



Settlement Systems Mapping Project Report

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Executive Summary

The Settlement Systems Mapping Project was undertaken to inform the work of the Immigration Partnership Settling Action Group. The project was completed by an ad hoc Systems Mapping Working Group in 2011/2012.

The purpose of the Settlement Systems Mapping project was to confirm what settlement services currently exist and create a model of what services should exist for immigrants and refugee in Waterloo Region.

The scope of the project was focused on settlement services that support orientation and adaptation to the community for five cohorts of immigrants: Permanent Residents; Government Assisted Refugees; Refugee Claimants; International Students; and Naturalized Canadian Citizens.

The project involved: development of a conceptual framework that included a definition of settlement services; a settlement systems survey completed by six local agencies serving immigrants; identification of key themes and issues presented and developed through a conversation café with community stakeholders; and presentation of final recommendations.

Findings

There are primarily two agencies in Waterloo Region serving all five cohorts of immigrants – the YMCA and the Kitchener Waterloo Multicultural Centre. These two agencies serve 7500 individuals a year across six programs, four at YMCA and two at KWMC. Reception House serves 280 Government Assisted Refugees a year. The Mennonite Coalition for Refugee Support supports 123 Refugee Claimants each year. Wilfrid Laurier University and the University of Waterloo have programs to support International Students (500 and up to 4050, respectively per year).

Eligibility is not an issue for the majority of programs, but where it is, the reasons relate to individuals not being permanent residents or refugees. There are minimal to no wait times for all programs. There is inconsistent specialized training for staff across programs, and little to no funding for ongoing professional development. Programs do rely heavily on volunteers and a substantive number of volunteer hours.

The settlement systems mapping project also identified a number of issues and gaps within the system, most notably related to funding and the limits funding models place on program development and responsiveness. There are gaps related to interpretation, prevention, and collaboration.

There were also gaps related to tracking and reporting. There was a great deal of variation between the tools and evaluation used across programs and agencies. There are no consistent set of indicators or measures, though agencies did report conducting some evaluation of their programs.

Recommendations

The following recommendations have been endorsed by the ad hoc Systems Mapping Working Group, the Immigration Partnership Data/Evaluation Committee, the Settling Action Group, and the Immigration Partnership Council.

Recommendation	Rationale
#1 Review standardized tools across all settlement agencies	More effective tools and better understanding of the data being collected will allow for the creation of as much consistency and integration as possible. This will aid in reporting, research, systems planning and advocacy.
#2 Review evaluation tools across all settlement agencies	Evaluation will aid in reporting, research and systems planning and advocacy. Additionally, focus on this area will allow for systematic planning regarding how data can be used to benefit programs, agencies and the community.
#3 Begin to track secondary migrants across all agencies	There is an opportunity to create a consistent process across all agencies for tracking secondary migration. These data will assist in systems planning efforts.

<p>#4 Clarify the way in which service provision is tracked and reported across programs</p>	<p>There is the opportunity to create a consistent method of “counting” individuals and their contact with service providers in a manner that highlights the depth and scope of service provided.</p>
<p>#5 Create opportunities for concrete/practical systems planning with Senior Management staff of immigrant-serving agencies through development of a Collaboration Council</p>	<p>Experience has shown that collaborative planning allows for the development of plans and partnerships that can be used to attempt to guide funding decisions and increase the leverage of all agencies with funders and other planning bodies.</p>
<p>#6 Begin a process to further explore/develop a one-stop model of service provision for immigrants/refugees in Waterloo Region</p>	<p>There is the need to create greater ease of access for individuals and families. This planning could be guided by the Collaboration Council.</p>
<p>#7 Review and develop information materials regarding services that are easy to access in a variety of formats and reflect how to navigate the system effectively</p>	<p>Information needs to be targeted towards individuals pre-arrival, upon arrival and following arrival. There is also a need to provide information to mainstream service providers and other settlement service providers.</p>

The first four recommendations will be moved forward by the Data/Evaluation Committee. Recommendation #5 has been implemented and a systems planning group comprised of settlement service providers and language service providers has begun to meet and work together. This group will take the lead on implementing recommendation #6 and other collaborative opportunities that emerge. The Settling Action Group will develop a plan to implement recommendation #7.

