



SNSC

Scarborough Newcomer
Settlement Collective

Building a Community-Based Model for Decision-Making on Newcomer Service Provision and Funding

FINAL REPORT AND RECOMMENDATIONS



ACKNOWLEDGEMENTS

The Scarborough Newcomer Settlement Collective would like to recognise the support of many collaborators and thank them for their valuable contributions to this document:

- Over 180 stakeholders who built this model – for their insights and commitment to the goal of the project
- The members of the Toronto East Quadrant Local Immigration Partnership, including: The Scarborough Newcomer Council, the Partnership Council, TEQ LIP's Consortium members, and the team - for their time and for sharing valuable insights
- Our partners at the University of Toronto Scarborough Campus - for their expertise and support in building and testing a data and evidence feedback system

This report is the culmination the contributions of these and many others who have offered their insights in support of an exploratory project to develop a community-based, participatory governance model for newcomer service delivery planning and funding.

EXECUTIVE SUMMARY

Introduction

In recent years, there has been a shift in the discussion of community-based planning with an increasing interest in the utilization of Participatory Governance principles in improving the outcomes of service planning and funding decisions. Typically, participatory governance refers to processes that engage people impacted by policy decisions, in the decision-making (Palumbo, 2017).

The Project

The Scarborough Newcomer Settlement Collective (SNSC) was one of several projects funded by Immigration, Refugees and Citizenship Canada (IRCC) in communities across the country to explore the benefits and opportunities of a community-based model for planning and funding newcomer services. Led by Catholic Crosscultural Services (CCS), in close collaboration with the Toronto East Quadrant Local Immigration Partnership (TEQ LIP) and supported by the University of Toronto Scarborough (UTSC), from January 2021 to March 2024, the project engaged over 180 stakeholders (newcomers, funders, organizations, service providers, grassroots groups, and local residents) in Scarborough in the model development process.

The project's goal was to understand how a model of participatory governance for decision-making on newcomer service planning and resource allocation could be designed and could contribute to creating a more responsive, inclusive, needs-based and evidence-informed system that would lead to better decision-making on newcomer service delivery priorities and funding allocations.

The Model: The Scarborough Newcomer Impact Council

The proposed model developed through this process centres around an independent group of decision-makers comprised of newcomer and immigrant community representatives, empowered to make decisions on recommendations on the top priority needs of newcomers and immigrants in Scarborough to be considered for service planning and funding.

Documenting the Process

This report presents the proposed model, the Scarborough Newcomer Impact Council (SNIC), and the process that was used to develop this model, including:

- The project's background and Scarborough's community context
- The process used to develop the model including the engagement structure designed for involving a high diversity of stakeholders
- A description of the model itself, its governance structure and decision-making process, and
- A summary of learnings including learnings from model development and testing, key conditions required for model implementation, and final recommendations.

Table of Contents

1	Introduction and background a. Community Context	Page 2
2	Model Development Structure & Process a. Model Development Structure b. Model Development Process & Timeline c. Key Considerations in the Model Development Process d. Guiding Principles for the Model Development	6 7 9 10
3	The Model – The Scarborough Newcomer Impact Council a. Overview – the Scarborough Newcomer Impact Council (SNIC) b. System for Data Collection to Support Evidence-Based Decision-Making c. Considerations for Model Implementation d. Key Benefits of the Scarborough Newcomer Impact Council	13 19 21 23
4	Summary of Learnings and Recommendations a. Key Conditions for Success b. Final Recommendations	26 27
5	References & Appendices a. References b. Appendices	34 35

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1

INTRODUCTION & BACKGROUND

This report presents the Scarborough Newcomer Impact Council (SNIC), the proposed model developed through the Scarborough Newcomer Settlement Collective (SNSC) project. Section A describes the project background including why this project took place, and the context of the community in which it was developed; Section B outlines the process used to develop the model including the project structure used for involving a high diversity of stakeholders, how they were engaged, as well as key considerations that guided the model development. Section C provides a description of the model itself, its structure which centres around a council of newcomers and immigrants using an evidence-base collated from across a range of sources, to develop a recommendations paper for funders and service providers on the top priority needs of newcomers.

1 | INTRODUCTION & BACKGROUND

In recent years, there has been a shift in the discussion of community-based planning with an increasing interest in the utilization of Participatory Governance principles in improving the outcomes of service planning and funding decisions. Typically, participatory governance refers to processes that engage people impacted by policy decisions, in the decision-making (Palumbo, 2017).

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The project's goal was to understand how a model of Participatory Governance for decision-making on newcomer service planning and resource allocation could be developed and could contribute to creating a more responsive, inclusive, needs-based and evidence-informed system that would lead to better decision-making on newcomer service delivery priorities and funding allocations.

a. Community Context

To start the project, an environmental scan, conducted by Z. Ramji Associates Inc. & Peachtree Canada Wellness Inc. (2022), helped establish a baseline by documenting key information on the Scarborough community in relation to the project's scope, including newcomer demographics and needs, newcomer services, the funding landscape, and examples of participatory governance we could learn from. Below is a summary of findings from the environmental scan.

Newcomers in Scarborough: Scarborough, Toronto's easternmost district, is a very diverse community with a population of 623,835, of which 346,440 are immigrants, 41,535 newcomers (arrived within last 5 years) and 76.5% of the total Scarborough population are visible minorities (City of Toronto, 2024). Top countries of origin in the last five (5) years include India, China, Philippines, Bangladesh, Sri Lanka, Syria, Afghanistan, Pakistan, Jamaica and Ethiopia (Statistics Canada, 2021). Newcomers tend to gravitate to Scarborough for its relatively lower housing costs compared to other parts of Toronto, and established immigrant communities. For recently arrived immigrants, the unemployment rate is 16.5% (Statistics Canada, 2021). Scarborough's newcomers also have high needs relating to employment, housing, health and mental health, and the vulnerability of women and seniors (Z. Ramji Associates Inc. & Peachtree Canada Wellness Inc, 2022).

Local newcomer service provision: Around 40 organisations in Scarborough are funded by Immigration, Refugees, Citizenship Canada (IRCC) to provide services for newcomers. These are part of a complex web of service provider organisations who support newcomers and immigrants, including non-profit and community organizations. The scope of each organisation or network is specific to the population it serves in Scarborough, either by geography, ethno-cultural background, service focus, need or a combination. Community-wide tables such as the Toronto East Quadrant Local Immigration Partnership (TEQ LIP) and the North and South Scarborough Clusters, gather organizations to support collaboration and meet shared needs on a larger scale. Anchor institutions, including Scarborough Health Network (hospital), Toronto Zoo, Centennial College and University of Toronto Scarborough Campus, have a collective mission to strengthening Scarborough through place-based economic power.

1 | INTRODUCTION & BACKGROUND

More localised networks, tables and decision-making structures, e.g. the Scarborough Civic Action Network (SCAN), 42 Voices (Malvern), and Woburn Local Residents Table.

See appendix 1 for a chart which provides an overview of different services provided in Scarborough based on the results of a survey of service provider organizations conducted as part of the environmental scan, completed by 20 organizations. While limited only to those that completed the survey, it demonstrates the wide variety of services provided, including employment, settlement, child and youth, legal, and language supports.

Newcomer sector funding: Both the environmental scan and UTSC partners conducted a scan of data on newcomer service funding in Scarborough, including an overview of IRCC investments for 2018/19 (IRCC, 2021). The scan included a survey of Scarborough service providers and a scan of public documents, including annual reports, funders and service provider organisations' websites, and information from data collectives e.g. Community Data Program (CDP).

A service provider survey was conducted as part of the environmental scan to learn more about how newcomer services are funded in Scarborough. The survey inquired about the approximate amount of funding received in the fiscal year 2021-2022, for the delivery of services for newcomers in Scarborough and the specific purpose or programming. It garnered limited information; some respondents indicated that they could not disclose the funding amounts or did not have access to that information. Based on the responses provided, the main purpose of the funding for newcomer services is for language training, settlement and employment services. The results of the survey can be found in appendix 1.

A number of challenges exist with the identification and application of any data found on funding. Firstly, the information available often did not match the scope of the SNSC project i.e. Scarborough, as in the example of the IRCC investment data which was for investment across Canada. Secondly, the data typically found was for a snapshot in time e.g. 2018/19, without comparable data from other years.

There were a number of other complexities in providing funding-related information highlighted by survey respondents. Some organizations referenced the challenge with identifying specific amounts from funders as one agreement or source supports multiple locations across Toronto, including Scarborough. In summary, the results from the scan demonstrate the system of funding for newcomer services in Scarborough is complex, and there are significant gaps in the publicly available data, making it challenging to collect accurate information on funding.

Examples of community-based funding models: Through a literature review and key informant interviews, the environmental scan identified some key concepts and examples of community-based funding models to help better understand the challenges and opportunities in building this kind of governance structure for service planning and funding. The document highlights definitions and concepts frequently used in successful community-based funding models and how they are linked to each other and explain successful models:

- Community - a feeling and a set of relationships among people (Chavis & Lee, 2015)
- Community Connectedness – the basis for healthy communities and the responsibility of everyone to support (Ontario MOHLTC, 2017)
- Community Participation and Engagement - an active form of participation to provide government decision makers and policy developers with the ability to enhance services to the community through improved communication and interaction (McCabe 2006)

1 | INTRODUCTION & BACKGROUND

- Community-based decision-making - Decision-making for purposes of allocation of resources or community-based funding is generally “a community governance structure comprising of local stakeholders, who coordinate funding and service delivery at a local level to better respond to local community needs while avoiding gaps and duplications in funding coordination and service delivery” (ParraigGroup, 2020)

Gibson (2017) identified the following foundational principles for authentic community participatory or engagement processes:

- Involvement of people with the “lived reality” and most affected by an issue/problem
- Two-way or multi-directional communication, rather than didactic approaches that inform or “educate” people with no venue for their active engagement
- Equitable participation of diverse people, voices, ideas, and information
- Community organizations and government should work with—rather than for—the community
- Experts and professionals should not drive problem solving or decision making but are partners
- Transparency—about decision-making processes, who is involved, what decisions are made, and how they will be implemented

The Environmental Scan identified several examples of community-based funding models and highlighted key lessons, which informed the development of the model described in section C of this report. It also highlighted the following recommendations for the development of such a model based on input from literature review, a stakeholder survey and key informant interviews:

- Prioritize impactful system change: A participatory funding model should focus on systemic change, not just individual programs.
- Foster collaboration between funders and service providers: Encourage a shared commitment to community well-being, giving communities a real say in funding decisions.
- Base decisions on evidence: Use qualitative and quantitative data to set priorities, eligibility criteria, and funding parameters. Maintain a repository of evidence-informed practices for innovation.
- Invest in community capacity building: Ensure equitable participation by investing in community skills and monitoring progress toward equal engagement in funding processes.

The environmental scan provided the basis for the data and feedback loop development, and starting points for discussion with the various stakeholder groups in designing the model framework and details.

