comprised of 24 members including:

- Settlement (6)
- Funders / Government (6)
- Labour/Employment (5)
- Education (4)
- Legal / Safety (1)
- Research and Planning (1)
- Resident/Immigrant (1)

The following is a list of stakeholders / sectors not represented on the current PNSG Steering Committee table:

- area municipalities and elected officials / regional members of council
- health sector
- private sector businesses

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<sup>2</sup> Immigrant Integration in Canada: Policy Objectives, Program Delivery and Challenges, 2001, Pg. 6

- faith-based groups
- housing, seniors and youth organizations
- foundations
- public libraries
- French school board / francophone network
- economic development offices

## **Central Planning Table: Roles, Leaders and Members**

The Peel Newcomer Strategy Group (PNSG) is a collaborative that functions as a facilitator, convener, community champion, community planner, coordinator and local immigration expert and sector resource. As a central coordinating body PNSG ensures strong cross-sectoral cooperation and effective sector-wide research and planning. PNSG is responsible for helping stakeholders to develop shared protocols to facilitate a “No Wrong Door” approach to service delivery. PNSG also supports funding prioritization by engaging funders with service providers, governments and institutions.

PNSG will work with lead organizations to implement the Peel Immigration Strategy. As a coordinator PNSG will also provide opportunities for smaller service providers, newcomers and other stakeholders to play an ongoing role in planning and in shaping the development of service policies and infrastructure.

Based on the input provided by the Peel community, the mandate of the Central Planning Table includes:

- gathering regional data on settlement and integration outcomes to determine the overall success of local settlement and integration efforts
- assessing emerging service needs and gaps based on the ongoing analysis of data
- reviewing the action plans of the Peel Immigration Strategy and assessing the effectiveness of key matters like outreach, service design, governance and transparency, to ensure that actions taken are meeting their objectives as part of a region-wide settlement system
- supporting the operation of a coordinated liaison with employers and other stakeholder groups
- facilitating region-wide outreach and supporting the coordination of a no-wrong door model, including connecting to informal and faith-based groups
- engaging the broader settlement and newcomer services sector in the review of progress on settlement and integration
- facilitating the ongoing implementation of the Peel Immigration Strategy and making any necessary amendments to the settlement and integration action plans as identified by the Peel community
- developing and/or facilitating the capacity building and training processes necessary to support agencies in effective response to newcomer needs in Peel region

The Central Planning Table would also identify unmet capacity building needs within the sectors and develop strategies to address those gaps to ensure that it delivers on its mandate. While the Central Planning Table plays a key role in informing the business case for funding, it is not intended to be a funding decision body.

Strong leadership is essential to the success of the PNSG. Selecting the right leader(s) who can act as champions is essential. A champion who is charismatic and well-connected will bring great passion and leadership to the cause - helping to raise the profile of PNSG. The right leader(s) will also help to recruit other influential champions and attract the appropriate organizations to the CPT. The leader(s) of the Central Planning Table needs to be strategic and innovative. Studies show that the leaders’ strength lies in their reputation as a neutral third party that would rely on the combined expertise of the CPT membership and Standing Committee / Working Group members.

PNSG will attract and recruit leader(s) to the CPT who embody the following characteristics:

- Well-respected champion, has credibility in the field
- Passionate about the issues facing newcomers/immigrants
- Well-connected
- Facilitator
- Collaborative
- Enthusiastic, energizer and motivator
- Influential
- Willing to leverage personal and professional networks
- Knows when and how to take risks
- Charismatic

Other Key Characteristics of the CPT and Standing Committee/Working Group members:

1. Bring a Peel region community focus rather than an individual or group/agency specific focus.
2. Understand that local planning, partnerships and collaboration are the means to effect positive systems change towards “getting immigration right” in Peel.
3. Committed to the vision, values and principles of PNSG:
  - *Vision*: the successful inclusion of newcomers into all aspects of the community that embraces everyone’s contribution and well-being for all.
  - *Values*: diversity, equity, participation and accountability.
  - *Principles*: right to access, equity, humanitarianism, empowerment, employment, empathy not sympathy, social justice, caring, clarity, integration and fairness.
4. Embrace diversity and value the multi-faceted role that immigrants can play in contributing to Peel Region’s growth and prosperity.
5. Experienced change agent and innovative thinker who is empowered to break through and find new solutions.
6. Action-oriented, responsive, consultative and can “stay the course” as the group deliberates and finds its way to strategic decisions.
7. Well informed and has full understanding and knowledge of the Peel Community and its Stakeholders.