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1. Introduction

This report presents the findings from the Systems Mapping Project that was undertaken for the Immigration Partnership Settling Action Group. The project was completed by an ad hoc Systems Mapping Working Group in 2011/2012.

A systems map identifies what resources exist and where there are gaps or duplication. It helps to define capacity, and helps to define strengths and opportunities for development. As such, systems maps are foundational to collaboration and planning.

The purpose of this project was to both confirm what currently exists and to create a conceptual model of what services should exist for immigrants and refugees in Waterloo Region. As well, in undertaking a settlement systems mapping project, it was intended that the learnings and insight gained through the process would be used to make recommendations to the Settling Action Group regarding systems change opportunities. The scope of the project was focused on settlement services that support orientation and adaptation to the community. Language services were not included as an inventory of language services for Waterloo Region had been completed the previous year.

As the Immigration Partnership and the Settling Action Group continue to move forward, the systems map should be seen as a living document. It is our aim that recommendations are acted on and change occurs within the system. Knowing that the context and trends will shift, we will need to revisit and revise the current map as the landscape of settlement services within the Region continues to evolve.

Following is an overview of the background and approaches that set the context for settlement services in the region and for the conceptual model that emerged as part of this project. Following this introduction, section 2 describes the mapping project, including the team, mandate, scope and methodology. Findings are presented in section 3. The report concludes with recommendations and key issues presented in section 4.

1.1 The Modernized Approach

In 2008-2009, Citizenship and Immigration Canada (CIC) introduced a modernized approach to settlement programming. This approach aimed to improve settlement outcomes by shifting the administration and delivery of services and programs from separate programs to one single settlement program. Under this program, service providers can tailor settlement services and program elements or “streams” to meet the varying and intersecting needs of clients. The six streams of the settlement program are:

- **Needs Assessment and Referrals** – provides assessment for newcomers to help determine services required to meet their needs, beginning as early as possible and optimally overseas.
- **Information and Awareness Services** – provides pre- and post-arrival information on housing, employment, language training, education and skills development.
- **Language Learning and Skills Development** – provides skills development training, including language, literacy, and numeric instruction, language and learning circles, and life skills training.
- **Employment-Related Services** – provides newcomers with assistance in searching, gaining and retaining employment, including résumé preparation clinics, work placements, and job search workshops.
- **Community Connections** – provides help in establishing a social and professional network through initiatives, including youth leadership projects, conversation circles, and mentoring.
- **Support Services** – provides assistance with accessing the programs and services needed to help newcomers settle in their community. This stream is combined with other streams to achieve positive results for newcomers.

As an outcomes-based model, the modernized approach means that all communities need to develop and implement strategic settlement plans, and offer services that respond to identified needs and regional issues. It requires that regions collect and monitor performance measurement indicators in order to link services to outcomes.

The modernized approach informs the work of the Immigration Partnership and the Settling Action Group. The approach was used in the development of a conceptual framework for the systems mapping project, which included identifying key indicators such as partnerships, resources, the sharing of best practices, evaluation, as well as gaps and challenges within the system. The findings from the systems mapping project are integral in supporting the strategic planning of the Settling Action Group.

1.2 The Immigration Partnership of Waterloo Region

There is a long history of collaboration in Waterloo Region around issues affecting immigrants. In 2006, the Waterloo Region Immigrant Employment Network (WRIEN) was established to address the barriers faced by Internationally Trained Immigrants in obtaining meaningful employment. A variety of community stakeholders such as employers, service providers, and immigrants formed this network.

In 2009 Citizenship and Immigration Canada (CIC) put out a call for proposals for communities interested in establishing a Local Immigration Partnership. Recognizing the work of WRIEN in cross-sector planning, a Local Immigration Partnership (LIP) for the region was initiated with the stakeholders engaged with WRIEN. CIC provided initial funding, while the Region of Waterloo and the Centre for Community Based Research worked to assist with the community planning efforts in the development of a new Local Immigration Partnership. Through numerous stakeholder consultation sessions, a structure and action plan for the LIP were identified. As part of the development process, an inventory of services in the community was completed.