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MODEL DEVELOPMENT STRUCTURE & PROCESS

In order to develop a participatory model for decision-making on newcomer service planning and resource allocation in Scarborough, a process was designed with the goal of involving the diversity of local stakeholders in Scarborough in the development of the model. The following section will describe the structure and process used that has led to the model presented in Section 3 of this report.

a. Model Development Structure

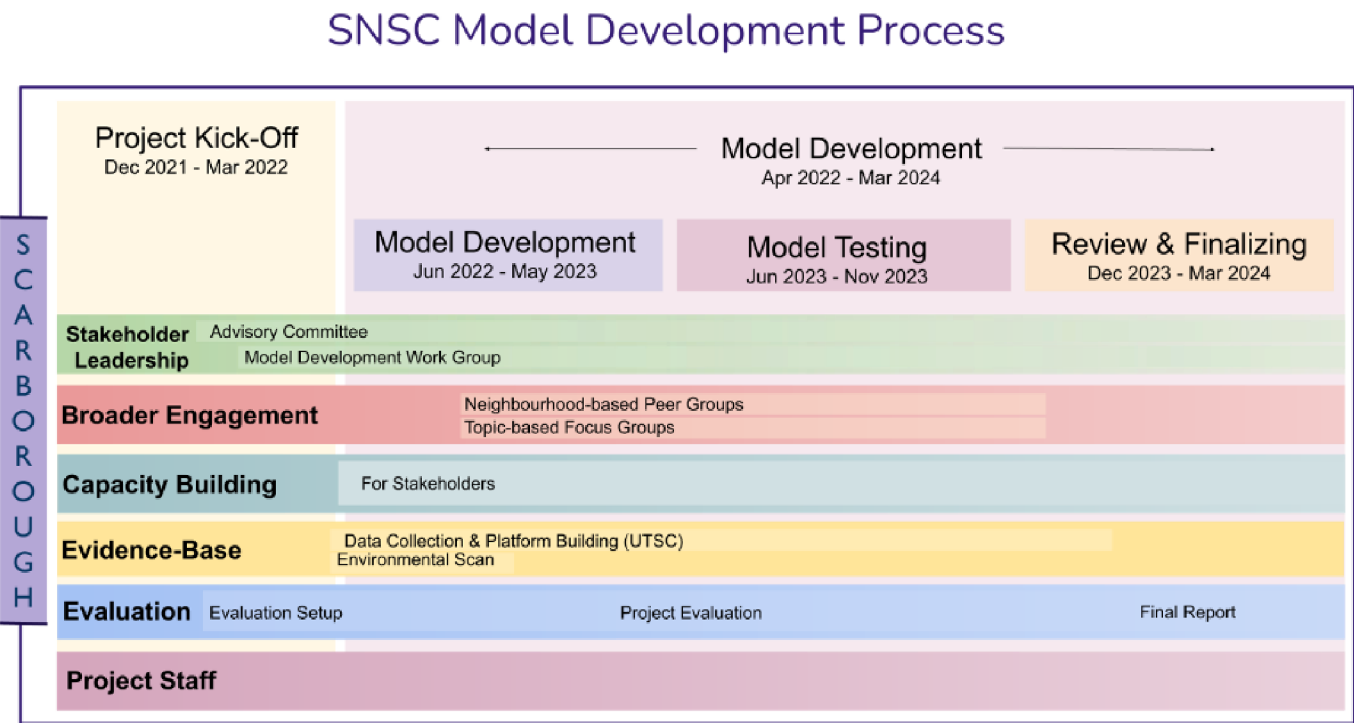
The model development structure was comprised of the following:

1. **Advisory Committee:** Comprised of Scarborough service provider representatives, typically in senior positions, funder and newcomer representatives, the goal of this leadership group of twelve (12) stakeholders was to offer guidance in the model development process and ensure the project met its goals, including stakeholder engagement, capacity building and the development of the model.
2. **Model Development Workgroup:** Comprised of twenty (20) stakeholder representatives from the Scarborough community, predominantly Scarborough service provider organization staff, newcomers, municipal and funder representatives, this group met 4-6 times per year and was the key group in designing and testing the model.
3. **Neighbourhood-Based Peer Groups:** To ensure input from the different geographic communities in Scarborough, four neighbourhood-based peer groups (North East, North West, South East and South West), made up of newcomers, immigrants, residents and service provider staff were convened. Each group met five times throughout the project and engaged a total of twenty (20) participants. To augment input from certain geographic regions, two series of neighbourhood walkthroughs were implemented with a total of 51 of participants across five (5) locations. These contributions supported the understanding of an effective model design from the specific perspective of their neighbourhood.
4. **Topic-Based Groups:** Objective of these groups was to solicit input from stakeholders with particular expertise that may have been missing or less present in the other input groups. The membership of these groups was defined based on identified gaps or specific expertise needed as the stakeholder engagement got underway. It included service provider executives, funders, francophone community representatives and underrepresented newcomer demographic groups, including seniors, women, newcomers identifying as LGBTQ+, as well as newcomer youth. These groups met two-five (2 – 5) times over the project cycle and engaged a total of 43 participants.
5. **Additional Focus Groups:** As part of the development of the data and evidence feedback loop, two (2) additional focus groups with five (5) members were convened to develop needs analysis/data collection tools including a survey for newcomers. Two additional focus groups with nine (9) participants were convened with newly landed newcomers to validate the aggregate survey responses of an under-represented group.

For a full list of organizations and newcomer representatives who participated in the project, see appendix 2.

b. Model Development Process & Timeline

The below graphic provides an overview of the model development process and its components.



Stakeholder Leadership and Engagement

The model was developed by a Model Development Workgroup comprised of twenty (20) organizational and community members, representing the diversity of expertise across Scarborough, with guidance from a Project Advisory Committee. The development process was informed by extensive stakeholder consultations through neighbourhood-based and topic-based reference groups, focus groups and key informant interviews and supported by two (2) core project staff (Partnership Lead and Communications and Engagement Facilitator) who facilitated the project implementation, stakeholder engagement and the model development process.

Guided by the Advisory Committee, the project structure was designed to ensure the model was developed by a consistent group of stakeholders representing diverse areas of expertise across Scarborough, and to ensure input from across the community. Each group was invited to contribute to all aspects of the model development, including its scope, functionality, membership and its data and evidence feedback loop. Participation was supported by varying the format of materials and group facilitation style, with most meetings for all groups taking place online. The process was designed to facilitate co-creation and was iterative, with sessions building on each other and, where possible, integrated capacity building.

While considering the impact of cross-regional partnerships, collaborations, and service provision, the project focused on Scarborough’s specific dynamics, stakeholders and community conditions. Data collected for the model was Scarborough-specific where possible.

Capacity-building

A core goal of the project was to build capacity of participants on topics such as participatory governance, consensus-based decision-making, funding processes and interpretation of data.

2 | MODEL DEVELOPMENT STRUCTURE & PROCESS

This facilitated informed input, and enabled stakeholders to effectively contribute to model development. The same principle was used for the project's evaluation, which took a developmental approach and allowed project staff to apply learnings throughout the project cycle. The project hosted workshops on Participatory Governance – Learning from Local Promising Practices; The Process of Collaborative Governance; The People of Collaborative Governance; and Collectively Building a Culture of Evidence-Based Decision-Making. Topics such as consensus decision making, developing and communicating evidence-based recommendations were integrated in project meetings.

Data and Evidence Feedback Loop

A Data and Evidence Feedback Loop was developed as a cornerstone of the model to enable evidence-informed decision-making. The project collaborated with the University of Toronto Scarborough Campus (UTSC) to develop the model's data and evidence feedback loop. The objective was to set up a system that would provide data and evidence to the decision-making group in the model to support an evidence-informed approach. Development of this system included a scan of relevant secondary and statistical data available to support decision-making; designing a tool for primary collection of data on newcomer needs; building a system for collating, analysing and visualising collected data and evidence; and testing the system, adjusting based on feedback and documenting the process. More details can be found later in this section B, System for Data Collection to Support Evidence-Based Decision-Making.

Project Evaluation

Evaluation was conducted by an external consultant to monitor the project's ability to engage stakeholders and progress towards building a model that would work in the current context. A developmental approach was taken to the evaluation, helping project staff to monitor progress and outcomes as the project unfolded and adjust their approach as needed.

Model Testing

A draft model was developed by early summer 2023 and its components subsequently tested with the primary goal of understanding how the data and evidence loop and overall council decision-making process might work, and to identify areas of improvement. Model testing included:

1. **Primary data collection:** Consisting of a two-part newcomer needs assessment survey targeted at 1) newcomers and immigrants and 2) service provider staff. The surveys were co-designed with newcomers and immigrants for guidance on formatting and lived experience context. They were rolled out and data was collected from 201 respondents in summer 2023.
2. **Decision-making process:** The Model's decision-making process was tested starting in fall 2023 and was conducted through three mock council sessions, whereby the Model Development Workgroup applied the developed process, Terms of Reference (ToR) and decision-making steps, followed by reflective discussion and an evaluation survey.

Project member feedback indicated the importance of providing training and support to council members through the use of materials, facilitation and training to onboard the council's intended membership. Learnings and input from these sessions informed the final version of the Model, which will be presented in section C of this report.

c. Key Considerations in the Model Development Process

Given the goals and scope for the project, a considerable effort was made to build a model development structure that encouraged broad, effective engagement and collaborative decision-making. The following key considerations informed the model development process and structure:

1. Strategic stakeholder mapping and meaningful engagement:

At the outset, strategic stakeholder mapping was undertaken by plotting organizations, groups and institutions in Scarborough by location, service type and client base. The goal was to create a fulsome picture of Scarborough's stakeholder landscape and to ensure representation of:

- Organizations representing diverse areas of expertise (size, funding type, expertise in settlement, healthcare, education etc., government, funders)
- Demographic communities, including equity deserving groups such as Black newcomers, newcomers with disabilities, women, newcomers who identify as LGBTQ+, and Francophone newcomers
- Geographic neighbourhoods

In addition to the Advisory and Model Development groups, neighbourhood-based and topic-based groups were set up based on strategic mapping. The groups were designed to encourage their members to participate multiple times throughout the project to be part of imagining, developing, and testing the model, and reviewing outcomes, which supported participants to build on learnings and contribute to their recommendations being put into practice. Meaningful stakeholder participation was at the forefront of the SNSC, and acknowledging stakeholders' limited time meant project staff aimed to implement efficient engagement methods. The staff were instrumental in mobilizing knowledge and feedback between stakeholder groups and synthesizing collected input to design the model.

2. Community co-design on a blank page:

Using information from compiled resources including the environmental scan, as well as facilitated discussions, project participants collaboratively designed each part of the final model from establishing the model's goals and objectives to deciding final model details such as the decision-making process, the council's Terms of Reference, and the model's outcome. Iterative conversations across project groups helped contributors to consider the opportunities, challenges, and impact of the proposed model within Scarborough's community context. See appendix 3 for a sample council's Terms of Reference drafted by the SNSC.

3. Deciding on scope for the model:

One of the fundamental decisions in the design of the model was to decide on the scope of the model with regards to service planning and resource allocation decisions. The decision was made using the same co-design process whereby project members reviewed a number of options for the scope of the model, including:

1. Managing all funding in Scarborough that exists to meet newcomer needs
2. Managing IRCC funding for Scarborough specifically
3. Managing a specific, designated funding amount to meet particular needs, separate to existing funding available
4. Identifying priorities and making recommendations for funder(s)

Stakeholders considered the options in terms of their effectiveness in addressing newcomer needs in Scarborough, the impact on the existing landscape of service provision and funding, the diversity of organizations and funders involved in supporting newcomers, and feasibility of implementation.

2 | MODEL DEVELOPMENT STRUCTURE & PROCESS

Special consideration in this decision was given to the intricacies of the newcomer service and funding landscape in Scarborough, which exists to address a high complexity of needs in this diverse region of Toronto. Also considered was the impact of integrating an additional channel through which decisions are made between service provider organizations and funders.

4. Monitoring representation:

Success in achieving representation of those groups set out in strategic mapping from across Scarborough was monitored throughout the process. Gaps identified in the representation of project members was used to identify focus and membership for topic-based focus groups to obtain ongoing input from the groups less represented in the other structures (e.g. LGBTQ+ newcomers, francophone stakeholders, funders, newcomer women, youth, and seniors). Anonymous demographical surveys were also shared with project members to gain an understanding of the representational gaps, e.g. age, ethno-cultural group, and disability.

5. Reducing barriers to participation:

Practices such as honorariums for newcomers and residents, and where possible, interpretation of focus groups, helped to increase the opportunities and engagement levels for newcomers and immigrants. Monitoring and adapting plans were needed to increase newcomer engagement, e.g. adding community walkthroughs/pop-ups at local ethno-cultural grocery stores supported the engagement process. To manage within the limited time of service provider organization staff, executives, and funder representatives, meetings were held virtually, with engagement tools and materials specifically designed to support online discussions. Language was a significant challenge when engaging Francophone-serving organizations and newcomers, and so where possible, interpretation of sessions and translation of materials was conducted.

d. Guiding Principles for the Model Development

The model development process was informed by the following guiding principles established by the Advisory Committee and Model Development Workgroup at the beginning of the process:

i. Lenses of Inclusivity:

Underpinning model development were the lenses through which design and engagement decisions would be made. Considering the project's goals, target demographics and newcomer experiences, three lenses were applied in specific ways:

- **Equity, Diversity & Inclusion:** Was pivotal throughout the project's lifecycle, prioritizing representation from Scarborough across various demographics like age, sexuality, gender, ethno-cultural background, ability, and newcomer status. This was facilitated through strategic mapping of project membership and outreach efforts, coupled with demographic surveys to monitor inclusivity. A person-centered approach was adopted to engage newcomers sensitively, ensuring surveys were clear, anonymous, and provided adequate options for self-description.
- **GBA+:** The project embraced Gender-Based Analysis Plus (GBA+) principles, aligning with the Government of Canada's framework (2022). By strategically mapping representation and monitoring engagement, design decisions were made to uphold representation across participation groups, specifically catering to nuanced identities among newcomers and immigrants in Scarborough.

2 | MODEL DEVELOPMENT STRUCTURE & PROCESS

- **Social Determinants of Health:** Adopting a Social Determinants of Health (SDH) lens (WHO, 2019), the project recognized that health outcomes are influenced by non-medical factors such as education, housing, employment, and social inclusion. This was integral to the project's aim of identifying needs and devising relevant interventions. For instance, in designing the needs assessment survey, options were framed around the ten determinants of health to comprehensively capture respondents' perspectives on needs, services, and experiences.

ii. Participatory Governance:

Involving affected parties in decision-making improves outcomes. In the SNSC, this was pivotal. Its model development engaged various newcomer stakeholders, like newcomers, community leaders, service providers, and funders. The project's structure and strategy aimed to understand how to design and implement such a model with Scarborough's newcomer services and recipients.

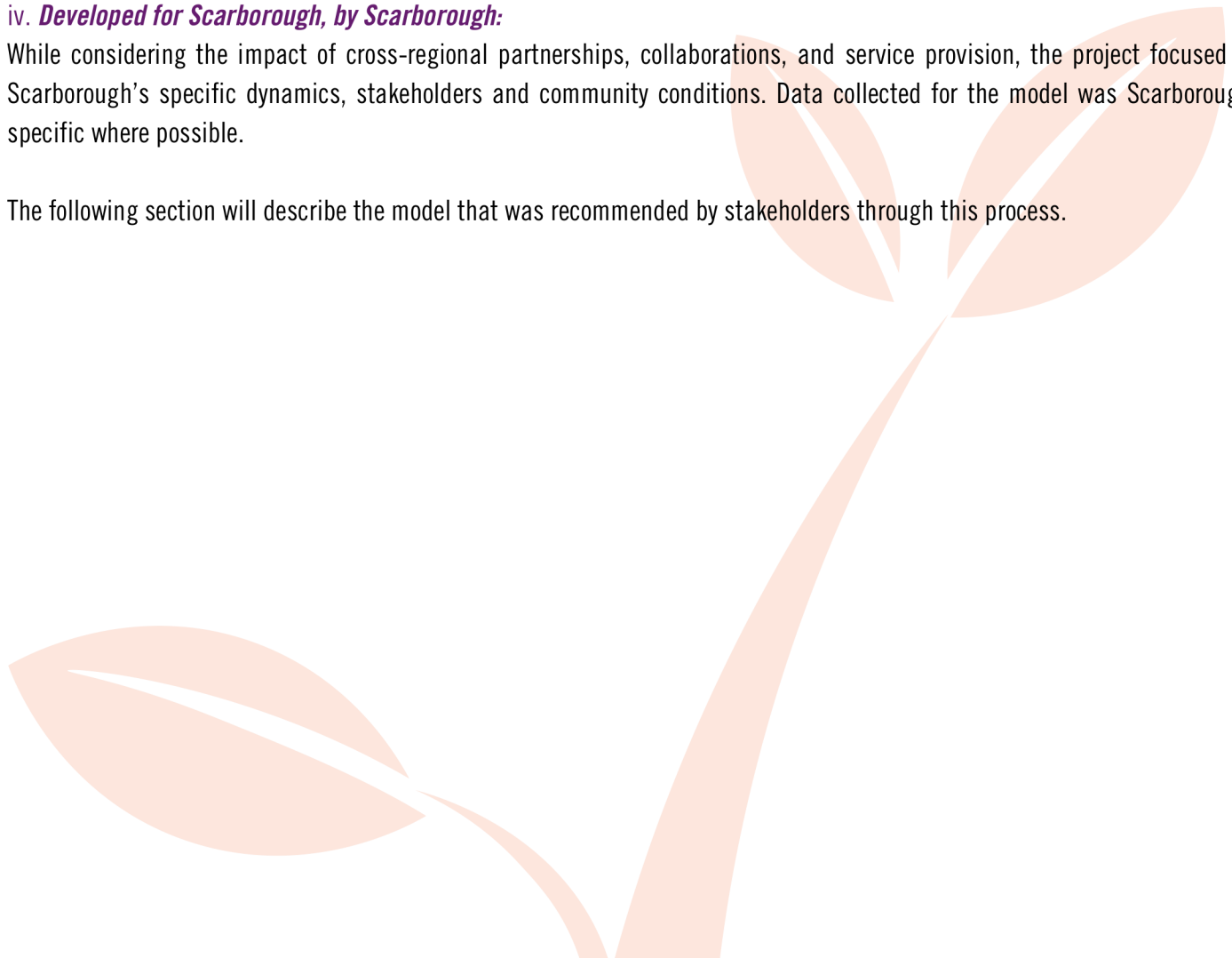
iii. Co-creation:

The model development structure was purposefully designed to enable a participatory approach in designing the model by holding spaces for collective building and co-creation, including neighbourhood-based and topic-based groups to facilitate broad-based input, and Advisory- and Model Development Workgroup to provide advice and design the model. The process was iterative, with sessions building on each other and, where possible, integrated capacity building.

iv. Developed for Scarborough, by Scarborough:

While considering the impact of cross-regional partnerships, collaborations, and service provision, the project focused on Scarborough's specific dynamics, stakeholders and community conditions. Data collected for the model was Scarborough-specific where possible.

The following section will describe the model that was recommended by stakeholders through this process.



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THE MODEL – THE SCARBOROUGH NEWCOMER IMPACT COUNCIL

The following section describes the community-based, participatory governance model for newcomer service planning and funding envisioned by Scarborough's stakeholder community through an extensive consultative process. Early in the model development process it became very clear stakeholders felt strongly that, in order to create a true community-based and informed model for decision-making on newcomer service planning and resource allocation, newcomers and immigrants need to be at the centre of the decision-making structure. As a result, the Model Development Workgroup, comprised of Scarborough stakeholders, propose the establishment of the Scarborough Newcomer Impact Council (SNIC).

a. Overview – the Scarborough Newcomer Impact Council (SNIC)

The proposed Scarborough Newcomer Impact Council recommended by the Model Development Group is an independent group of decision-makers comprised of newcomer and immigrant community representatives, empowered to make decisions on recommendations on the top priority needs of newcomers and immigrants in Scarborough to be considered for service planning and funding. The chart on the following page provides an overview of the council.

Goal

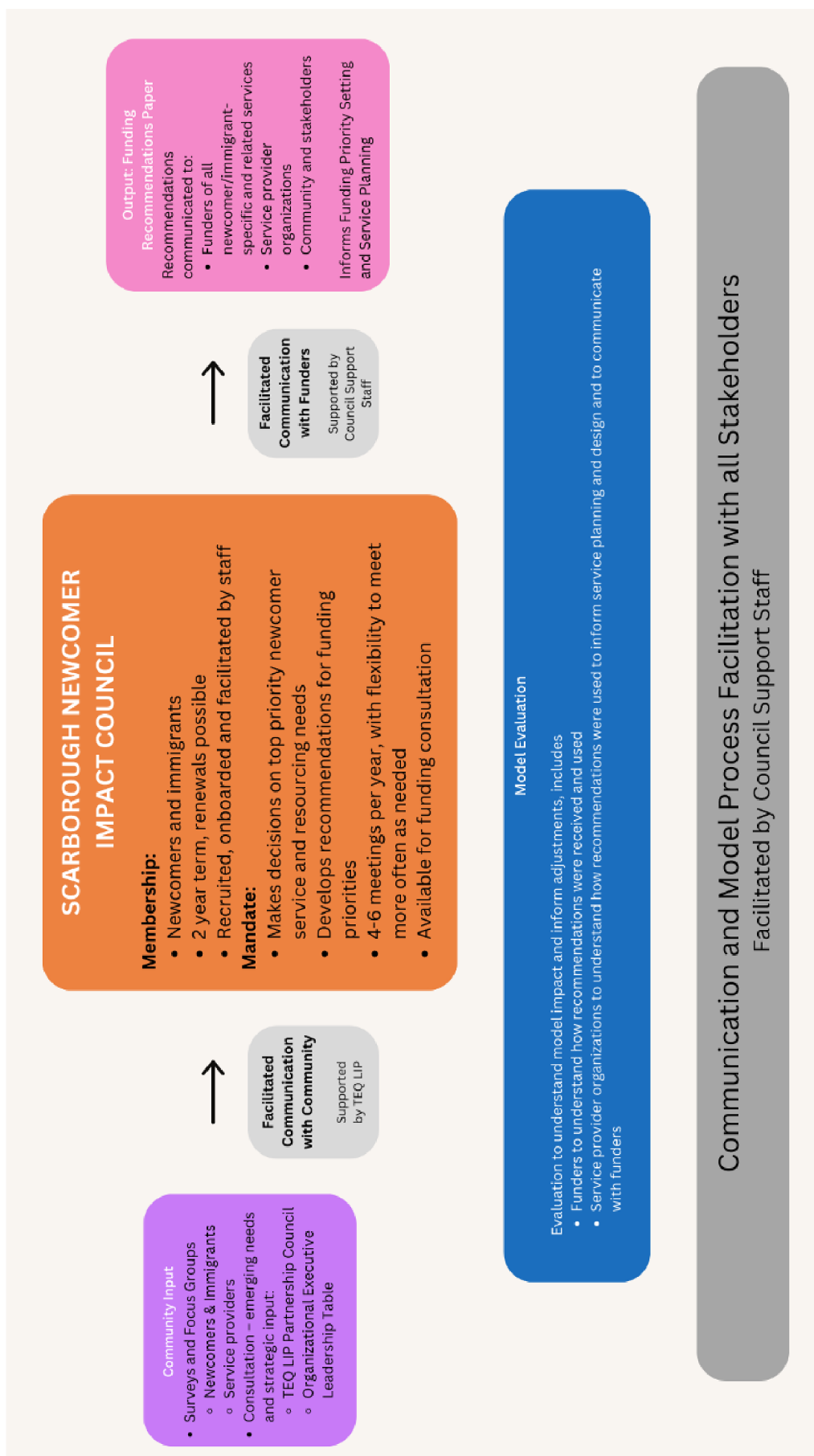
The goal of the Scarborough Newcomer Impact Council is to improve outcomes for newcomers and immigrants by enhancing service delivery, improving use of resources and minimizing duplication by proposing priority recommendations for newcomer service delivery and funding based on needs of newcomers and immigrants in Scarborough.

Objectives

The primary objective of the council is to inform and shape newcomer service planning and funding priorities through the annual communication of recommendations on the top priority needs of newcomers and immigrants in Scarborough. The council does not directly distribute funding, but develops an official annual recommendations paper for funders and service provider organizations on newcomer service needs and priorities, including recommendations for required resources for service delivery and funding.

These recommendations can be integrated into the call for, design of, planning, and implementation of all services used by newcomers and immigrants. The recommendations paper on funding priorities will be communicated with all funders of newcomer services and newcomer-related services, as well as newcomer and immigrant service providers to encourage collaboration and help address the needs of all newcomers and immigrants in Scarborough.





3 | THE MODEL – THE SCARBOROUGH NEWCOMER IMPACT COUNCIL

Placement in the Community

The council will work in partnership with the Toronto East Quadrant Local Immigration Partnership (TEQ LIP) for a number of functions, including stakeholder consultation and communication, gathering input from Partnership Council members, and overall model process review from the TEQ LIP Steering Committee. The model will also maintain relationships with community stakeholders to support newcomer needs assessment, model recruitment, and dissemination of the model's recommendations paper.



3 | THE MODEL – THE SCARBOROUGH NEWCOMER IMPACT COUNCIL

Membership

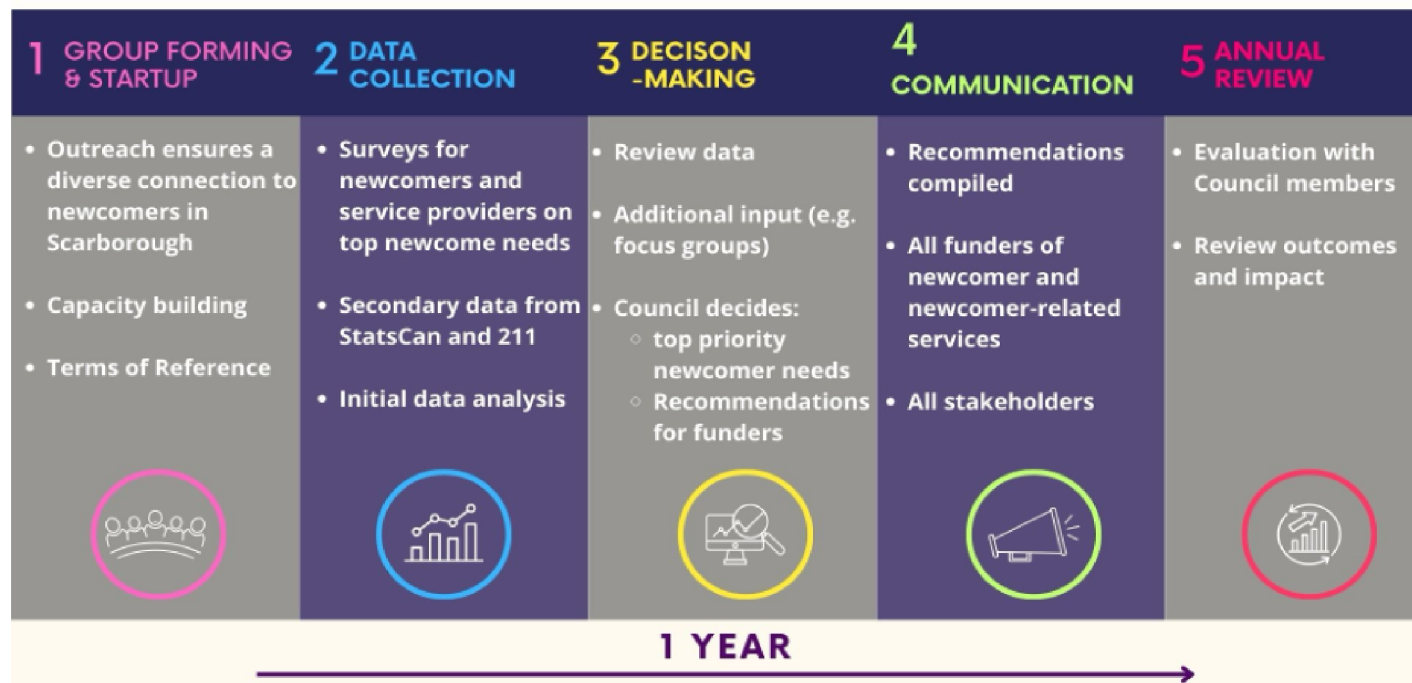
The council will be comprised of twelve (12) newcomers and immigrants from Scarborough. Council members will represent a diversity of skills and experiences in the Scarborough community, in terms of geography, lived experience as a newcomer or immigrant, and/or racialized person, ethnicity & cultural background, age, gender, with representation of people with disabilities, and who identify as LGBTQ+. Members will also represent a range of experiences within their community/communities e.g. through volunteering, working, studying, etc. newcomers and immigrants were chosen by the Model Development Workgroup as members of the council to raise the profile of their voices and manage any conflict of interest that would arise from representatives of service provider organizations developing recommendations for funders they are also applying to for funding/financial support. Having immigrant community representatives as sole members rather than a mixed group with service providers will also help to minimise power imbalances.

Member Recruitment

Council members will be recruited from across the Scarborough region and will be expected to be active members in their communities to ensure understanding of local needs. They will be identified through outreach, community- or self-nomination and selected through an expression of interest process including a resume and short reflection on how their skills and experience reflect those of council membership. This process will be facilitated by staff, with final approval of council membership made by the Toronto East Quadrant Local Immigration Partnership (TEQ LIP) Steering Committee. Council members commit to a minimum two (2)-year term with the opportunity to renew up to two (2) times and would be supported by dedicated model staff who create preparative materials, conduct individual and group onboarding and capacity building to ensure foundational skills required for the work, such as governance procedures, consensus-based decision-making, reviewing data and evidence, and developing evidence-based recommendations.

Cycle of Implementation

The model will have an annual cycle of five (5) key stages: council formation, data collection, decision-making, communication of the recommendations paper, and evaluation. The council is supported by a staff team that prepares materials and facilitates meetings, data collection, stakeholder input and the production of the recommendations paper.



3 | THE MODEL – THE SCARBOROUGH NEWCOMER IMPACT COUNCIL

1. Through outreach, twelve (12) council members are recruited from Scarborough using an expression of interest-based process. Applications will be reviewed and membership decisions will be made by the TEQ LIP Steering Committee, which is comprised of TEQ LIP Partnership Council members, TEQ LIP Consortium Executives, and Newcomer Council representatives. Onboarding helps establish a consistent understanding among council members of their roles and the responsibilities of the council, as well as key contextual information on the scope of decision-making. Members will commit to two (2)-year terms with the opportunity to renew.
2. A diversity of data and evidence is collected and visualised by council staff, to give an understanding of the current needs of newcomers and immigrants in Scarborough, including an annual survey for newcomers on their needs and experiences in the last two (2) years. This is supplemented with input from service providers and representation of executive leadership from Scarborough-based organizations, as well as secondary data sources such as Statistics Canada, and research papers. Collection is front-loaded in the cycle of the council, with additions made based on requests for relevant data from the council.
3. Council members meet regularly (4-6x per year) for capacity building, review of the data collected, facilitated discussion, and consensus-based decision making establish top priority needs of newcomers and immigrants, and write a recommendations paper for funders.
4. To mobilize the council's annual recommendations paper, an expansive communications plan will be implemented, aimed at raising the profile of the needs established by the newcomer and immigrant community. In light of the council's goal, the primary target audience of the recommendations is funders. It will also be important to communicate the paper with newcomer and immigrant service providers, grassroots groups and other organizations working with newcomers.
5. An annual evaluation will be implemented to review council processes and the impact of the recommendations paper on addressing the needs of newcomers. It will do this by seeking to understand the use of the recommendations paper by service provider organizations and funders in understanding the needs of newcomers and designing services/adapting funding priorities (respectively) to meet them.

Evidence-informed Decision-making

To make recommendations on the top needs of newcomers in Scarborough, the model will have a mechanism for collecting and collating localised data and evidence. The council will use both primary data from an annual newcomer needs survey implemented with TEQ LIP, service delivery data and statistical evidence to identify the top priority needs of newcomers and immigrants in Scarborough and inform decision-making.

Recommendations Paper and Mobilisation of Recommendations

To achieve its primary goal of shaping service planning and funding priorities through the communication of recommendations on the top priority needs of newcomers and immigrants in Scarborough, it's important for the recommendations developed by the council to be disseminated to specific stakeholders for use and/or further communication. To achieve this, the model will implement a comprehensive communications plan which considers audience and timeline, and directs the creation of a range of materials supporting the projection key messages to a range of audiences. Once the final annual Recommendations Paper for Newcomer Service Delivery and Funding in Scarborough has been produced, it will be widely shared with funders and service providers to mobilize the recommendations.

This requires the implementation of a comprehensive annual communications plan that amplifies the recommendations, and makes them a regular part of funders' and service providers' planning processes, thereby contributing to a more coordinated, community-wide approach in responding to priority needs of newcomers in Scarborough.

3 | THE MODEL – THE SCARBOROUGH NEWCOMER IMPACT COUNCIL

This model seeks to influence priority setting for service planning and resource allocation for those working with newcomers and immigrants, making service provider organizations and funders the primary audience. However, it's also important to disseminate recommendations to other stakeholder groups, such as newcomers and immigrants, grassroots groups, and community leaders, to raise awareness of the needs and the profile of the council. In the long-term this will generate more contribution to the data and evidence collection, and a widespread dissemination across Scarborough will support stakeholders to better understand the needs of newcomers and immigrants which can be incorporated into their own planning and ultimately help with a more collaborative response to the needs.

Backbone Support – Council Secretariat

In order to function effectively, the Scarborough Newcomer Impact Council needs to be supported with the adequate resources and capacity to understand and action their role as individual members and the collective responsibility of the council. Backbone support needs to be provided through a council secretariat, a support staff team that will be responsible for the following:

- Facilitate outreach to newcomers and immigrant residents through services providers, networks, grassroots' and residents' groups;
- Facilitate the council recruitment process;
- Prepare, coordinate and facilitate meetings and capacity building activities;
- Coordinate evidence collection, visualisation, data analysis and interpretation;
- Facilitate mobilization of recommendations.

The primary goals of the council secretariat are to:

- Carry the weight of council procedures to help move the overall process along;
- Support council members to fully participate;
- Monitor, maintain and follow the process to ensure parity, integrity, support, and influence;
- Help keep the model accountable to the relevant audiences.