## RECOMMENDATIONS

### ***Designing the new PNSG Structure***

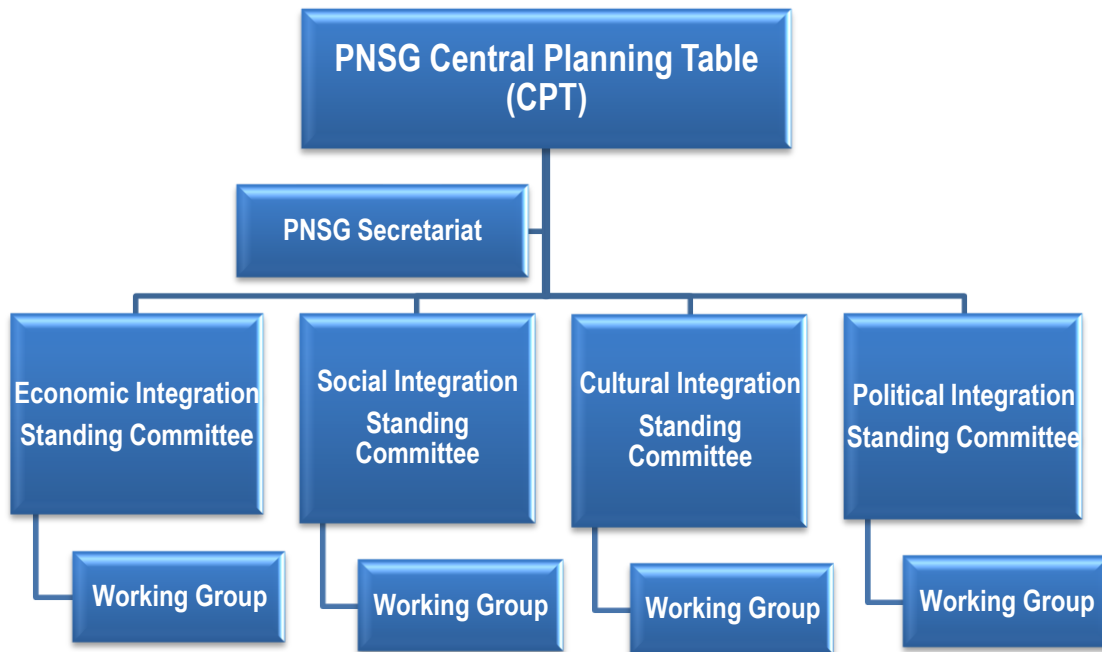
***Recommendation:*** *Establish a subcommittee structure that incorporates a Central Planning Table, Standing Committees and Adhoc Working Groups.*

The proposed structure is designed as a Central Planning Table with four (4) thematic Standing Committees and task-specific, time-limited Working Groups. While the opportunities for organizational design are endless, promising practices show a bias towards the use of multiple tiers within the community collaborative culture. The literature supports the subcommittee structure as an effective strategy for dividing up the work. The recommended structure will also enable stakeholders to get involved in areas of their choosing, such as economic integration, for example, that is of interest and fits with their capacity to make a meaningful commitment, contribute and make full use of their expertise.

Using a subcommittee structure is also a way to bring in additional stakeholders who can provide resources and directional advice to PNSG. The subcommittee structure can be an excellent way to

further engage stakeholders, increase the community's participation, capitalize on individuals' strengths, foster ownership and get more people to better identify with PNSG.

The chart below illustrates a traditional organizational structure for the Peel Newcomer Strategy Group including the team of staff referred to as the PNSG Secretariat:



### Relationship within the PNSG Structure

**Recommendation:** *Members on the CPT function in 1 of 2 co-chair positions and participate as CPT representatives on each Standing Committee.*

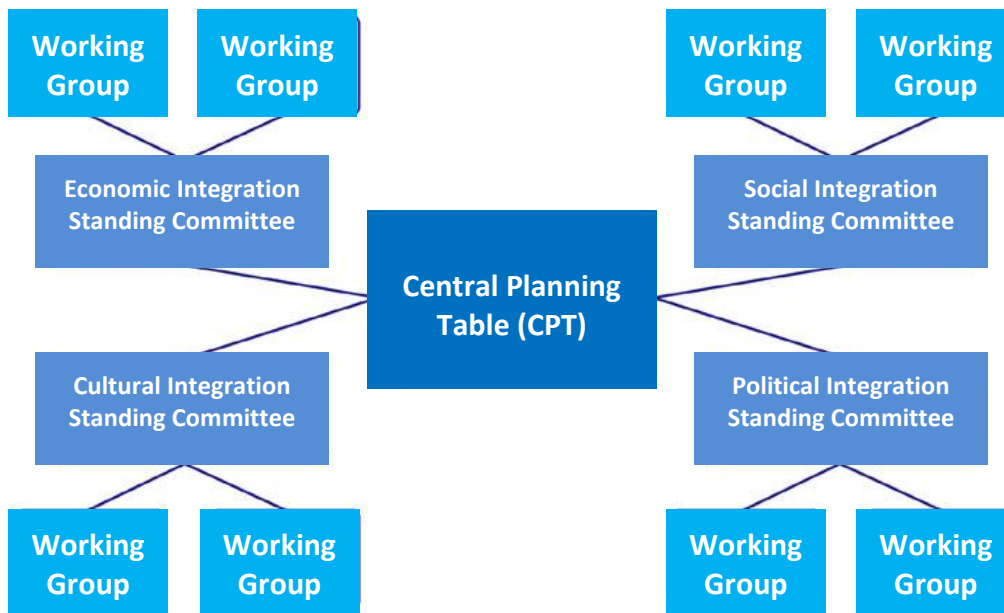
*Some Standing Committee members will participate on the Working Groups as representatives of their respective Standing Committee and/or also in the role of a co-chair as appropriate.*

PNSG has a history of working within a co-chair model, both at the Steering Committee and Working Groups. This practice has proven effective over the past few years and will continue to support the leadership roles associated with the CPT, Standing Committees and Working Groups.

In the proposed subcommittee structure an effective communication and coordination system among the Working Groups, Standing Committees and the CPT is critical. It is envisioned that the PNSG structure will function as one interrelated unit. The anticipated level of interdependency between these groups also elevates the importance of having a system of checks and balances to assure that performance meets expectations.<sup>3</sup>

Member representation across the Working Groups, Standing Committees and the CPT will help facilitate cross-sectoral planning and integrated solutions. The relationship is also in keeping with the bottom-up approach to informing and carrying out the work of PNSG. The diagram below shows the relationship within the new structure.

<sup>3</sup> Center for Effective Public Policy, 2005



### **Stakeholder / Sector Representation**

**Recommendation:** *Form a CPT comprised of 20 members with two representatives from each identified category/group. Standing Committees and Working Groups will operate with an undetermined number of representatives from diverse sectors.*

*Assure PNSG’s continuity and knowledge transfer by selecting up to 50 per cent of the members from the PNSG Steering Committee to transition to the new Central Planning Table.*

*Set up one (1) year rolling renewable terms to facilitate planned member attrition and representatives’ replacement. Membership terms should be set up such that no more than one-third of the members would exit the organization in any given year.*

The issues impacting newcomer settlement and integration are complex; therefore, one group cannot be the sole owner of the solutions. The literature on community collaboratives suggests that many players must be involved and links between them created to produce integrated solutions. *“Involving partners authentically as co-constructors of knowledge is a great way to ensure that they take ownership over the ideas, activities and solutions”*.<sup>4</sup> Furthermore, creating links with existing organizations can also assist PNSG to leverage available resources quickly and effectively.

As a result, *“PNSG must endeavour to include key decision makers and community leaders from organizations with the most capacity to influence policy changes in their sector. To ensure that the Central Planning Table reflect the concrete issues facing newcomers on a day to day basis, it is necessary for the CPT to consult with sector specific service providers, networks, provide opportunities for stakeholder groups to meet regularly to discuss newcomer settlement and integration related challenges and opportunities among themselves, and draw on all sectors to gain direct representation at the Central Planning Table itself”*.<sup>5</sup>

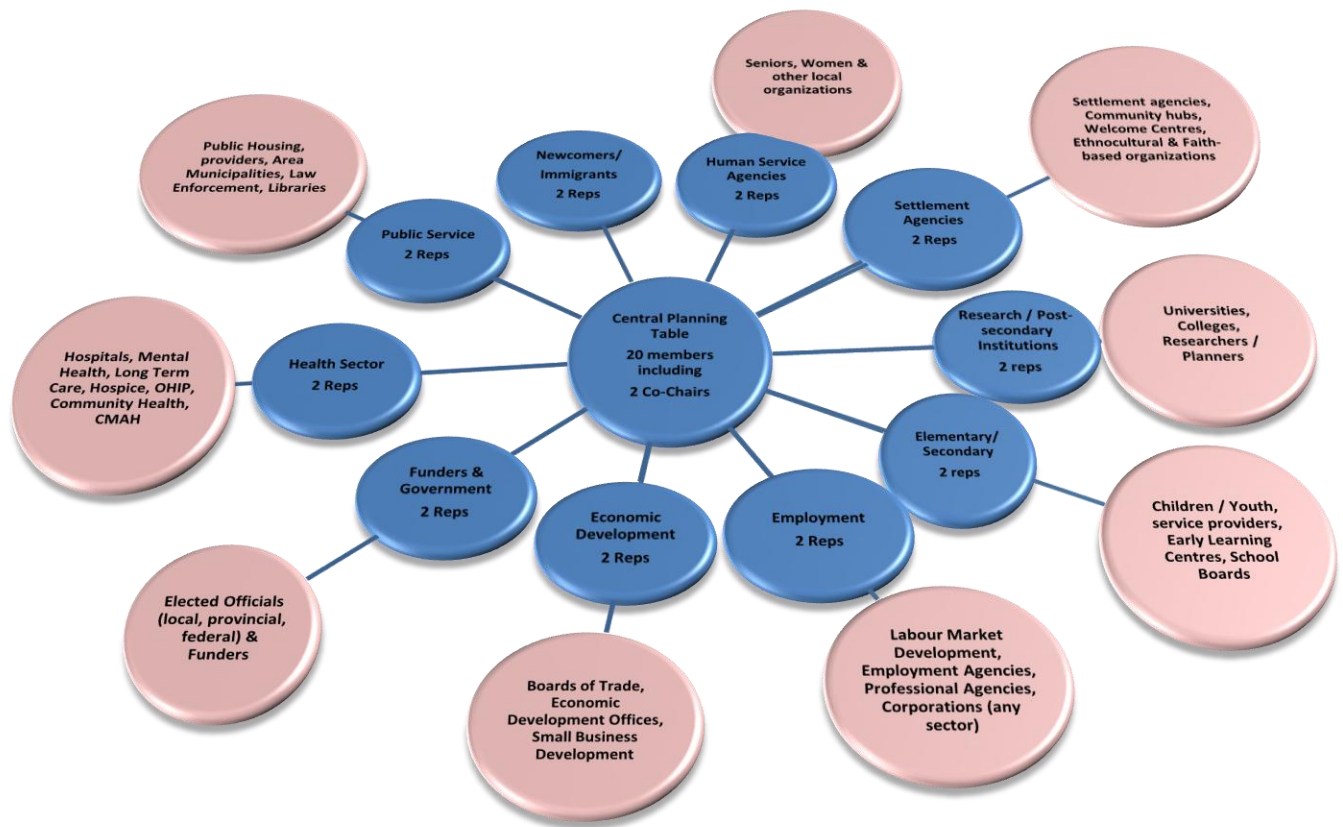
<sup>4</sup> Community Collaborative Planning Guide, 2010, pg. 34.

<sup>5</sup> Newcomer Settlement and Inclusion In Peel: Building On Existing Assets, 2010. Pg.



Also, by adopting the proposed subcommittee structure, PNSG will make available ample opportunity for large numbers of stakeholders including frontline staff and newcomers who are traditionally excluded from the process to be part of the solution. Appendix F: Stakeholders and Community Partners, provides a comprehensive list of organizations to be invited as active members within the PNSG structure: Central Planning Table, Standing Committees and Working Groups.

Based on the diverse group of stakeholders committed to addressing newcomer settlement and integration issues in Peel Region, there are several categories and sources of feeder groups represented within the PNSG structure. Specifically, the diagram below identifies the major categories that make up the Central Planning Table.



## Recruitment and Selection Process

**Recommendation:** Use both a targeted and open call approach to recruit key representatives to join the CPT.

Convene a Selection Panel for the sole purpose of reviewing nominations and recommending representatives for the Central Planning Table (CPT). The Selection Panel will comprise of five (5) non-partisan representatives.

Communication will be circulated to the Peel community announcing recruitment of stakeholder representatives to form the new PNSG Central Planning Table. The recruitment and selection process applies to new members and current PNSG Steering Committee members who are interested in transitioning to the new CPT. Individuals and groups interested in submitting a nomination are required to follow the process outlined below.

- Review the Central Planning Table (CPT) Draft Terms of Reference.
- Direct questions or seek clarification from the named designates representing PNSG (PNSG Director and PNSG Co-chairs).
- Before submitting a nomination form, determine the nominee's capacity to offer a realistic time commitment. Validate the nominee's suitability based on their experiences, abilities and the perspectives they can contribute to the committee.
- Obtain the nominee's informed consent for the nomination.
- Indicate a seconder for the nomination. Each nominee must have two nominators to be eligible. In the case of an immigrant/resident nominee, the seconder must be another resident or group. In the case of an employee or elected official, either the nominator or seconder must be a person with organizational authority within the sector/stakeholder group that the nominee will be representing.
- Complete and submit each nomination using the online form. Nominations will be open for a period of three weeks.

Once the nomination submission date closes, the PNSG Secretariat will correlate the nominations and produce a list of eligible candidates for the Central Planning Table. The Selection Panel will meet to review the submissions. The principle of selection based on merit is the key factor when deciding on the CPT membership. In this context, merit relates to the sector/stakeholder group represented, professional standing and personal attributes of the candidates as well as their experience working in areas that are relevant to PNSG's vision and mission and their capacity to commit fully to the responsibilities of the CPT.

The Selection Panel will consider whether the candidates have:

1. Appropriate expertise for the appointment, in relation to the roles and responsibilities of the CPT and the expertise provided by the other members (so that we have the right balance of stakeholder and sector expertise and geographical representation with no gaps or unnecessary duplication).
2. Relevant experience. This includes working directly with key service sectors, with large or small community development initiatives, in collaboration with other groups, private business, government, other stakeholders or serving on PNSG Committees, Working Groups and/or other immigrant settlement and integration committees and so on.
3. Appropriate links with other bodies. For example, PNSG would benefit from cross membership with other community collaboratives, networks/committees or someone who has direct links into other organizations/institutions, local businesses etc.
4. Time to do the job effectively and/or whether PNSG is in danger of over utilizing a person given their involvement in numerous initiatives and the potential for competing priorities to jeopardize meaningful contributions to the work of PNSG.

5. Any possible conflicts of interest and/or foreseeable limitations specific to each candidate.

Weight is also given to the quality of endorsement a nominee receives, the nominee’s capacity to represent multiple stakeholder groups/sectors, past involvement with PNSG and to the leaders’ and members’ characteristics outlined in the Central Planning Table (CPT) Terms of Reference.

Each nomination will be scored individually by the Selection Panel. Candidates with the highest total scores are recommended for appointment to the Central Planning Table (CPT). In the event where multiple qualified candidates come forward in a particular sector, an interview process will be used as part of the final section process. The Selection Panel will present recommendations to the PNSG Steering Committee. The appointed candidates will be informed in writing of the outcome of the recruitment and selection process. Official acceptance of the appointment must be communicated to the PNSG Secretariat by each new member.

**Terms of Reference**

**Recommendation:** *Finalize the terms of reference based on changes made to the draft CPT Plan.*

*Use the Terms of Reference to implement the new Central Planning Table.*

A revised draft of the CPT Terms of Reference is affixed as Appendix G.

**Action Plan and Timelines**

**Recommendation:** *The recruitment and selection process is to be implemented effective June 2011 – September 2011. The first meeting of the new CPT is to be convened in October 2011.*

Timelines	Tasks
<p><b>May 2011</b></p>	<ul style="list-style-type: none"> <li>• Obtain feedback and Steering Committee endorsement for the proposed Central Planning Table (CPT) Transition Plan</li> <li>• Prepare communication tools - email content, nomination form, eligibility criteria and related information to support the CPT recruitment and selection process</li> </ul>
<p><b>June – August 2011</b></p>	<ul style="list-style-type: none"> <li>• Disseminate recruitment communication to both targeted and open list of stakeholders</li> <li>• Assemble a non-partisan Selection Panel to review stakeholder nominations and make finalize selections</li> <li>• Organize meeting dates for the review and selection process</li> <li>• Compile nominations and prepare recruitment package for the Selection Panel</li> </ul>

<p><b>September 2011</b></p>	<ul style="list-style-type: none"> <li>• Convene final Steering Committee meeting and begin transitioning to the new CPT</li> <li>• Present shortlist of selected candidates to the Steering Committee</li> <li>• Communicate results of the CPT recruitment process and obtain acceptance from newly appointed representatives</li> <li>• Prepare and disseminate agenda package for first CPT meeting</li> </ul>
<p><b>October 2011</b></p>	<ul style="list-style-type: none"> <li>• Convene first meeting of the new CPT</li> <li>• Wrap up the Steering Committee transition to the Central Planning Table (CPT)</li> </ul>

## CONCLUSION

Looking ahead, over the next three years, there are a number of priorities that are converging with respect to the work of the PNSG Collaborative. At the top of the list is the task of establishing the ongoing PNSG structure and supporting stakeholder groups as they implement the Peel Immigration Strategy.

With three of the four phases of the project now complete, it is time for the PNSG to transition to a new structure that will continue to engage in activities that enable wholesome discussion and exchange of ideas among Peel’s stakeholders. It is also important to continue to inspire the cooperative spirit and shared ownership that have engaged key stakeholders: newcomers/residents, service providers, community development organizations, governments and businesses in the consultation and decision making process.

Peel Newcomer Strategy Group (PNSG) is one of the 45 Local Immigration Partnerships (LIP) that exist across Ontario. PNSG represents the collective voice of immigrants, community and business partners in Brampton, Caledon and Mississauga. There is growing consensus that asserts Local Immigration Partnerships (LIPs) as a game changer:

- *March 2010:* LIPs Model recognized as a best practice in the Standing Committee Report on Best Practices in Settlement Services.
- *July 2010:* Neil Bradford and Caroline Andrew asserted, “LIPs represent a timely and promising innovation in Canadian immigration policy”.
- *October 2010:* Minister Jason Kenney stated, “**LIPs are the future of settlement services**”.

For these reasons along with the community’s vision for newcomer settlement and inclusion in Peel, it is essential that PNSG continues to build momentum and engage key stakeholders to participate at various stages of the initiative. As a result, it is the recommendation of the Central Planning Table Transition Working Group that the PNSG Steering Committee endorse the recommendations outlined in this plan. By endorsing the recommended structure and recruitment process at this stage of the project, the way will be paved for the Central Planning Table (CPT), Secretariat and Standing Committees to build on the work achieved so far through the first three phases of Peel’s LIP to achieve enhanced performance and proactively respond to Peel’s changing environment without a loss of momentum.

Representatives from the CPT Transition Working Group will present the plan and key recommendations to the PNSG Steering Committee for discussion and approval on May 2, 2011.