In early 2011, CIC agreed to provide funding to the LIP for a period of two years to begin implementation of the LIP's action plan. Local stakeholders recognized that there was significant overlap between the functions and mandate of WRIEN and the proposed LIP. A committee consisting of WRIEN Steering Committee members and the Interim LIP Council were struck to determine how best to structure the LIP. In order to fully embrace integration and avoid fragmentation, a decision was made to fully integrate WRIEN within the LIP. The new integrated entity was to be known as the Immigration Partnership.

The Immigration Partnership is now guided by a Partnership Council. This Council is made up of a broad range of cross-sector, community stakeholders including business, health care, police services, education, settlement services, immigrants, and municipal government. It is a stated goal that at least one-third of Council members are members of immigrant and/or refugee communities.

The Immigration Partnership is focused on three pillars: Settle, Work and Belong.

- Settle – This pillar focuses on the short-term, transitional issues faced by newcomers when they arrive in the region.
- Work – This pillar focuses on the employment of all immigrants to Waterloo Region. Activities in this pillar include mentorship, internship, employer engagement and support.
- Belong – This pillar focuses on longer-term processes involving immigrants and the broader community engaging in mutual learning and inter-relatedness.

The Settling Action Group

Each of the three pillars has an associated Action Group. As with the Partnership Council, the Action Groups are comprised of a broad and diverse range of stakeholders, and at least one-third of the members reflect immigrant and/or refugee communities. Action Groups are tasked with developing and implementing an action plan that responds to identified community priorities. When priorities are identified within each Action Group, time-limited ad hoc Working Groups are struck that focus specifically on addressing the identified priority.

The Settling Action Group held its first meeting in June 2011. The group reviewed the action plan created and confirmed its priorities for the upcoming year. The priorities identified at that time included the creation of a systems map. The next section describes the Settlement Systems Mapping Project, including the team, its mandate and scope.

2. The Settlement Systems Mapping Project

The Settling Action Group recognized that in order to strengthen the settlement services system, the current range of services and gaps must first be identified. An ad hoc Working Group was formed to undertake a settlement systems mapping project. The systems map and the findings produced by this Working Group would be foundational to the strategic planning of the Settling Action Group.

2.1 The Systems Mapping Ad Hoc Working Group

The Systems Mapping Ad Hoc Working Group was comprised of three members of the Settling Action Group and three individuals external to the Action Group. The external members were invited to participate so as to ensure the team had access to a variety of expertise and perspectives. The Working Group included members from community agencies serving immigrants, the Region of Waterloo, and the immigrant community.

The members of the systems mapping Working Group were:

- Masha Hall*, YMCA Immigrant Services
- Lynne Griffiths-Fulton, Reception House
- Dave Thomas, Working Centre
- Rashid Ahmed*, University of Waterloo
- Cheryl Grove, Region of Waterloo, Social Planning,
Policy and Program Administration
- Marie Morrison*, Region of Waterloo, Social Planning,
Policy and Program Administration
- Arran Rowles, Immigration Partnership, Systems Mapping Project Facilitator

(*Member of the Settling Action Group)

The systems mapping team held its first meeting in September 2011 where it was agreed that the purpose of the team would be to develop a systems map and make recommendations for system change opportunities. The team also decided to develop a framework and shared understanding of the definition of settlement, so as to better conceptualize the continuum of settlement services that should exist within the community. It was agreed that the systems mapping team would meet bi-weekly in order to move the project forward as quickly as possible.

2.2 Objectives

To meet the goals of the project, the Working Group agreed that the following tasks would be pursued:

1. Create a conceptual model of what services should exist within the system for immigrants/refugees, which will contribute to a shared understanding of what should exist within the settlement services system.
2. Confirm what currently exists within the settlement system in order to make the system easier to navigate for individuals and service providers.
3. Define the capacity of the services that currently exist within the system in order to identify gaps, duplication and strengths within the system.
4. Gather information about data, evaluations and outcomes measured within the system which contributes to enhanced capacity to analyze the system and to plan more cohesively.
5. Make recommendations to the Settling Action Group regarding systems change opportunities.

