



TORONTO NORTH
Local Immigration
Partnership

The background of the cover is white with several thick, wavy lines in various colors (teal, purple, green, brown, yellow) that curve across the top and sides. At the bottom, there are several overlapping circles in teal, purple, green, and yellow, some of which are partially cut off by the edges of the page.

TOOLKIT
**The Pop-Up
Hub Service
Coordination
Model**

REPUBLISHED IN 2023
BASED ON THE 2018-21 POP-UP MODEL

By the Toronto North Local Immigration Partnership

What is the Pop-Up Hub?

Considering the precarious situation of newcomers regarding employment, schooling, immigration status, and socio-cultural and linguistic barriers in accessing services, there was a need to design a pilot project to test faster access to services for newcomers. As a result, the Fairview Interagency Network (FIN) and Toronto North Local Immigration Partnership (TNLIP) initiated a Pop-up Hub service coordination model, which was designed to make services accessible to newcomers through a multi-sectoral team of community agencies meeting newcomers and refugees where they are, i.e. offering services at a convenient place (e.g. food bank, faith place, library), at a convenient time (weekends and evenings), and in multiple languages.

What is TNLIP?

TNLIP (Toronto North Local Immigration Partnership) is a multi-sectoral planning table funded by the IRCC (Immigration, Refugees and Citizenship Canada) which gather various stakeholders to collaboratively find solutions that aid in the settlement and integration of immigrants into local communities. TNLIP aims to promote a systemic approach that involves engaging partnerships with service providers from different sectors, facilitating community-based knowledge and information sharing, supporting local strategic planning, and enhancing services related to settlement, employment, and health.



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Who is this Toolkit for?

This program toolkit is meant for TNLIP member organizations and other North York service providers who may want to host a program like the Pop-up Hub, or incorporate any contents of the project within their existing newcomer programming.

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For more information and questions, please contact the TNLIP team.

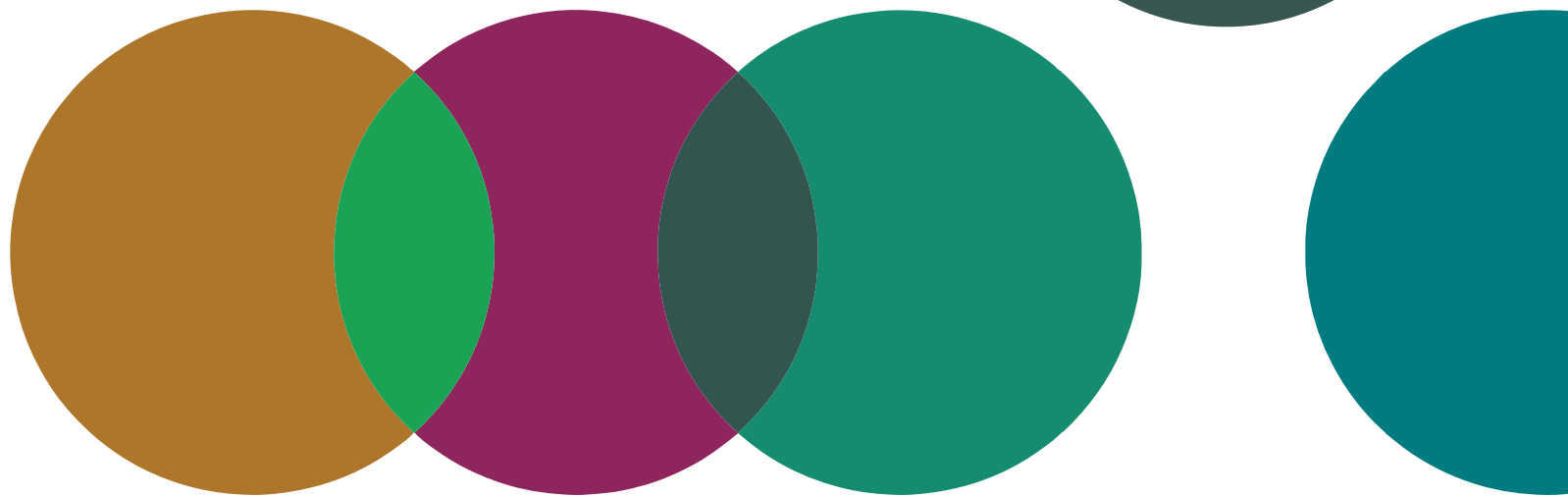
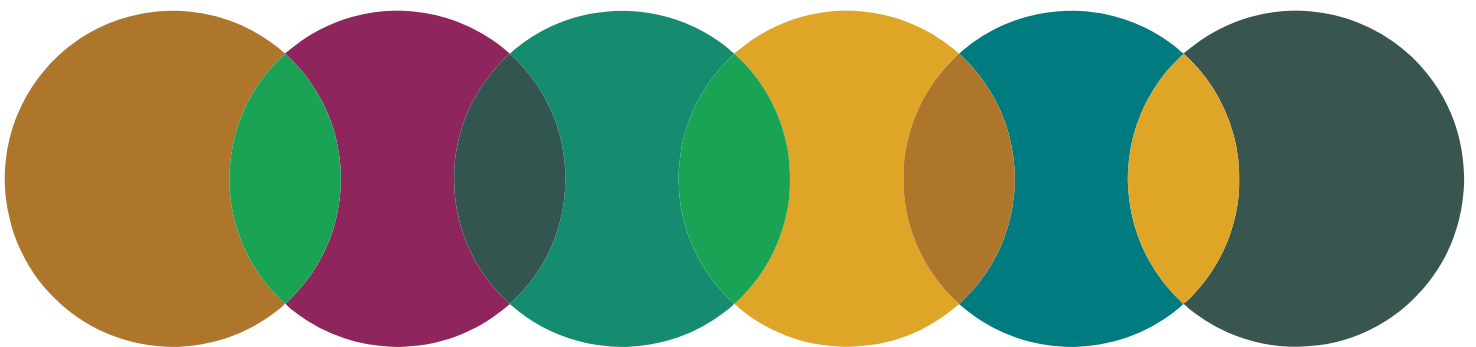


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Background

After a successful implementation of more than 15 rounds of Pop-up Hubs in various neighbourhoods since 2016, the Health and Wellbeing Work Group of TNLIP decided to develop a toolkit as a guide for those interested in replicating or adapting the model. The Pop-up Hub aims to bring a variety of organizations together to offer in-person services to newcomers using the Pop-up Hub model described below, to increase newcomer access to services and improve their settlement and integration outcomes.

Purpose of the Toolkit

This toolkit serves the purpose of a guiding document for those interested in enhancing newcomer access to health and social services by replicating the Pop-up Hub model. The toolkit is for organizations, inter-agency networks, Local Immigration Partnerships (LIPs), and any other entity that may be interested to serve as an anchor agency and provide the backbone support for a potential replication of the model. Participants of a Pop-up Hub typically include: Local Immigration Partnerships (LIPs), settlement and community agencies, newcomer grass-root organizations, inter-agency networks, food banks, Community Health Centers (CHC), family health teams, public health units, libraries, municipalities, local political leaders, schools, and faith groups.

Target Audiences

The Pop-up Hubs primarily serve newcomers and refugees including those from various underserved newcomer groups such as: refugee claimants, uninsured newcomers, people with disabilities, racialized groups, LGBTQ+ people, those receiving social assistance, seniors, youth, and others.

Rationale

Historically, many newcomers and community members could not access services due to their precarious status, linguistic and cultural barriers, and lack of knowledge about services. In addition, with the growing number of emergency needs in Canada's immigration system (e.g. refugee emergencies and refugee crisis), the demand for newcomer services continues to grow exponentially. Keeping these factors into consideration, the Fairview Inter-agency (FIN) Network identified the need of a service coordination model to bring together SPOs to offer on-site services, promote services of health centers and settlement agencies, and to inform, guide and educate newcomers and refugees about the availability of various health and social services within their local communities. This was done as a member-led effort in partnership with the TNLIP partnership council.

Organizing a Pop-Up Hub

TNLIP implemented several versions of the Pop-up Hubs tailored to the needs of newcomers and demographic profiles of neighbourhoods where the Pop-up Hubs were implemented. The **figure below** outlines how to run a Pop-up Hub, with steps based on collective implementation experience. These steps are not linear, but follow an iterative process of learning, adaptation, and implementation.



STEP 1 – FORM A PLANNING COMMITTEE

The implementation of the Pop-up Hub starts with forming a **planning committee**. The members could be Inter-agency networks, community advocacy groups, volunteer groups, community members, LIP partnership councils and others. The planning committee would need to meet in order to discuss and make preparations for organizing a Pop-up Hub well ahead of the event.

STEP 2 – IDENTIFY AN ANCHOR AGENCY

The planning committee, once formed, selects/elects an **anchor agency** to lead and provide the backbone support to the Pop-up Hub implementation. The anchor agency assigns a staff member or coordinator for the Pop-up Hub who leads the process, coordinates tasks, calls for meetings, and provides administrative support to the planning committee.

STEP 3 – PERFORM A NEEDS ASSESSMENT

The planning committee carries out a **needs assessment** of newcomers and refugees in the catchment area where the Pop-up Hub is to be implemented.

Please see the sample needs assessment questionnaire in Appendix 1.

The needs assessment questionnaire may be given to newcomers and refugee clients of local agencies serving newcomers, clients of food banks, library visitors, members of neighbourhood-based Inter-agency networks, local LIP partnership council members, and newcomer and refugee Grassroots organizations.

The planning committee may assign a member or recruit a student to analyze the data and prepare the report/infographic. The service needs, major languages spoken by newcomers, and appropriate time for organizing the Pop-up Hub must be identified in the survey.

STEP 4 – SELECT A LOCATION, DATE, AND TIME

The planning committee should identify an appropriate, accessible, and convenient **location**, usually a public place, centrally located and accessible to city transit lines. Examples of such locations are public libraries, faith-based organizations, local food banks, community agencies, and community centres. It's important to keep in mind that the venue for the Pop-up Hubs must be large enough to accommodate the number of registered service providers, as well as the expected number of clients.

The Pop-up Hubs should not interfere with any existing programs at the location, and should be scheduled on a **date and time** that is convenient for majority of the respondents in the needs assessment survey. Due to the precarious status of newcomers and refugees, evenings and weekends were the most suggested times for the Pop-up Hubs in the needs assessment surveys carried out historically by the TNLIP.

STEP 5 – IDENTIFY AND CONNECT WITH SERVICE PROVIDERS

The planning committee should connect with **service providers** based on the needs identified in the needs assessment report. Planning committee members of the Pop-up Hubs also have the option to attend the event as a service provider themselves.

The members of the planning committee would need to connect with the identified service providers and invite them to the Pop-up Hub via email, telephone calls, and mail or combination of them for both invitation and follow-ups. The email text should include the intent behind organizing the Pop-up Hubs, date and time, location, specifications of the space provided to service providers on the day of the Pop-up Hub. An invitation to bring banners, flyers, resources and promotion materials would also need to be specified.

STEP 6 – PROMOTE THE POP-UP HUB

The **promotion** of the Pop-up Hub is a significant step. The promotion strategy should be carefully designed and tailored to the needs of the targeted neighborhood considering their cultural values, beliefs, languages spoken, etc. The following are some general strategies used by TNLIP Pop-up Hubs:

A. Flyers

Flyers are the most commonly used strategy in promotion. The flyer contents and graphics should be culturally competent and prepared in multiple languages spoken in the target neighbourhood. Quick Response (QR) codes can be added to the flyers for accessing more online content, or easy online registration if registration is a requirement. The planning committee should distribute flyers widely in the community and if possible, post them in public places such as the library, community centers, bus stops, schools, high-rise residential building (if allowed), etc.

B. Emails

Flyers should be shared by email with community agencies for sharing with their clients and networks.

C. Word-of-Mouth

Newcomer clients and residents are encouraged to spread the news within the community about the Pop-up Hubs.

D. Community Meetings

The planning committee members may give updates about Pop-up Hubs at community meetings and distribute flyers.

E. Social Media

Social media platforms can be used to promote Pop-up Hubs. Participating community agencies can post the Pop-up Hub flyers on their social media channels such as Facebook, Instagram, and Twitter.



STEP 7 – IMPLEMENT THE POP-UP HUB

The Coordinator should lead the **implementation** of the Pop-up Hub on the day of the event and is supported by other planning committee members. The service providers who confirmed their participation must be informed well in advance about the time and location of the Pop-up Hub, informed of the logistics, encouraged to bring enough service promotion materials in languages spoken in the target community, and prepare banners if needed.

The planning committee should set up the tables and chairs for participating organizations in attendance and can provide a map of the space which can be very helpful for clients and service providers to locate different amenities. The planning committee can also plan a layout of the space ahead of time which can help clients navigate their way around outreach/service tables.



STEP 8 – EVALUATE & DEBRIEF

Evaluating and debriefing is the final step in the Pop-up Hub implementation cycle. It is recommended to meet the same week after the Pop-up Hub to get feedback from the planning committee members and to review the feedback received from service providers and clients.

The anchor agency can document the discussions, conclusions and lessons learned in the form of an event report, prior to starting the planning of the next round of the Pop-up Hub which would adapt the model based on the learnings from the previous round.

Other Considerations:

- *The space needs to be large enough to accommodate the expected number of clients and service providers' tables.*
- *Someone from the planning committee should be present at the venue to meet and greet clients at the entrance and there has to be a waiting area where clients can wait for the service providers during busy times.*
- *If possible, it is important to try to offer refreshments to clients visiting the Pop-up Hub.*
- *As some clients may not know about the services due to language and cultural barriers, the planning committee may look for volunteer interpreters in the community to help with interpretation.*
- *If resources are available, it is encouraged that service providers give away small prizes as incentives to clients visiting the service providers' tables to maximize engagement.*
- *The planning committee should encourage agencies to provide on-site services and set up private areas for counselling and conversation for any services that require confidentiality such as legal services, mental health services, and sexual health services. When advertising the event, community members should be notified of what service options will be available to them, so they can bring any necessary paperwork and materials.*
- *The service providers are recommended to book appointments directly with the clients at the table and use their calendars to facilitate this process.*
- *To improve future Pop-up Hubs, provide feedback surveys to both clients and service providers while exiting the Pop-up Hub area. You may ask clients and service providers to fill out the surveys on site and collect them to analyze the survey information and draw conclusions about improving future Pop-up Hubs. Please see Appendix 2 for samples of feedback questionnaires for both clients and service providers.*

Challenges and Mitigation Strategies:

- 1. Challenge:** *Engaging service providers in the Pop-up Hubs could be challenging due to their busy schedules and the fact that the Hubs are run outside regular business hours.*

Mitigation Strategy: *Inform agencies well in advance of the event, and try to use in-person communication with management to attract service providers.*

- 2. Challenge:** *Outreach and event promotion using conventional methods poses a challenge.*

Mitigation Strategy: *Leave enough time for promoting the “Hub”, and use different combinations of communication channels (e.g. community animators, local businesses).*

- 3. Challenge:** *There are more than 150 different languages spoken by newcomers in Toronto and it’s difficult to arrange for interpreters for all language groups.*

Mitigation Strategy: *Conduct a needs assessment survey to identify key language groups to make it easier to plan for interpretation.*

- 4. Challenge:** *Sustaining the Pop-up Hubs is another challenge, as the task group and other local partners require a “backbone” organization to support the process.*

Mitigation Strategy: *Encourage the agencies to alternate assuming the “anchor agency” role and take turns to ease the burden of backbone support on one agency.*



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Appendix 1: Needs Assessment Questionnaire (English)

For other languages, check out [TNLIP's Resources](#).

COMMUNITY INFORMATION REGISTRATION FORM

Gender:

Male
Female
Other

Age:

15-29
30-49
50-65
66 and older

Household size (number of people you live with in your home):

Number of years you have lived in this community:

Are you comfortable receiving services in English?

Yes
No

If you answered “no” above, what language(s) do you prefer to receive services in?

How do you access information (e.g. print, internet, apps, family/friends, etc.)?

**What areas are you interested in getting more information about?
Please check all that apply.**

Health

Free/low cost dental services; Healthy relationships; Diabetes prevention & management; Physical activity; Women's health; Men's health; Emotional wellbeing; Parenting; Healthy pregnancies & babies; Seniors' safety

Other:

Settlement

English language classes; Help with filling out forms; Clothing; Furniture; Help with citizenship applications; Community activities; Childcare

Other:

Employment services

Resume development & interview skills; Mentorship programs; Job search assistance; Professional designation (licensing, bridging programs, etc.)

Other:

Legal services

Housing issues (tenancy); Ontario Works; Ontario Disability Support Program (ODSP); Old Age Security; Canada Pension Plan; Immigration; Employment insurance; Domestic violence programs; Notary Public

Other:



Recreation

*Sports programs; Social clubs; Information on free and subsidized programs;
Camps for children and youth*

Other:

Food

*Food banks; Healthy eating and nutrition; Gardening workshops; Farmers'
markets (organic, locally-grown food); Community gardens; Community kitchens;
Cooking workshops*

Other:

Programs for seniors

*Falls prevention; Fitness classes; Telephone reassurance; Friendly visiting; Social
work; Recreation programs at 5 Deauville Lane; Caregivers support group;
Bereavement support (support if you know someone who has recently died);
Visiting hospice services*

Other:

Housing

*Affordable rental housing; Application for subsidized housing; Bedbugs and
cockroaches*

Other:

I do not need any services



1. Have you used any of the above listed services before (at any location)?

Yes

No

2. If you answered “no” above, please tell us about the reason(s) for not using the services. Please check all that apply.

Language barrier

I didn't know where to go

I cannot go during the day, as I am working

Public transportation is too expensive

I don't have childcare for my children

I am not sure if I am eligible for these services

The services are too far

3. If you could choose, what would be the best time for you to access the service(s)?

After 5 pm during the week

Monday-Friday between 9 am - 5 pm

Saturday (please check all that apply):

Morning

Afternoon

Evening

Sunday (please check all that apply):

Morning

Afternoon

Evening

Other:

Thank you!



Appendix 2: Feedback Form Samples

Pop-up Hub

COMMUNITY AGENCY FEEDBACK FORM					
<i>Thank you for participating in the Pop-up Hub Community Services Fair! We kindly request all exhibitors take a few moments to fill out this evaluation form as it will help us improve our Pop-up Hubs in future.</i>					
Please rate your experiences on the following by circling the appropriate response.					Comments
Preparation/planning for the Pop-up Hub	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	
Type/amount of time for event promotion to attract attendees	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	
Location and timing of the event	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	
Services and amenities available at the event location	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	
Structure and layout of the space	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	
Opportunity to engage with community members	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	
Opportunity to network with other community agencies	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	
Perceived interest from attendees to interact or learn about services	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	
Would you participate in a Pop-up Hubs again?	<i>Yes</i>	<i>No</i>	<i>Unsure</i>		

What elements worked well and should continue in the future?

How would you suggest we improve future Pop-up Hubs?

Other comments?

Thank you!



Appendix 3: Client Feedback Form

Pop-up Hub

CLIENT FEEDBACK FORM						
<i>Thank you for participating in the Pop-up Hub Community Services Fair! Please fill out this feedback form to help us plan future community events.</i>						
Please rate your experiences on the following by circling the appropriate response.						Comments
As a result of today's event, I am more aware of the programs and services available in my neighbourhood.	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>N/A</i>	
As a result of today's event, I know how and where to get the supports that I need.	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>N/A</i>	
The event provided me with an opportunity to ask questions and receive necessary information.	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>N/A</i>	
Overall, I would rate the event as:	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>N/A</i>	

What services or information did you find most useful?

What services or information were not available today that you would like to see at future fairs?

Thank you!