To be successful at this, council secretariat staff require a certain skillset and/or training, and must also be accountable to council members and the TEQ LIP Steering Committee. The use of staff to support council facilitation has been a key principle identified in the environmental scan as part of many successful examples of participatory governance and decision-making models. It ensures foundational support to the council members and the process, and takes away burden of administrative tasks from council members, allowing them to focus on their primary responsibilities.

Council support staff will do this by facilitating council recruitment, council meetings, capacity building, building community connections, and facilitating the data collection and analysis processes to bring the data to the council.

Host Organisation

A host organisation will need to be appointed for the council secretariat to facilitate council functionality and meet its goals and objectives. The host will be required to function neutrally, facilitating the council as per the Terms of Reference and guided by the TEQ LIP Steering Committee. The host can be any organisation that is based in Scarborough, has the ability to host the model, is able to connect with different stakeholders representative of the community and closely connected to TEQ LIP.

Accountability

The Scarborough Newcomer Impact Council will be primarily accountable to the newcomer and immigrant community in Scarborough, as its goal is to improve newcomer outcomes by making recommendations on priorities for newcomer service planning and funding. This loop is closed by making the council's final recommendations public, and disseminating them as part of the communications plan, supporting the model's principle of transparency.

To ensure the council's function is effective and reflective of the council's principles, the Toronto East Quadrant Local Immigration Partnership (TEQ LIP) Steering Committee will support. The committee provides guidance and direction on the operations of the TEQ LIP Partnership Council, Newcomer Council, and Action Groups, and is comprised of TEQ LIP Partnership Council members, executive leadership from LIP consortium members, and Newcomer Council representatives. They will act as the guiding committee to review and approve council process and procedures on an annual basis, including council membership and the Terms of Reference, as well as act as a body for any issues to be brought forward and review.

Council accountability became a more prominent discussion in the model development process when considering the details of the model during the later stages. By having three groups support the council (council Staff, TEQ LIP Steering Committee, and newcomers and immigrants in Scarborough) by monitoring particular steps in the SNIC's process to keep the model accountable, as well as an annual evaluation, the model presents a number of checks and balances.

b. System for Data Collection to Support Evidence-Based Decision-Making

Providing data and evidence is key to ensure the council is able to develop evidence-informed recommendations that reflect the community needs and priorities. The staff team will produce an annual Scarborough Newcomer Needs update for the council, reflecting localised, current data, to enable the council to identify the full scope of newcomer experience in Scarborough. It will be based on the following sources of information (see appendix 4 for a more detailed description of data to be included):

1. Scarborough Newcomer Needs Assessment Survey, implemented annually in collaboration with TEQ LIP, collecting input from newcomers and service providers across Scarborough
2. Newcomer services usage data from newcomer service providers by leveraging the service delivery data pooling system developed by TEQ LIP's Data Hub project
3. Secondary data and statistics from the City of Toronto, and Statistics Canada e.g. Census data, and the Market basket measure
4. Secondary research papers and needs assessment summaries published by local stakeholders e.g. TEQ LIP, United Way Greater Toronto, and the Wellesley Institute.

While council members join the council with lived experience and community-based knowledge, provided evidence is essential to help create a shared, objective understanding on existing needs, service gaps and trends across demographic-based groups and geographical communities, while giving support to council members to make decisions informed by evidence. Council members will also be supported with capacity building tools and resources.

Data Collection

The newcomer needs assessment survey will collect information directly from newcomers and immigrants on their immediate needs, what has helped them feel more settled recently, services they have found most helpful and those that may be missing.

3 | THE MODEL – THE SCARBOROUGH NEWCOMER IMPACT COUNCIL

Questions will be tailored to participants based on their length of time in Canada, and whether they've used services. Primary data collection requires an expansive outreach plan including the support of partners and volunteers. For a representative sample, the target demographic should be considered and supported to participate by implementing reviewing language accessible to newcomers with lower literacy, and preferred languages other than English.

Secondary data will be compiled and supplemented by relevant additional data requested by the council and collected in response to the review of the initial data collection. Secondary data and research will complement the survey data by understanding the documented demographics of newcomers and immigrants in Scarborough (e.g. through StatsCan), the services available to them (e.g. through the Data Hub project, and 211), and what services and programs have been considered and implemented in response to current newcomer needs (e.g. community research and reports).

It's important for anyone implementing this model to consider the efficiency of data collection, and where possible, leverage existing structures and processes with the aim of avoiding survey fatigue. There should be a clear scope for the data collection, particularly with participant eligibility and documented implementation of model principles throughout. Incentives such as a prize draw as well as hard copy and digital surveys will facilitate a good response rate, as well as acknowledgement of volunteers' time with honoraria. Tracking responses for eligibility and demographics throughout data collection helps understand representation and (re)direct the focus for outreach. (See appendix 5 for full details on data collection phases, tools, and required skills).

Data Analysis and Visualisation

The benefit of having a range of data sources helps build the council's awareness on the nuanced needs of newcomers and immigrants, and makes best use of existing data. Data collection will be followed by data cleaning, analysis and the design of an accessible visualisation package of data to support the council's evidence-based decision making. The facilitation of reviewing the package will be conducted by council staff.

Following data collection, quantitative data must be cleaned, and where relevant, responses translated to English. Data analysis will focus on drawing out information related to newcomer service needs, gaps and emerging trends, and cover notable shifts and changes. It may include:

- Counts to understand the distribution of primary and secondary quantitative data
- thematic analysis to identify themes in newcomers and service providers' qualitative responses
- a literature scan of secondary research for trends, statistics and examples. As quantitative data is collected year on year, provided consistency is kept in the design of the collection method, a trend analysis can be implemented.

Visual representation of data helps showcase findings and supports interpretation of the data. Tools such as PowerBI can be helpful in creating powerful visuals encompassing more than one variable from a data set, e.g. postal code and service type.

Facilitation

Collectively, the stages of data collection, and the staff conducting them will be overseen by council staff to direct decision making based on relevant community context, and link the stages so that considerations are made on the impact of decisions at each subsequent stage. E.g. the type and format of questions to include in the survey affect the amount and type of data analysis required. Throughout all four (4) stages, any challenges should be recorded, along with any solutions applied, for transparency in communicating the context of data collection with the council.

Key Considerations for the Data Collection and Evidence Loop

When designing and implementing the model's approach for data collection, analysis and visualisation, there are a few key guidance points to consider for a more effective system:

- The data collection process should be iterative, gathering additional input from relevant networks including the TEQ LIP Partnership Council and a table for sector specific strategic input. As much as possible the system should seek to use data already collected within the community. Council members may also identify other relevant data sources throughout the decision-making process, which staff can source where possible.
- Staff designing data collection tools and conducting data analysis should have lived experience/ knowledge of the experiences of newcomers. This supports the implementation of a system that considers the nuances of newcomer and immigrant experience.
- Accessibility of the survey for newcomers and immigrants can be increased by making it available in different languages, recruiting volunteers to conduct outreach in their own communities, and having surveys available in a hard-copy format for those who need it.
- Volunteers can be helpful with many aspects of the data and evidence feedback loop, including translation of the surveys and participants' responses, as well as outreach. It's important to have resource and remove barriers for volunteers e.g. transit to community events for in-person outreach. They should also be given full context of the model and training on how to conduct their role.
- Apply good practices in collection, analysis, visualisation and design of data presentation to ensure consistency, clarity, and effectiveness of the needs' analysis of newcomers and immigrants. For example, clearly publish respondent numbers and demographics to communicate the representation of the sample surveyed as compared to the wider population.
- Provide guidance and capacity building resources (e.g. instructional videos) on understanding and critiquing data during council member onboarding and with continuous access for council members and reminders of key points during council meetings.

See appendix 6 for a list of tools required for data transformation, and appendix 7 for data security guidelines for the survey.

c. Considerations for Model Implementation

This section will describe in more detail the scope of the model and potential risks in implementation of the model.

Scope Assessment

The below section describes the model in terms of its scope, decision making, and how the recommendations produced by the council should be considered. For this model, scope refers to four (4) main categories: Geography, Newcomers, Service Provider Organizations and Funders.

Geography: This model focuses on the geographic region of Scarborough, which is easily identified among data sets using FSAs (forward sortation areas), and ridings/wards for municipal, provincial, and federal elections.

Colloquially, the region falls within easily discernible borders (Victoria Park Ave with East Toronto, Steeles Ave with Markham, the Toronto/Pickering border on the East, and Lake Ontario to the South). Scarborough as Toronto's easternmost district identifies itself as suburban, with a different set of community conditions and challenges as compared to the downtown area of Toronto.

3 | THE MODEL – THE SCARBOROUGH NEWCOMER IMPACT COUNCIL

Its vibrant network of service providers, anchor institutions, established networks, including the Toronto East Quadrant Local Immigration Partnership (TEQ LIP) and history of collaborative work give it an established foundation for community-based planning. The importance of the geographic focus was emphasized by stakeholders throughout the model development process, while implications of cross-region movement for work, studying, and service use were considered, and implemented when it came to survey eligibility, the focus remained on developing a model specifically focused on the Scarborough region so as to apply specific regional knowledge to the model development process.

Funders: There was a significant amount of debate with regards to the scope of the Model in terms of funder. Should it target IRCC only, or all funders? Over the course of the project, Model Development Workgroup participants consistently highlighted that, in order to have a model that supports all newcomers in their various phases of settlement, the model's scope of targeted funders to receive the recommendations on newcomers' top priority needs includes all funders of newcomer and newcomer-related services. Specifically, this includes all three (3) levels of government and their associated foundations, regional funders, such as United Way Greater Toronto, and foundations such as the Metcalf Foundation, Ontario Trillium Foundation and others.

Newcomers: The model was developed with a broad, foundational definition of who a newcomer is (see appendix 8 for further explanation), understanding definitions vary greatly between newcomer programs, funders of services, and the experiences of newcomers and immigrants themselves. The broadness of this definition became the foundation for the model's goal, and helped add explanation where the definition used within the project became more specific, for example, in defining survey respondent eligibility (see appendix 9). This approach was effective and should be carried forward in any implementation of this model.

Service Provider Organizations: Similar to the reasoning behind the definition of newcomer, all organizations who support newcomers and immigrants should be considered for the implementation of the model, including, for example, settlement, healthcare providers, legal clinics, government offices, libraries, and employment-based groups. Each organization type plays an important role in supporting the settlement and social determinants of health of newcomers and immigrants in Scarborough, and this model can support organisations to find ways to collaborate and build a more seamless integration for newcomers. One consideration is to ensure organizations understand the importance of their place in that network of support, which can be achieved with an effective communications strategy.

Risk Assessment

When considering the implementation of the proposed model, it's important to consider circumstances that may negatively impact the model if they occur. Risks can be categorised as:

- External (to the model), i.e. could happen to the model as a result of things out of its remit, e.g. deliberate interference with the model from groups or individuals.
- Project management-related, i.e. might happen as a result of the management of the model, e.g., council facilitation is ineffective.
- Organisational, i.e. could happen to or because of the host organisation – could be related to project management.
- Member-related, i.e. engagement and capacity of council members e.g. reduced engagement in model because of conflicting priorities.

- Technical, i.e. related to the technological support and implementation of the model e.g. challenges with data collection through a digital survey roll-out.

Risk management will be the responsibility of the council support staff, TEQ LIP Steering Committee and, ultimately, the host organization, and will involve predicting risks, implementing mitigation strategies, monitoring for indications of risks taking place, and responding accordingly to minimise their impact as needed. The table in appendix 10 explains in more detail the most likely risks to the model, their impact, and how they could be mitigated. This list is not exhaustive, but focuses on risks related to the key elements for the model to function.

Resources

To effectively implement and sustain the Scarborough Newcomer Impact Council, resources will be required to support council members in the onboarding, capacity-building and decision-making process, manage the data evidence feedback loop, and maintain the council secretariat.

The resources required to implement the council can be categorised by three (3) main cost categories:

1. Secretariat support (i.e. all costs involving staffing)
2. Delivery assistance tools (including technology for data collection and analysis, and volunteer honoraria)
3. Meetings and support for council members (i.e. training, materials and council member honoraria), and a consultant fee to conduct the model's evaluation.

See appendix 11 for a budget outline.

d. Key Benefits of the Scarborough Newcomer Impact Council

Throughout the model development process, participants examined the challenges and areas for improvement of the current funding model. The goal was to devise a system that could help contribute to better planning and resourcing of newcomer service delivery in Scarborough while minimizing duplication and leading to more efficient use of resources and better outcomes for newcomers. The model is expected to make a difference compared to the current system based on some key model elements:

- **The recommendations will inform funders and service providers, leading to more efficient use of funds:** The recommendations will be developed using a systematic structure to support ground-up, consensus-based decision making with newcomers and immigrants. Recommendations will be shared with funders and service provider organizations meaning funding can be more targeted to the needs of the community while minimizing duplication.
- **The council is a more responsive system to gather input, make decisions and communicate locally relevant needs and recommendations:** The council consists of Scarborough-based newcomers and immigrants with relevant lived experience who review the data and develop recommendations to increase an understanding of the needs and help set responsive priorities in funding and service provision. Data available to understand the needs of newcomers and immigrants is typically available for a geography larger than Scarborough, whereas the model offers a system for collecting more local and timely evidence.

- **The model will create wider, reciprocal impact in helping to build community capacity and increase civic engagement:** Observations made during the model development process indicate a link between community development, civic engagement, participatory governance and belonging, particularly when the system is culturally responsive and clearly communicates outcomes to participants. The SNIC facilitates this by integrating into the wider community and uses existing local assets to gather evidence, recruit council members, and communicate the final recommendations for implementation.
- **The model works from a more inclusive definition of newcomer and immigrant:** A funder or service provider organization's definition of newcomer or immigrant may be dependent on program eligibility and described based on immigration status or time in Canada. The model recognises the complexity of the newcomer-serving sector and calls on service provider organizations and funders to collaborate in responding to recommendations developed on the basis of a wider definition of these terms. The model is also a platform that can recognise the nuanced needs of these different groups.



4

SUMMARY OF LEARNINGS AND RECOMMENDATIONS

This section summarizes the key conditions for successful implementation of this model and provides recommendations based on the learnings from the model development process. The summary takes into consideration the challenges in model development, including the funding landscape, the availability of relevant, localised, and specific data, as well as the varying participation in different groups. Over 180 community stakeholders contributed to the design of a model that is considered feasible, efficient, and impactful. Through iterative engagement, the community moved away from designing a model which disperses funding to one which acts as a mechanism for recommendations and accountability.

a. Key Conditions for Success

Throughout the development of the model, including discussions on scope, model testing, data collection, and reviewing the outcomes, themes have emerged for key conditions that need to be in place for a successful implementation of this model:

- ✓ **Connection to Community:** This model cannot succeed without its connection to community, which can be defined as a range of groups, including newcomers, immigrants, residents and resident leaders, grassroots groups, service provider organizations, and funders. Firstly, connection to community is the foundation for each aspect of the model (e.g. council member recruitment and primary data collection). Relationships with service provider organizations help the council to better understand the opportunities for enhancing service delivery. Connection to funders is also required to effectively communicate regarding newcomer and immigrant needs. However, connection goes beyond the defined elements of the model as its success is reliant on relationships built on trust and reciprocity. The council should consider how to participate in the community as a whole, and connect to other local governance structures to maximise the effectiveness of this model, for example, by integrating existing secondary research in the community to help alleviate survey fatigue.
- ✓ **Amplify Diverse and Intersecting Voices:** The experiences of newcomers and immigrants are diverse and complex, and working with them to address their needs requires an understanding that reflects this. The model offers a structure that can capture this nuance with a diverse council and evidence informed approach. Following this, the recommendations paper will amplify it across the sector.
- ✓ **Be Nimble:** The model structure will be part of a complex system which continues to evolve. The model will need to adapt to be successful in responding to changes in the community context and respond effectively to newcomer and immigrant needs. This is required at beginning of implementation, during an implementation cycle, and between cycles. Monitoring and evaluation will help with this, as well as strategic planning and review for longer-term understanding of the model's impact.
- ✓ **Dedicated Resources, Skills and Support:** There are a number of resources required to initiate, develop and maintain the model:
 - Council Secretariat staff (e.g. leadership, community engagement, and data support) and related resource (e.g. staff travel), hosted by a Scarborough-based organization, are essential to implement and sustain the council.
 - Barrier reducing funds for newcomer and immigrant council members, focus group members, and volunteers who will support survey outreach recognises the time of those involved and can increase engagement across newcomer and immigrant stakeholder groups.
 - Council members need dedicated support and capacity building to ensure the understanding of all members regarding their role and the community context is consistent.
 - The model requires technological tools to manage, transform and analyse the large amounts of primary data that will be collected, as well as visualise and package it for council members.
 - Various materials, e.g. pens, post-its, and refreshments will be needed to help council members fully engage in meetings.

b. Final Recommendations

The following recommendations summarize the result of a collective process to design a new model for decision-making for newcomer and immigrant services in Scarborough:

- 1 Establish a ground-up structure for consensus-based decision-making that centres newcomers and immigrants.** Stakeholders in Scarborough want to see a model built that expands decision-making on services and funding to include newcomers and immigrants given their understanding of their own experiences and needs. The Scarborough Newcomer Impact Council builds accountability into the process of dispersing funds for the newcomer and immigrant service provision sector. The proposed council's structure also supports council members' understanding with a representative evidence base, including primary data from the diverse and disparate newcomer and immigrant population in Scarborough.
- 2 Operationalise inclusive principles to support the decision-making of newcomers and immigrants with intersecting identities.** Newcomers and immigrants are not a homogenous group. When identities intersect with 'newcomer' and 'immigrant', there is further diversification of experience that must be understood to work with these communities in addressing their needs and supporting settlement. Their inclusion in the model is a requirement and, for example, should be met through diverse recruitment of council members, strategic survey outreach and monitoring for reflective representation among respondents i.e. Black, racialized, LGBTQ+, youth, women, senior, and Francophone newcomers and immigrants, newcomers and immigrants who have disabilities, newcomers and immigrants with low-literacy, and diverse immigration status. A primary goal of model facilitation should be to balance power consistently between members. This can in part be achieved with diversity, equity and inclusion capacity building for council members, and the implementation of consensus-based decision making.
- 3 Make the council sustainable by establishing a neutral backbone structure.** For the council to take responsibility in making decisions and developing recommendations on the top priority needs of newcomers and immigrants, they will need sustained support. Accountability for the proposed council's procedures and outcomes would be with newcomers and immigrants in Scarborough, with oversight from the TEQ LIP - a collaborative of newcomer service provider organisations. Therefore, to maintain sustainability, the goals, structure, procedures and oversight of the council require the Backbone's host organisation to be neutral and work closely with the TEQ LIP.
- 4 Facilitate newcomer and immigrant participation in the council through barrier reducing practices.** The model requires significant input from newcomers and immigrants. To facilitate their engagement, council members need to be supported to ensure they have the skills and contextual knowledge required (e.g. through workshops, 1-2-1 onboarding, and building a library of jargon-free resources). To ensure newcomers and immigrants can contribute to the dataset, surveys should be offered in multiple languages and formats (e.g. digital and paper), and engagement of non-English speakers in focus groups should be facilitated through translation and interpretation. All newcomers and immigrants engaging with the model (e.g. council members, focus group members, outreach volunteers), should receive honoraria to acknowledge their contributions and reduce barriers to their engagement.

4 | SUMMARY OF LEARNINGS AND RECOMMENDATIONS

- 5 Support decision-making by building a system for community-wide evidence collection and sector-wide input.** The proposed model aims to enhance existing newcomer service provision while minimising duplication. A system that collects relevant and localised data and evidence for a holistic understanding of the needs and existing service responses, would support council members to achieve this. The evidence base should use stakeholder data-collection and complement it with primary multi-methods data collection on the needs of newcomers and immigrants, their experiences accessing services, and service gaps and trends. Clear communication on the goals and use of data during its collection will help build trust, understanding, support and a sizeable response from stakeholders. By building capacity in interpreting data and understanding contextual information, the model will sustain engagement.
- 6 Mobilise the SNIC recommendations paper to reach all funders supporting programs and initiatives used by newcomers and immigrants in Scarborough.** An objective of the model is to see the recommendations from the Scarborough Newcomer Impact Council's paper reflected in the priorities set by funders. To achieve this, a comprehensive communications plan should be implemented to raise the profile of the recommendations with funders. The primary target audience will be all funders of services, programs and initiatives in Scarborough as newcomer and immigrant needs are met by organisations beyond services eligible for typical newcomer i.e. permanent residents of less than 5 years. The paper should also be shared with service provider organizations to support service planning and their communication with funders e.g. through calls for proposal.
- 7 Integrate mechanisms for monitoring progress, evaluating impact and supporting model agility.** Evaluating the council's impact is an essential element of model implementation and a way to understand the impact of the model's collaborative effort. The council will need to be able to respond to the community's evolving context and evaluate the efficiency of services during times of typical service periods, as well as potential crises that impact service delivery and newcomer and immigrant needs.

These seven (7) recommendations represent the collaborative effort of over 180 newcomer and immigrant stakeholders as part of the Scarborough Newcomer Settlement Collective project. All seven (7) should be considered collectively. They are the proposed method for making more effective and impactful funding decisions on newcomer and immigrant services in Scarborough, and if implemented, they are expected to lead to better outcomes settlement outcomes for this community.

5

REFERENCES & APPENDICES

a. References

b. Appendices

1. Environmental scan results including services funded and funding sources.
2. Full list of members
3. SNIC Terms of Reference
4. Full Scope of Data for consideration
5. Data Collection phases, skills and experience
6. Required Technology Tools for Data Transformation
7. Data Security Guidelines for Survey
8. Explanation on definitions of newcomers and immigrants
9. Survey Respondent Eligibility
10. Risk Assessment Details
11. Model Resources - Budget outline

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b. Appendices

Appendix 1

Environmental scan results including services funded and funding sources. It should be noted that the below categorization includes intersecting priorities of organizations, e.g. Education & Francophone; Settlement and Employment; Government & Funder. An organization may have responded to several categories with regards to the type of services provided.

1. a. Service provision of twenty (20) organisations who responded to Environmental Scan survey (2022)

Types of Services Provided	# of Respondents
Employment	9
Children & Youth	8
Mental Health	8
Settlement	8
Food Security	7
Language	7
Education	6
Housing	6
Community Development	4
Health	4
Legal	3
Francophone	2
Government (e.g. Public Health, Public Library, etc.)	1
Seniors/Recreation	1
Advocacy	1
Refugee Sponsorship Program	1

1. b. Funding sources of fifteen (15) organisations who responded to the Environmental Scan survey (2022)

Funding Purpose	Range (\$)	Sources
Settlement Services	\$30,000 - > 4,000,000	IRCC; Ministry of Education; Ministry of Colleges & Universities; United Way
Language Training	\$150,000 - > \$2,000,000	IRCC; Ministry of Citizenship & Immigration;
Education	\$200,000 - 800,000	IRCC; Ministry of Education
Health/Mental Health	\$130,000 - 157,000	Ministry of Health and Long-Term Care; IRCC
Food Security	\$150,000	Trillium Foundation, United Way, Daily Bread Food Bank
Employment	\$1,000,000	Employment Ontario

Appendix 2

Full list of project members

Advisory Committee	Model Development Workgroup
ACCES Employment	ACCES Employment
Agincourt Community Services Association (ACSA) Community Services	Malvern Family Resource Centre
Catholic Crosscultural Service (CCS)	BGC Scarborough (formerly Boys & Girls Clubs of Canada)
East Scarborough Storefront	Conseil scolaire catholique MonAvenir
Scarborough Centre for Healthy Communities (SCHC)	Progress Career Planning Institute (PCPI)
Settlement Assistance & Family Support Services (SAFSS)	Scarborough Health Network
TAIBU Community Health Centre (CHC)	Centre for Immigrant & Community Services (CICS)
Toronto Catholic District School Board (TCDSB)	Centennial College (Ashtonbee Campus)
Tropicana Community Services	Catholic Crosscultural Service (CCS)
United Way Greater Toronto	Strides Toronto
University of Toronto Scarborough (UTSC)	West Scarborough Neighbourhood Community Centre
Newcomer representative	University of Toronto Scarborough (UTSC)
Newcomer representative	Scarborough Women's Centre
	Social Development Finance Administration City of Toronto (SDFA)
	Toronto East Quadrant Local Immigration Partnership (TEQLIP)
	TAIBU Community Health Centre (CHC)
	Tropicana Community Services
	West Scarborough Community Legal Services
	Housing Help Centre
	Toronto Public Library (Malvern Branch)
	Young Women's Christian Association (YWCA)
	Newcomer representative

Neighbourhood-based peer groups: The Neighbourhood-based peer groups met in Scarborough's four quadrants (North East, North West, South East and South West), made up of newcomers, immigrants, residents and service provider staff. Each group met five (5) times throughout the project and engaged a total of twenty (20) participants. To augment input, two series of neighbourhood walkthroughs were implemented with a total of 51 of participants across five (5) locations.

Topic Based Focus Groups: Topic-based focus groups (TBFGs) took place with service provider executives from Scarborough organizations, including; The Cross-Cultural Community Services; Centre for Immigration and Community Services (CICS); Hong Fook Mental Health Association; West Scarborough Neighbourhood Community Centre; and Catholic Crosscultural Service (CCS). A TBFG for funders was held, with engagement from the City of Toronto, Maytree Foundation, Ontario Trillium Foundation, Scarborough Ontario Health Team and United Way Greater Toronto. Each of these groups met five (5) times throughout the project. A Francophone stakeholder TBFG was held with two (2) meetings, and three (3) representatives from Le Centre francophone du Grand Toronto.

The groups also took place with newcomer representatives, in groups for seniors, women, newcomers identifying as LGBTQ+, and newcomer youth. Each group met five (5) times throughout the project and engaged a total of 40 participants.

Appendices continue on next page

Appendix 3

Scarborough Newcomer Impact Council - Terms of Reference

The Scarborough Newcomer Impact Council

Terms of Reference

**A note on language: The definition of newcomer varies between organizations, funders, and newcomers themselves. It can be defined in a range of ways, including amount of time in Canada, eligibility for programs and services, and/or needs and experiences of the individual. While the model recognises the importance of these variations and aims to use the broadest possible definition to capture the long-term impacts of immigration to Canada, the word 'newcomer' in this document specifically refers to someone who has lived in Canada for less than 5 years. This helps to support the inclusion of people who have lived in Canada a particularly short amount of time in the Scarborough Newcomer Impact Council, and understand the differences, if any, in experience between newcomers and immigrants, which for the purposes of this document, have lived in Canada for 5 years or more.*

Scarborough Newcomer Impact Council Context & Purpose

The purpose of this group is to be a structure for community-based planning to better address the emerging needs of newcomers and gaps in newcomer and newcomer-related services by developing recommendations for funders.

The Impact Council is funded by Immigrants, Refugees and Citizenship Canada (IRCC) with [insert host organisation name] as the host and contract holder.

Goal of the Scarborough Newcomer Impact Council

The Impact Council's goal is to develop evidence-based recommendations on funding priorities highlighting newcomer priority needs and share these with all funders of newcomer and newcomer-related services.

Scarborough Newcomer Impact Council Members develop the recommendations through:

- Capacity building on the goals of the group, community and funding context, and community-based decision-making processes
- Reviewing input and evidence from a range of sources
- Discussion and understanding of trending newcomer experiences and priority newcomer needs
- Identifying gaps and needs in service delivery
- Developing recommendations for funders

The Scarborough Newcomer Impact Council – Composition & Membership

- The Impact Council has 12 Newcomers* and Immigrants* as members, and is facilitated by Council secretariat. On occasion, staff members of service provider organizations in Scarborough join meetings as needed, and provide additional context within a given area of expertise.
- Membership is established ensuring a diversity and depth of expertise across the Impact Council, on the Model's topics of focus i.e. newcomer needs and community services in Scarborough and its geographical and demographical community members and clients.
- Impact Council members are actively engaged within their community and live in Scarborough.
- Members are appointed for a two (2)-year term, and can be reappointed for up to two (2) additional terms.
- Members must be able to commit to participate in at least five (5) meetings throughout the year.
- Any Scarborough Newcomer Impact Council member who wishes to resign is asked to advise Council Secretariat to enable the initiation of a recruitment process to fill the vacancy.

Responsibilities of The Scarborough Newcomer Impact Council

The Impact Council is responsible for:

1. Reviewing the data/evidence provided by Council backbone support collected through needs analysis and consultation,
2. Identifying the priority needs of newcomers in Scarborough by exploring the data and evidence provided, as well as consultations with the wider newcomer stakeholder community, and
3. Developing evidence-based recommendations for funders on the priority needs of newcomers in Scarborough.

Scarborough Newcomer Impact Council members:

- Are Active members of their communities to ensure a vast collective local knowledge,
- Utilize their knowledge and experience in the exploration of newcomer data/evidence,
- Make every effort to attend and prepare for all scheduled meetings by reading materials in advance,
- Receive correspondence between meetings that will require action and/ or response,
- Work collectively to achieve the objectives of the Impact Council, and
- Participate in an annual evaluation process to assess the effectiveness and improvements needed for the group.

Scarborough Newcomer Impact Council Recommendation Development Process

The work of the Impact Council is supported by Council secretariat who facilitate:

- Collation and dissemination of relevant documentation,
- Impact Council meetings,
- Group meeting conversations,
- Capacity building,
- Group member expression of interest and recruitment process,
- The process for reviewing the data/evidence to identify trends in newcomer needs and gaps in service provision, including external consultation, and
- The development of an Output to be shared with funders

The Council secretariat are responsible for:

- Collating data/evidence to be available for group review,
- Finalising of the Output for funders,
- Sharing the Output with funders through a range of channels, and
- Conducting Group process review as needed, at least annually.

Member Skills & Experience

Group Model members represent a diversity of skills and experiences in the Scarborough community, in terms of geography, lived experience as a newcomer* or immigrant* and/or racialized person, ethnicity & cultural background, age, and gender, as well as a range of experiences within their community/communities e.g. through volunteering, working, studying, etc.

Potential Group Members are expected to demonstrate:

- An interest in understanding the range of needs of community members, including newcomers and experiences different from their own,
- A willingness to participate in collaborative group discussion, and
- A commitment to utilizing data & evidence to develop recommendations.

Beneficial skills and experience for interested Group Members includes, but is not limited to:

- Active participation in their community
- Knowledge of the leaders and range of populations in their community
- Ability to build relationships within their community

Member Recruitment

- Impact Council secretariat facilitate the Member Recruitment process
- Potential Impact Council members are identified through a combination of outreach and self-nomination. Community stakeholders also nominate potential members by way of introduction to Council Secretariat who invite to the potential members to engage in the remainder of the recruitment process.
- All people interested in becoming a Scarborough Newcomer Impact Council member are required to submit an Expression of Interest, consisting of both their resume (no more than 2 pages) and a short reflection (no more than 1 page, single sided if written) on how their skills and experience reflect the required skills and experience of Group membership, and how they will contribute to the collective work of the Group.
- Council Secretariat host individual discussions with each interested community member to:
 - Share more details on the Impact Council inc. Context & Objectives,
 - Review any details requiring clarification and expand on information within Expression of Interest,
 - Share details and answer questions on the Group's Terms of Reference and the role of Group Membership, and
 - Clarify required commitment (i.e. 2-year term minimum, Attend Meetings as per schedule, etc.)
- The list of recommended appointees is proposed by Scarborough Newcomer Impact Council secretariat, and the final list of members is confirmed by the Toronto East Quadrant Local Immigration Partnership (TEQ LIP) Steering Committee.

Overview of Group Meetings*

- Support Scarborough Newcomer Impact Council members to be clear on the goal of the group and the framework for discussion and decision-making
- Understand newcomer service provision and funding
- Explore data and evidence provided
- Identify newcomer needs and trends
- Develop final recommendations
- Provide input on the plan to disseminate the Output

**Content of sessions listed above will be combined as needed – this list does not necessarily constitute individual meetings throughout 1 year.*

Decision-Making

The group strives to make decisions by consensus. However, where consensus cannot be reached within a reasonable timeframe, to ensure the Group's progress, decisions are made by majority vote during the meeting. Where possible, input from those not present at meetings is solicited within a set timeframe. Where this input contradicts the decision of the group, the discussion is brought to the following meeting for resolution and decision-making.

Quorum

The quorum for any meeting of the Scarborough Newcomer Impact Council is 50+1% of its membership, at the time of the meeting.

Conflict of Interest

All members have the duty to advise The Scarborough Newcomer Impact Council of any conflict of interest with respect to all matters before any Group meetings.

If a conflict arises between the interest(s) of a member outside of their role as a Scarborough Newcomer Impact Council member, and the official duties and responsibilities as a Impact Council member, the member declares the conflict of interest by informing the members of the Impact Council, who resolve the conflict in the greater interest of the goal of the Group and/or public by collectively determining the approach the Impact Council member takes.

Examples of a Conflict of Interest may include, but are not limited to:

- A Scarborough Newcomer Impact Council member who is also employed for an organization serving newcomers

Examples of responses to any Conflict of Interest the Scarborough Newcomer Impact Council may use include, but are not limited to:

- Member confirms they will commit to carrying out their duties as a Impact Council member in reflection of the Impact Council principles and while doing so, reflect their experiences as a newcomer/immigrant/resident in the proceedings of discussion and decision-making.
- Member declines to participate in the discussion and/or decision of a matter.

Accessibility of Meetings & Materials

Council secretariat ensure all members of the Scarborough Newcomer Impact Council will endeavor to produce and share accessible documents and to make meetings accessible to all. Impact Council members are expected to share accessibility needs with the Council secretariat.

Confidentiality

- All documentation, notes and discussions from meeting proceedings are kept confidential by both Scarborough Newcomer Impact Council members and Council secretariat.
- The Impact Council Output is publicly shared through pre-agreed channels with funders, and made available publicly to all newcomer stakeholders.
- Impact Council members agree that they do not disclose or share any personal information or document(s) that come to their knowledge or possession by being a member of the Scarborough Newcomer Impact Council.

Responding to Media Inquiries

Members refer all media inquiries regarding the Scarborough Newcomer Impact Council to the Secretariat, who respond accordingly.

Amendments & Reviewing the Terms of Reference

The Scarborough Newcomer Impact Council Terms of Reference are reviewed annually by the group, at minimum, and amended as needed.

In accepting membership to the Impact Council, members agree to adhere to these terms.

Appendix 4

Full Scope of Data for consideration

	Primary Collection (annual)	Secondary Collection (varying timeframes)
Quantitative	<ul style="list-style-type: none"> - Newcomer needs survey - Service provider staff survey 	<ul style="list-style-type: none"> - StatsCan data - 211 service provider data - Immigration-related data (IMDB, Immigration Levels Plans etc.)
Qualitative	<ul style="list-style-type: none"> - Newcomer needs survey - Newcomer focus group(s) - Service provider staff survey - Consultation with/input from TEQ Partnership Council members and Sector Strategic Table 	<ul style="list-style-type: none"> - Research & reports - Environmental scans

Appendix 5

Data Collection phases, skills and experience

Phase of Data Collection	Essential Skills & Knowledge	Desirable Skills & Knowledge	Recommended Tools
Tool Development	Primary: <ul style="list-style-type: none"> - Needs Analysis Design - Accessible Survey Design Primary & Secondary: <ul style="list-style-type: none"> - Understanding of the Social Determinants of Health 	Primary & Secondary: <ul style="list-style-type: none"> - Understanding of the diverse needs of newcomers and immigrants Primary: <ul style="list-style-type: none"> - Focus Group Design 	Primary: <ul style="list-style-type: none"> - REDCap, or - Survey Monkey
Data Collection	Primary: <ul style="list-style-type: none"> - Newcomer outreach 	Primary: <ul style="list-style-type: none"> - Volunteer coordination Primary Qualitative: <ul style="list-style-type: none"> - Focus group facilitation Secondary: <ul style="list-style-type: none"> - Literature Review 	
Data Analysis	Secondary Quantitative: <ul style="list-style-type: none"> - Data cleaning & transformation - Python, or SQL (Programming languages) 		Quantitative: <ul style="list-style-type: none"> - R Studio (data cleaning) - tidyverse (data transformation)
Data Visualisation	Quantitative: <ul style="list-style-type: none"> - Creating charts and plots - Basic Graphic Design 		All data: <ul style="list-style-type: none"> - Canva Secondary Quantitative: <ul style="list-style-type: none"> - Power BI Quantitative: <ul style="list-style-type: none"> - ggplot2

Appendix 6

Required Technology Tools for Data Transformation

- Survey collection tool e.g. Survey Monkey, REDCap
- Data cleaning software e.g. R Studio
- Software for data transformation e.g. tidyverse
- Tool for data visualisation e.g. Power BI and ggplot2
- Data presentation tool e.g. Canva

Appendix 7

Data Security Guidelines for Survey

Required Steps for Managing SNSC Newcomer Surveys

Objectives:

1. Maintain data security as per CCS Operational Guidelines*.
2. Ensure all output from REDCap is in English - for bulk extraction and data visualization.
3. Record # of translated responses by language – maintain separate record of this for monitoring purposes.
4. Be able to refer to raw data i.e. pre-translated original responses

*While Currently, no privacy law applies generally to Ontario non-profit organizations, the SNSC applies the [PIPEDA fair information principles](#) in its collection, handling, retention, and removal of data.

**Distinction made as all not-English responses require translation.

FORMAT LANGUAGE	Hard-Copies		Digital	
	English	Not English**	English	Not English**
Outreach Team: Store & lock in SNSC portable lockbox	X	X	n/a	n/a
Important: Portable lockbox must remain with an outreach volunteer/project staff member at all times while not at a CCS site. Surveys must be immediately and continuously locked away after submission.				
Outreach Team: Return to CCS location within 3 days of collection	X	X	n/a	n/a
Project team: Digitize & password protect. Save on CCS & UTSC shared drives	X	X	n/a	n/a
Project team: Extract from REDCap, password protect & save on CCS & UTSC shared drives	n/a	n/a	n/a	X
Project team: Share digitized, password protected document with translator	n/a	X	n/a	X
Translator: Add English translation to current, password protected word document	n/a	X	n/a	X
Translator: Return to project team, ensuring password protection remains	n/a	X	n/a	X
Project Team: Save translations to CCS shared drive and UTSC OneDrive	n/a	X	n/a	X
Project team: Enter answers into REDCap in English, noting time in excel tracker	X	X	n/a	X
Project team: Notify REDCap checker	X	X	n/a	X
Project team: Checker reviews answers entered into REDCap against digitized English version	X	X	n/a	X
Project team: If there are edits required, the checker exports all responses so far, password protects them and saves in the UTSC shared folder	X	X	n/a	X
Project Team: Surveys incorrectly entered by project team will be edited by checker and re-checked by the original team member	X	X	n/a	X

Appendix 8

Explanation on definitions of newcomers and immigrants

*A note on language: The definition of newcomer varies between organizations, funders, and newcomers themselves. It can be defined in a range of ways, including amount of time in Canada, eligibility for programs and services, and/or needs and experiences of the individual. While the model recognises the importance of these variations and aims to use the broadest possible definition to capture the long-term impacts of immigration to Canada, the word ‘newcomer’ in this document specifically refers to someone who has lived in Canada for less than 5 years. This helps to support the inclusion of people who have lived in Canada a particularly short amount of time in the Scarborough Newcomer Impact Council, and understand the differences, if any, in experience between newcomers and immigrants, which for the purposes of this document, have lived in Canada for 5 years or more.

Appendix 9

Survey Respondent Eligibility

Eligibility Requirement	Required Response to Confirm Eligibility
Provided consent	Yes
Born in Canada	No
Lived in Canada less than 10 years	Yes
Experienced* Canada in the last 2 years	Yes
Provided a Post Code in Canada	Yes
Provided a phone number or email address	Yes

*Experienced Scarborough – have lived, worked, studied, or used newcomer services

Appendix 10

Risk Assessment Details

Risk Category	Risk	Description (why this risk might happen)	Explanation (why this is a risk)	Measures proposed to counteract the risk	Chance of Risk
External & Member-related	Community do not/cannot contribute to the model	<p>Possible reasons:</p> <ol style="list-style-type: none"> 1) Community capacity (i.e. time) to contribute is too low 2) Community do not trust the model 	<ol style="list-style-type: none"> 1) Time is a limited resource. Since COVID-19 community's time to participate in structures such as the Council, has diminished, presumably as it has been diverted to more urgent needs. 2) With community engagement/civic engagement work, trust can be built over time, by participants seeing a clear link between their contributions and the outcomes. Trust can also be developed with clear communication of outcomes and rationale, especially when recommendations and outcomes are misaligned. 	<ol style="list-style-type: none"> 1) Recognising time and contributions with honoraria can go some way to alleviating some needs and removing barriers to participation. 2) Clear communication of outcomes and recommendations, as well as a rationale for the selected path taken will build transparency and belonging. This could be achieved with a key milestone report (Tamarack Institute, 2023). 	<ol style="list-style-type: none"> 1) High, especially for newly landed newcomers (in Canada < 2 years). 2) Medium, expect it to reduce as model is established, but opportunities for this risk to spike include as a result of communication of outcomes and with any staff turnover.

Risk Category	Risk	Description (why this risk might happen)	Explanation (why this is a risk)	Measures proposed to counteract the risk	Chance of Risk
Project Management & External	Data collection does not accurately represent newcomer and immigrant needs in Scarborough	Possible reasons: - Survey respondents are not an accurate sample of the target population	Could result in inaccurate representation of community needs	Pre: - Strategic Outreach: to reach sample representative of population - Staff training: Peri: - Technical: Regular monitoring of demographics of respondents Post: - Documentation: Use established guidance to ensure only eligible responses analysed, and document inclusion and exclusion of data - Publish: Share context information with findings, i.e. no. of respondents, demographics, etc.	Medium, requires consistent monitoring and adjustment to tactics taken for data collection, analysis and presentation.
Project Management & Organizational	Council facilitation is unclear/unhelpful	Possible reasons: - Inadequate staff skills	Without clear facilitation, Council members may be unclear on their role and responsibilities.	- Hire staff with skills in facilitation, particularly with newcomers and immigrants and collective decision-making. - Develop and have Council and staff agree upon Terms of Reference including goals and responsibilities and include examples where possible to	Medium, this is a skillset that can be honed, and effective communication between staff and council members will develop over time.

Risk Category	Risk	Description (why this risk might happen)	Explanation (why this is a risk)	Measures proposed to counteract the risk	Chance of Risk
External	Take-over of model by external groups	Possible reasons: - To positively or negatively influence the recommendations made by the Council - Take advantage of any incentive offered for completing the survey	Could result in inaccurate representation of community needs	guide decision-making. Update as needed. 1) Having a range of inputs helps to neutralise the power of the newcomer survey, while focus groups and community walkthroughs help to validate the data collected. 2) Technical measure to filter anomalous and spam responses including Captcha, genuine respondent test question, and logic for reviewing survey data to identify group responses.	High, for both. This is something that needs to be continuously monitored for.
Project Management & External	Diverse engagement of newcomers in model is low	- Connection with the community is homogenous/less diverse than needed. - Community capacity is low - Lack of trust in model	- Could result in inaccurate (skewed/ under) representation of community needs - This could lead to reduced trust in the model - And this would result in the model no longer being viable	- Monitor through demographical survey questions. - Reference StatsCan and other secondary sources for understanding of representation aiming to sample across data collection and council. - Continue to seek diverse engagement through existing partnerships and outreach.	Medium, this has been a consistent challenge throughout model building and testing, and has taken time to address as the solutions are based on building relationships.

Risk Category	Risk	Description (why this risk might happen)	Explanation (why this is a risk)	Measures proposed to counteract the risk	Chance of Risk
External	No sector-wide collaboration	<ul style="list-style-type: none"> - Lack of engagement from one of the stakeholder groups i.e. SPs, funders, Orgs, Community Leaders, Grassroots Groups, Newcomers and immigrants. - This may be due to a number of things including audience responding to crises. 	<p>To be successful, the model requires all groups to engage to support newcomer and immigrant engagement, write the recommendations, and receive and act on them.</p>	<ul style="list-style-type: none"> - Develop an outreach and communications plan to build relationships with stakeholders, mobilise recommendations. - Develop model evaluation to monitor engagement and impact. 	Medium, engagement with the project has varied between different stakeholder groups but steadily grown over time.
Technical	Loss of data collected through the newcomer and service provider surveys	<ul style="list-style-type: none"> - Data loss which isn't backed up 	<p>The primary data collected through the newcomer and service provider needs assessment surveys is a core element of the evidence base used for the Council's decision-making.</p>	<ul style="list-style-type: none"> - Implementation of host organisation's data security policies and procedures. - Training on policies and procedures for all Council secretariat staff and support staff. 	Low

Appendix 11*Model Resources - Budget outline*

Category	Item	Cost p/y
Secretariat support	Project Lead	80000
	Communications, Outreach & Engagement	60000
	Research and Data Analyst/Coordinator	70000
	Staffing	210,000
	Staff travel	500
	Staff PD	400
Delivery Assistance Tools	Technology	10,000
	Program materials & supplies	500
	Volunteer honoraria	3000
	Printing	2000
Meetings, workshops & support for council members		
	Training	2000
	Materials	2000
	Council member honoraria	6000
Professional and Consultant Fee		
	Evaluation Consultant	12,000
Total		216964



SNSC

Scarborough Newcomer
Settlement Collective