2.3 Scope

Project scope was an important consideration for the systems mapping team. The team agreed that in order to facilitate the planning process of the Settling Action Group, the systems map had to be completed in a timely manner. Decisions about the scope of the project were guided by the need to ensure a manageable process that could be completed within six to eight months.

Services included: While there was recognition that many mainstream service providers have an important role in assisting newcomers to settle in the community it was agreed that in order to meet project timelines it would be most efficient to consider only those services providers who provide settlement services (See definition below). Language and employment services were not considered for this project. The Centre for Community Based Research completed an inventory of language services in 2010, and so it was decided not to duplicate this work. As well, employment services fall within

the domain of the Working Action Group, which is focused on mapping these services and so employment services were not included in this project.

Populations included: The Immigration Partnership defines “Immigrants” as individuals who immigrated a long time ago or more recently, refugees and refugee claimants, immigrants who are and are not Canadian citizens and all newcomers to Canada, who are living in Waterloo Region. In setting the scope of the Settling Systems Mapping Project, it was decided that it was important to consider the services available to virtually all immigrants and refugees in order to gain a full understanding of how services are organized and delivered.

Settlement services for the following cohorts were included in the systems mapping project:

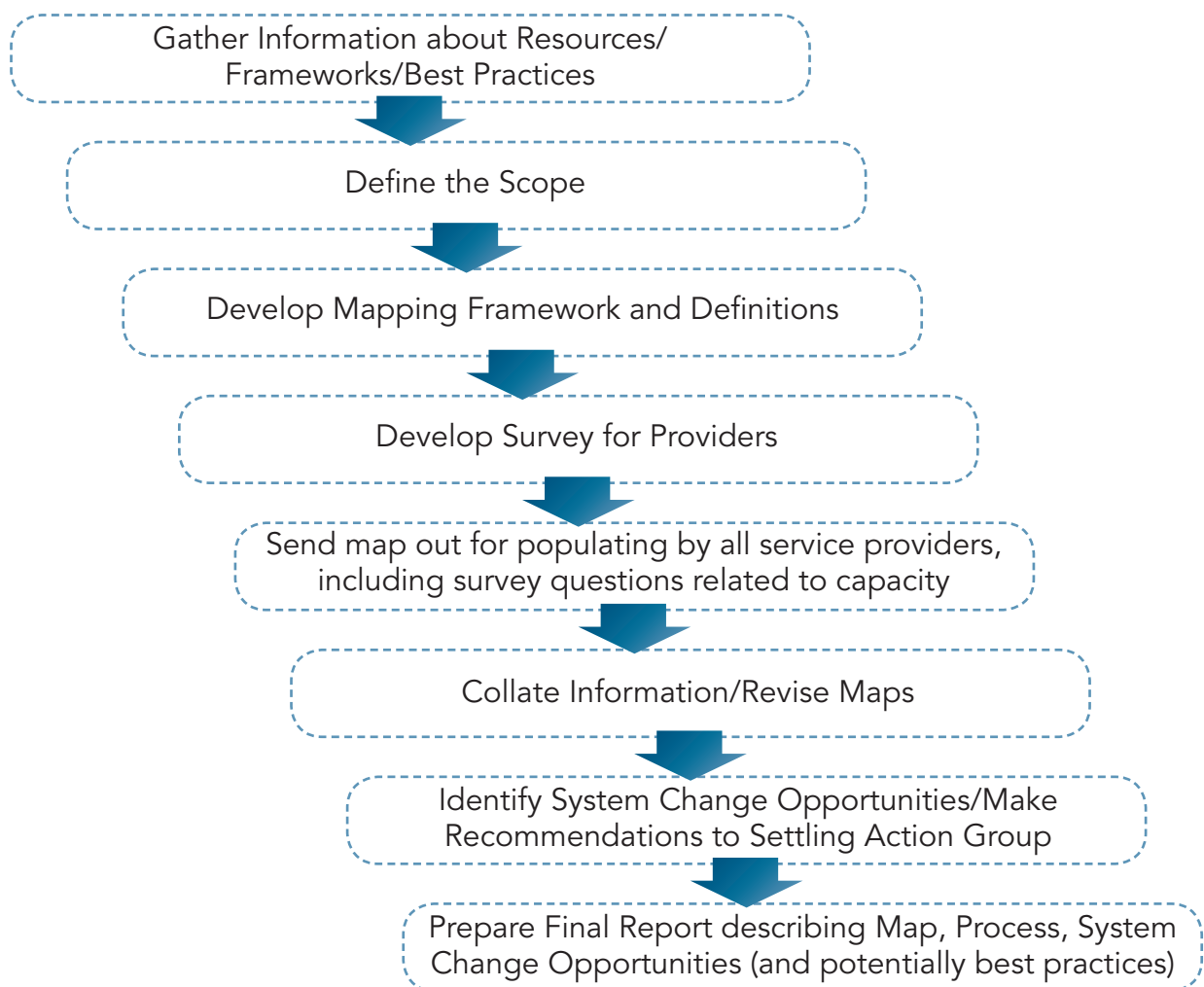
- Permanent Residents – have acquired permanent resident status by immigrating to Canada, but are not yet Canadian citizens. Permanent residents have rights and privileges in Canada even though they remain citizens of their home country. This group includes:
 - o Skilled workers and professionals
 - o Canadian experience class
 - o Investors, entrepreneurs and self-employed people
 - o Provincial nominees
 - o Sponsored family member
 - o Government assisted refugees
 - o Privately sponsored refugees
- Government Assisted Refugees –Convention Refugees Abroad whose initial resettlement in Canada is entirely supported by the Government of Canada or Quebec.
- Refugee Claimants – individuals who have made a claim for refugee protection in Canada and who fear persecution and are unwilling or unable to return to their home country.

- International Students – temporary residents with a permit to study at a Canadian school, university or college.
- Naturalized Canadian Citizens – individuals born outside Canada who have obtained their Canadian citizenship status.

2.4 Process

To guide the project, the Working Group established a plan that identified specific phases. These phases included gathering information, defining the scope, developing the framework, as well as the research and analysis phases. The following diagram captures their process.

Systems Mapping ad hoc Working Group Process Chart



3. Conceptual Framework

To guide the research process, the ad hoc Working Group developed a mapping framework and definition. This framework was consistent with the identified scope and enabled the Working Group to set priorities and boundaries in constructing a systems map.

In developing the conceptual framework, the ad hoc Working Group reviewed a number of existing frameworks for settlement service, including the CIC Modernized Approach and the National Settlement Service and Standards Framework. The ad hoc Working Group agreed that using a combination of elements from each of these frameworks would best describe the elements of settlement services that should be available to newcomers.

3.1 Definition

Through facilitated discussion and by drawing on a variety of sources and standard definitions, the Working Group devised the following definition of settlement:

Settlement, as defined by the settlement sector, is a “long-term, dynamic, two-way process through which ideally, immigrants and refugees would achieve full equality and freedom of participation in society, and society would gain access to the full human resource potential in its immigrant communities.”¹

This definition emphasizes that successful settlement is a mutually beneficial outcome of services for immigrants and refugees. Immigrants and refugees benefit through greater and more meaningful participation in society. Society also benefits from realizing the human resources presented by immigrant and refugee communities.

¹ Handford, P. and Tan, K. (2003). Settlement Accord Discussion Paper developed for National Settlement Conference II. National VSI Working Group III on the Application of the Accord between the Government of Canada and the Voluntary Sector: Vancouver. Retrieved from <http://integration-net.ca/english/ini/vsi-isb/conference2/working-travail/p03-00.htm#i1>

3.2 Phases of Settlement

Settling is understood to be a process that includes three phases²:

- Initial Orientation – The focus during the initial Orientation phase is on meeting the basic needs of newcomers. Newcomers work to acclimatize and gain access to Canadian systems and society so that their basic needs can be met. This process is often accomplished with the assistance and support of settlement service providers.³
- Adaptation – During the Adaptation phase, newcomers gain more knowledge of Canadian culture and norms, develop personal goals, strengthen social networks and become more independent, thus increasing their capability to access mainstream services independently. Assistance from settlement service providers is less intense during this phase.⁴
- