



>> CREATING A WELCOMING COMMUNITY. TOGETHER.

# 2017-2018 | COLLECTIVE IMPACT REPORT



**12,990** permanent migrants to Canada - including economic and family-class immigrants, as well as almost **1,290** refugees - settled in Peel Region in **2015**, the last full calendar year for which we have data.

Peel Newcomer Strategy Group (PNSG) is the region's local immigration partnership. PNSG exists to serve the successful inclusion of newcomers into all aspects of the community, embracing everyone's contribution and ensuring well-being for all.

Overall, immigrants account for **51.5%** of the region's population, the largest proportion of any municipality in the greater Toronto area.

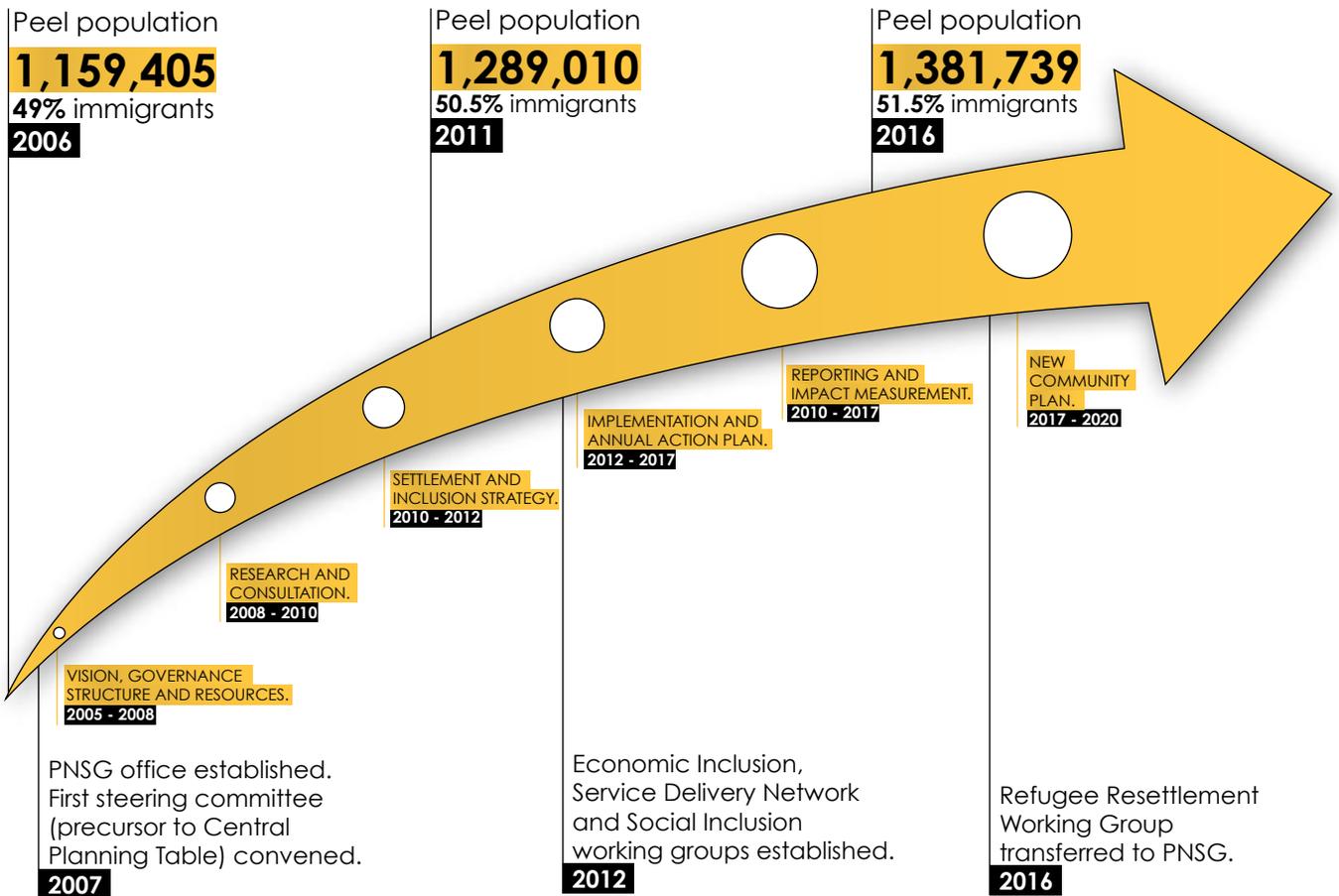
The Canadian government aims to increase immigration to **340,000** annually by **2020**. If the proportion of newcomers settling in Peel remains the same, newcomers will account for about **47,000** of new population growth in Peel over that period.

#### IN 2017-2018, PEEL NEWCOMER STRATEGY GROUP:

- **Convened** 28 meetings involving over 200 community and government stakeholders across PNSG's working groups to collaborate cross-sectorally among local service providers and develop a community plan
- **Coordinated** cross-sector, capacity-building training for 117 service-providing professionals
- Conducted and participated in **research** aimed at strengthening the relationship between international students and the Peel community as well as partnerships between faith-based and settlement organizations
- Hosted **events** for almost 400 refugee families and their sponsors in partnership with dozens of organizations aimed at providing information and connecting these newcomers to local services
- Provided **information** to community through an online dashboard regarding the settlement of government-assisted refugees and managing updates to Peel's immigration web portal, visited by thousands of site visitors annually
- **Participated** in and **presented** at numerous community partnership tables, events and conferences



# BUILDING THE FOUNDATION



# MISSION >>

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

# VISION >>

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

# FUNCTION >>

CHAMPION / INTEGRATE / LEAD / RESEARCH / PLAN

# PEEL'S LOCAL IMMIGRATION PARTNERSHIP

Peel Newcomer Strategy Group (PNSG) is a community-based collaborative with deep relationships across sectors and a leader in supporting the newcomer, immigrant and refugee settlement sector in Brampton, Caledon and Mississauga. A proactive national partner, PNSG has worked collaboratively with policy makers at all levels of government and communities across the country to improve the overall newcomer experience.

## **LOCAL IMMIGRATION PARTNERSHIP (LIP)**

In 2008, PNSG became a Local Immigration Partnership (LIP). The LIP's function is based on a best practice model for cross-sector collaboration to optimize the newcomer settlement experience within a specific community or region.

PNSG led the development of a new strategic model based on the idea that large-scale social and economic change requires broad, cross-sector coordination. This idea formed its foundation and has continued to guide the initiative since inception.

In 2012, PNSG launched the Peel Community Plan. Partners had previously identified that work in the sector remains focused on the isolated intervention of individual organizations. PNSG's leadership saw the need for a population-level strategy to drive positive outcomes for newcomers arriving in Peel – a strategy that outlined a vision of success, defined measures and the participation of partners representing all sectors critical to achieving community-wide change.

## **COLLECTIVE IMPACT**

To achieve these population-level outcomes, PNSG implemented a *collective impact* framework to guide the strategy.

*“ Collective Impact is the commitment of a group of actors from different sectors to a common agenda for solving a complex social problem and a shift from the social sector's current paradigm of 'isolated impact.' No single organization can create large-scale, lasting social change alone.”*

*Mark Kramer & John Kania,  
Stanford Social Innovation Review*

# PEEL'S LOCAL IMMIGRATION PARTNERSHIP

## THE FIVE CONDITIONS OF COLLECTIVE IMPACT:



### BACKBONE SUPPORT

Creating and managing collective impact requires a separate organization with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.



### COMMON VISION

Common understanding of the problem and a joint approach to solving it through agreed-upon actions.



### CONTINUOUS COMMUNICATION

Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.



### MUTUALLY REINFORCING ACTIVITIES

Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.



### SHARED MEASUREMENT

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.

## STRATEGIC PRIORITIES IN 2017

1

Service for all newcomers are accessible and people centred

2

Effective employment for all newcomers in Peel

3

Coordinated planning for services across Peel Region for all newcomers

4

Host communities are receptive to all newcomers

# 1

# SERVICES FOR ALL NEWCOMERS ARE ACCESSIBLE AND PEOPLE-CENTERED

## WHERE WE BEGAN

In the 2010 report *Building on Existing Assets*, PNSG identified and highlighted gaps in existing services provided for newcomers and immigrants. It was discovered that language and employment services (to name a few) in many mainstream institutions were not meeting the broad needs of clients newly arrived to the country.

For example, some clients found English language classes and employment programs to be 'basic.' Newcomers valued face-to-face, one-on-one interactions, but rarely accessed programs offered in these ways.

In response to these apparent gaps, informal services emerged to address the wide range of newcomer needs, both linguistically and culturally. Convenient locations and culturally accommodating venues were an important factor in reaching families across the region.

The collection of comparable data was also identified as a gap by PNSG. Various service providers shared anecdotally that they had an increase in demand among newcomers in particular. However, few organizations were able to collect data in a consistent matter that could form a baseline across the region. Providers were challenged in adapting their services to newcomer clients since, without reliable data, they did not have a full understanding of diverse clients accessing their services or their unique needs.

## COMMUNITY PLAN INTENDED OUTCOMES

- Common "No Wrong Door" process for all newcomers
- Client services are more accessible
- Informal services are aware of formal newcomer services

172 Privately-sponsored refugees,

12 Sponsor groups,

49 Service providers from

22 Community agencies,

attended a January 2018 information fair in partnership with Peel Multicultural Council, Polycultural Immigrant & Community Services, Newcomer Centre of Peel and Afghan Women's Organization to connect privately sponsored refugees to settlement services and community supports.

This type of event demonstrates significant potential to promote the social and economic inclusion of refugees in Peel.

# SERVICES FOR ALL NEWCOMERS ARE ACCESSIBLE AND PEOPLE-CENTERED

## KEY INITIATIVES

- Online data and asset mapping reinforce a common approach to streamline system navigation and facilitate access for both newcomers and service providers
- Data collection strategy with Peel settlement and non-settlement service providers
- Partnerships with United Way of Peel Region and Mississauga Halton LHIN (local health integration network) ensure a common intake process as well as consistent data collection of newcomer needs across all of their funded organizations
- Expanded engagement and partnership between settlement and non-settlement sectors reinforce a holistic approach to supporting newcomers

## COMMUNITY COLLABORATIVE RESPONSE TO NEEDS OF SYRIAN REFUGEES

The Peel Syrian Refugee Settlement Committee was established in **2015** in response to the Government of Canada's commitment to bring **25,000** Syrian refugees to Canada. As a LIP, PNSG was well-positioned to connect and convene service providers to marshal effective wrap-around supports for refugees arriving in Peel as well as identify gaps and coordinate response efforts. With approximately **40** active community partners at the table, PNSG leveraged specialist, relevant expertise into the resettlement effort, as well as gather critical insight and data.

# 2

# EFFECTIVE EMPLOYMENT FOR ALL NEWCOMERS IN PEEL

## WHERE WE BEGAN

While employment services for newcomers are intended to help them find suitable, long-term employment commensurate with their skills, education and work experience, PNSG's *Building on Existing Assets* Report (2010) revealed that existing services were not always successful in helping newcomers, despite the high competency level of staff and quality of delivery methods.

Research identified that one-way educational sessions, through larger scale delivery, were not as effective as more interactive options. Programs offered basic and important skills, such as resume writing, but participants wanted one-on-one supports, connections to paid work in order to obtain Canadian experience, as well as access to financial assistance for certification and training programs.

## COMMUNITY PLAN INTENDED OUTCOMES

- Employment service providers are aware of and participate in Peel-based talent networks for employers
- Employers are aware of ways to source immigrant talent

## RESEARCH DESIGNED TO SUPPORT LONG TERM EMPLOYMENT

The successful economic integration of immigrants is vital to any community with high levels of newcomer arrivals. We know that recent immigrants in Peel are highly educated; however, their unemployment rate is persistently higher than that of long-term immigrants and non-immigrants. Determined to dig deeper into this issue, PNSG launched a research initiative focused on job retention and identified soft skills as a key determinant of employability. The project was designed to better understand the manner in which employers and employees conceptualized and operationalized "soft skills". PNSG continues to work with partners to understand gaps between and perceptions among employers and newcomer job-seekers in order to facilitate more positive connections between them in the local labour market.

# EFFECTIVE EMPLOYMENT FOR ALL NEWCOMERS IN PEEL

## KEY INITIATIVES

- Launch a web portal offering a resource listing for referrals to local organizations and programs
- Champion and create awareness of newcomers' labour market experience to funders, service providers and broader community partners through engagement events, knowledge transfer initiatives and communication strategies
- Launch research initiative designed to understand retention for newcomer employees and employers

In **2017**, community consultations were facilitated to support PNSG strategic and community planning. **42 key informants** representing **29 organizations and initiatives** participated in this process - and underlined the need to engage Peel's employer community more effectively to promote the economic inclusion of newcomers.

# 3

# COORDINATED PLANNING FOR SERVICES ACROSS PEEL REGION FOR ALL NEWCOMERS

## WHERE WE BEGAN

Through community conversations and engagement, PNSG learned that there was sporadic service coordination among providers supported by various grant streams and program funders, and many newcomers experienced difficulty navigating settlement services due to a lack of program awareness or difficulty attending the programs themselves.

PNSG established a Service Delivery Network (SDN) Working Group in July 2012 to facilitate a conversation about service access coordination and a “No Wrong Door” approach for newcomers and immigrants.

The SDN Working Group is comprised of the following partners located in areas of high newcomer growth: Caledon Community Services (Bolton, Caledon), Punjabi Community Health Service (Springdale, Brampton), Peel Multicultural Council (Meadowvale, Mississauga), Polycultural Immigrant & Community Services (Sheridan, Mississauga) and Malton Neighbourhood Services (Malton, Mississauga).

## COMMUNITY PLAN INTENDED OUTCOMES

- Organizations are motivated to implement and participate in a service delivery network
- Service providers gain knowledge to deliver newcomer services as part of a coordinated network
- Service providers and residents participate in the buy-in process

## PARTNERSHIPS SUPPORTING NEWCOMER CHILDREN

As a child welfare agency, Peel Children's Aid Society (CAS) has a mandate to ensure the well-being of children in Peel Region. The opportunity for partnership with the PNSG's SDN became significant and timely with the recent influx of Syrian refugees. It was aimed at:

- Building the capacity of settlement and non-settlement service providers (Peel CAS and SDN member organizations) to respond in an effective, culturally sensitive and coordinated way
- Increase knowledge sharing among stakeholders and improve their capacity to ensure the needs of these vulnerable groups are met

SDN and Peel CAS piloted frontline worker training to increase understanding of the newcomer experience among settlement workers, crisis workers and Peel CAS staff. Plans continue to build on this experience. Both the SDN settlement agency members and Peel CAS agreed to adopt a proactive and preventive approach to supporting newcomer families. Early identification of risk factors, early and culturally-sensitive interventions, and a holistic approach to family issues can prevent the involvement of CAS or police services.

# COORDINATED PLANNING FOR SERVICES ACROSS PEEL REGION FOR ALL NEWCOMERS

## KEY INITIATIVES

- Research, SWOT analysis, stakeholder consultations, key informant interviews conducted to identify service challenges and assets within the Peel newcomer services system.
- Launched a Service Delivery Network focused on improving system navigation, data gathering and building formalized coordination processes to strengthen service delivery in Peel.
- Workshops, tutorials, and trainings designed and delivered to build the capacity of service providers to maximize their use of data and online mapping tools.
- Launch a newcomer profile tool designed to identify gaps, service duplication, potential collaboration opportunities and serve as a referral tool for clients.

In **March 2016** and **Dec 2017**, PNSG and SDN partners attracted **30** frontline agency staff to workshops promoting cross-sector learning and collaboration between settlement agencies and Peel CAS.

**92%** felt these sessions met professional development needs

**92%** felt more confident to serve refugees, newcomers and immigrants

A **March 2018** workshop drew **85** frontline workers, demonstrating increased participation and impact.

# 4

## HOST COMMUNITIES ARE RECEPTIVE TO ALL NEWCOMERS

### WHERE WE BEGAN

Peel is the first municipality in the greater Toronto area to become immigrant-majority and is home to one of the most diverse populations in the country. In 1980, the region's population was approximately 400,000 people. Today, that number has more than tripled. Working collaboratively to ensure the community is inclusive and receptive to newcomers is a foundational pillar of PNSG's mandate.

Over the last five years, PNSG has formed a partnership with the Regional Diversity Roundtable (RDR) to develop the *Diversity & Inclusion Charter of Peel*.

The development of the Charter was guided by ten diversity and inclusion champions through consultation with representatives from the non-profit, public, private, education, health and settlement sectors, ensuring that all voices that truly represent Peel's diverse population were heard.

Since its launch, the *Charter* has been widely adopted and endorsed by organizations ranging from grassroots groups to major institutions, such as healthcare, education, police and government agencies.

# HOST COMMUNITIES ARE RECEPTIVE TO ALL NEWCOMERS

## COMMUNITY PLAN INTENDED OUTCOMES

- Champion the *Charter* in support of employer engagement efforts to reduce inequalities within Peel workplaces
- Apply a diversity and equity lens to policy development as well as program planning and implementation
- Support other LIPs by sharing the *Charter* as a best practice

Peel welcomes about **9500** international students annually, many of whom aspire to permanent residency and Canadian citizenship.

A study of international students in Peel found that despite availability of community supports, many international students felt isolated and disconnected. This represents new opportunities to develop strategies and partnerships that nurture their integration and participation with our community, whether in the short - or long-term.

# PLANNING FOR THE FUTURE

PNSG is grounded on a strong foundation of knowledge and partnership. In January 2017, PNSG launched consultations to inform the creation of a new community plan to address gaps and drive deeper impact. Conversations revolved around a holistic view of the newcomer, immigrant and refugee experience and included discussions about improving poverty and unemployment levels, as well as supporting positive health outcomes. Strategic planning goals included:

- Providing a forum for PNSG partners to identify systemic gaps and newcomer needs
- Exploring Peel's current context against social determinants of health for newcomers and a vision of what a welcoming community should look like
- Identifying the most urgent population-level priorities
- Identifying the needs of service-providing organizations in meeting these priorities

*The vision of PNSG is to ensure the successful inclusion of newcomers into all aspects of the community, embracing everyone's contribution and ensuring well-being for all. As staff, leadership and stakeholders considered the current context for newcomers in Peel as well as the role PNSG can play, conversations explored the many facets of the newcomer experience and implications to successful inclusion." – key informant*

## NEWCOMERS ARE ALMOST TWICE AS LIKELY TO BE UNEMPLOYED

Based on Statistics Canada, National Household Survey, 2011

- 8.9% unemployment rate among Canadians
- 8.7% unemployment rate among immigrants, no matter when they arrived to Canada
- 15.2% unemployment rate for newcomers, who arrived within the past five years

## A MISMATCH BETWEEN NEWCOMER EDUCATION AND EMPLOYMENT IN PEEL

Top 5 fields of study among newcomers in Peel

- Business, management and public administration (16.3%)
- Health and related fields (8.0%)
- Humanities (5.8%)
- Social and behavioural sciences and law (5.8%)
- Architecture, engineering and related technologies (11.7%)

Top 5 newcomer labour forces by industry

- Manufacturing (13.3%)
- Administrative and support, waste management and remediation (9.6%)
- Transportation and warehousing (7.9%)
- Professional, scientific and technical services (8.8%)
- Retail trade (12.5%)



# PLANNING FOR THE FUTURE



## POPULATION-LEVEL GOALS

### **PRIORITY #1: SERVICES FOR ALL NEWCOMERS ARE ACCESSIBLE, COORDINATED AND SENSITIVE TO THEIR NEEDS**

Supporting Peel service providers and their clients by identifying new coordination opportunities and strengthening cross-sector connections is PNSG's core competency and will be maintained moving forward.

#### **ACTIVITIES AND OUTCOMES**

- Convened tables to identify new cross-sector coordination, partnership and collaboration opportunities
- Service-providing organizations embed stronger newcomer lens into their work
- Improved cross-sector navigation and client referrals, supported by enhanced online community services map
- New service gaps identified and addressed
- New research into specific newcomer audiences aimed at uncovering new service opportunities
- A continued focus on refugee supports, such as connecting privately-sponsored refugees to existing settlement programming
- An enhanced focus on supporting newcomer women and families



### **PRIORITY #2: NEWCOMERS PARTICIPATE IN THE LOCAL LABOUR MARKET SIMILARLY TO NON-NEWCOMERS**

Improving newcomer employment is vital to improving economic outcomes and reducing persistently higher unemployment rates experienced by newcomers.

#### **ACTIVITIES AND OUTCOMES**

- Convene a collaboration table of employer stakeholders to develop and validate a strategy
- Explore the creation of a recognition program for organizations and managers with demonstrated newcomer-readiness practices
- Connect Peel recruiters more effectively to pools of newcomer talent and newcomer serving agencies
- Provide Peel employers with access to learning opportunities to manage cultural differences in the workplace more effectively and develop inclusive leadership skills
- Champion research into local newcomer labour market participation





# PLANNING FOR THE FUTURE



Moving forward, we will continue to convene and consult proactively with the community to strengthen both our role as a local immigration partnership and our collective impact lens by engaging service providers, decision-makers and funders to champion a welcoming community for newcomers.

Service coordination and navigation are clearly PNSG's competency, and we will continue to engage settlement and non-settlement service-providing organizations to enhance their newcomer lens, form new partnerships and create solutions that produce more seamless service experiences for newcomers.

However, we have also heard from community that we must create momentum in improving economic outcomes by focusing on employment challenges faced by newcomers. Meaningful employment for newcomers and refugees is a critical step towards building a stronger local economy and community that can also address complex issues, such as housing, poverty and health.

We will also continue to find new research opportunities that provide a clearer and timely picture of newcomer challenges, while also establishing a stable framework that measures the social and economic outcomes of newcomers from one year to the next.

PNSG is committed to working with partners, existing and new, to develop and implement strategies that support the unique needs of all newcomers. We are well-positioned to facilitate partnerships, leverage and champion data and research, and contribute to action plans and interventions that make a real, positive difference in the newcomer experience.

When newcomers are supported and empowered to reach their full potential, we believe our community will grow stronger and more resilient. PNSG is committed to realizing this vision.

# WORKING GROUPS AND COMMUNITY ADVISORIES



## CENTRAL PLANNING TABLE

**Baldev Mutta**, CEO, Punjabi Community Health Services (co-chair)  
**Sue Sadler**, Senior Director, Services and Program Development, ACCES Employment (co-chair)  
**Allan Thompson**, Mayor, Town of Caledon  
**Anita Stellinga**, Interim President & CEO, United Way of Peel Region  
**Cameron Moser**, Manager, Workforce Development, Sheridan College  
**Chris Fonseca**, Regional Councillor, City of Mississauga  
**Cliff Fast**, Integration Manager, Immigration, Refugees & Citizenship Canada  
**Dipna Singh**, Integration Program Officer, Immigration, Refugees & Citizenship Canada  
**Eduardo Castro**, Mental Health & Addictions Project Lead, Mississauga Halton LHIN  
**Effat Ghassemi**, Executive Director, Newcomer Centre of Peel  
**Elaine Moore**, Regional Councillor, City of Brampton  
**Emilienne Mondo**, Project Officer, Francophone Immigration Network  
**Judith McWhinney**, Economic Advisor, Financial Policy and Strategic Initiatives, Region of Peel  
**Lorraine Hogan**, Regional Advisor, Ministry of Citizenship, Immigration & International Trade  
**Marie Pierre Daoust**, Community Liaison Officer, CSDCCS  
**Naveed Chaudhry**, Executive Director, Peel Multicultural Council  
**Roland Rhooms**, Director, Programs and Services, Skills for Change  
**Shalini da Cunha**, Executive Director, Peel-Halton Workforce Development Group  
**Varsha Naik**, Chair, Regional Diversity Roundtable

## INTERNATIONAL STUDENT STUDY WORKING GROUP

**Cameron Moser**, Manager, Workforce Development, Sheridan College  
**Dima Amad**, Director of Programs and Services, Brampton Multicultural Centre  
**Dipna Singh**, Integration Program Officer, Immigration, Refugees & Citizenship Canada  
**Geoff McIlroy**, Manager, Strategic Policy and Research, Region of Peel  
**Jagdeep Kailey**, Manager, Settlement Services, Peel Multicultural Council  
**Louay Eskandar**, Human Services, Strategic Initiatives, Region of Peel  
**Praveen Kalra**, Manager, Newcomer Settlement Programs, Dixie Bloor Neighbourhood Centre  
**Sandeep Rane**, Manager, International Services, Enrollment Management and Partnerships, Sheridan College  
**Sita Jayaraman**, Director, Indus Community Services  
**Yasmine Dossal**, Director of social Services, COSTI Immigrant Services

# WORKING GROUPS AND COMMUNITY ADVISORIES

## REFUGEE RESETTLEMENT WORKING GROUP

**Adeena Niazi**, Executive Director, Afghan Women's Organization

**Alain Normand**, Manager, Brampton Emergency Management, City of Brampton

**Amandeep Kaur**, Chief Operating Officer, Punjabi Community Health Services

**Anita Stellinga**, Interim President & CEO, United Way of Peel Region

**Anu Randhawa**, Director of Settlement Services, Punjabi Community Health Services

**Bethany Lee**, Communications Strategist, Region of Peel

**Brooke Drousseau**, Senior Social Worker, Peel District School Board

**Cameron Walker**, Diversity Relations, Peel Regional Police

**Dipna Singh**, Integration Program Officer, Immigration, Refugees & Citizenship Canada

**Duncan Eby**, Primary Healthcare Nurse Practitioner

**Effat Ghassemi**, Executive Director, Newcomer Centre of Peel

**Fauzia Khan**, Settlement Program Manager, Afghan Women's Organization

**Jacque Lewis**, Executive Director, Malton Neighbourhood Services

**Jagdeep Kailey**, Manager, Settlement Services, Peel Multicultural Council

**Jennifer Cowie Bonne**, Manager Community and Neighbourhood Development, City of Mississauga

**Jessica Kwik, Analyst**, Research and Policy, Region of Peel

**Jim Van Buskirk**, Chief Social Worker, Special Education Support Services, Peel District School Board

**Karlene Krusch**, Diversity Relations, Peel Regional Police

**Kate Bingham**, Associate Medical Officer of Health, Public Health, Region of Peel

**Kathy Kelly**, Director, Information Resources and Technology, 211 Ontario

**Linda Lee Brekowitz**, Clinical Manager, Peel Children's Centre

**Lisa Boyce-Gonsalves**, Community Development Coordinator, City of Mississauga

**Lorraine Hogan**, Regional Advisor, Ministry of Citizenship, Immigration & International Trade

**Louise Clayton**, Coordinator, We Welcome the World Centres, Peel District School Board

**Martha Brunet**, School Social Worker, Peel District School Board

**Marwan Ismail**, Executive Director, Polycultural Immigrant and Community Services

**Mary Beth Moellenkamp**, Senior Service Manager, Peel CAS

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

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**Mirna El Sabbagh**, Manager, COSTI Immigrant Services

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**Raghad Hussami**, Senior Program Advisor, Refugee Resettlement Program, Ministry of Citizenship, Immigration & International Trade

**Sandra Rupnarian**, Director, Family Services of Peel

**Sharon Douglas**, Director Community Investment, United Way of Peel Region

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**Sonia Pace**, Director, Human Services, Region of Peel

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# WORKING GROUPS AND COMMUNITY ADVISORIES



## **SERVICE DELIVERY NETWORK (SDN) WORKING GROUP**

**Baldev Mutta**, CEO, Punjabi Community Health Services (co-chair)  
**Jagdeep Kailey**, Manager, Settlement Services, Peel Multicultural Council (co-chair)  
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**Anita Stellinga**, Interim CEO, United Way of Peel Region  
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**Jacque Lewis**, Executive Director, Malton Neighbourhood Services  
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**Naveed Chaudhry**, Executive Director, Peel Multicultural Council

## **SOFT SKILLS WORKING GROUP**

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**Andre Lyn**, Senior Manager, Community Investment, United Way of Peel Region  
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**Dima Amad**, Director of Programs and Services, Brampton Multicultural Centre  
**Gurshan Virdee**, Centre for Addiction and Mental Health  
**Julie Darboh**, Director, Employment Services, COSTI Immigrant Services  
**Paula Calderon**, Director, Services Peel Region, ACCES Employment  
**Sue Sadler**, Senior Director, Services and Program Development, ACCES Employment

## **PEEL IMMIGRATION WEB PORTAL STEERING COMMITTEE**

**David Lovelock**, Manager - Employment Services at COSTI Immigrant Services  
**Doris Hincapie**, Settlement Worker, Polycultural Immigrant & Community Services  
**Emilienne Mondo**, Project Officer Toronto-Hamilton-Niagara, Francophone Immigration Network  
**Heather Savage**, Manager, Recreation, Community Services Department, Town of Caledon  
**Henock Teklemariam**, Coordinator, Newcomer Information Centre  
**Jacque Quinnell**, Manager, COSTI Immigrant Services  
**Klara Frasher**, LINC Program Manager, Catholic Crosscultural Services  
**Linda Wang**, Community Connections Coordinator, Peel Multicultural Council  
**Mohsen Mahmoud**, Supervisor, Peel District School Board  
**Neelam Rampal**, Settlement Counsellor, Punjabi Community Health Services  
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**Trisha Tailor**, Manager of Employment and Business Programs, Job Skills



# WORKING GROUPS AND COMMUNITY ADVISORIES



## **SPECIAL THANKS TO THE REGION OF PEEL**

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## **PEEL NEWCOMER STRATEGY GROUP STAFF:**

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**Esel Panlaqui**, Specialist, Service Integration

**Leila Mortazavi**, Specialist, Peel Immigration Portal

**Maryum Siddiqui**, Finance and Administrative Coordinator

**Subhi Tarim**, Specialist, Research and Policy (maternity leave contract)

**Trisha Scantlebury**, Specialist, Research and Policy

**Written by Ryelle Group and Seema Taneja, Interim Director, PNSG**



# 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.*

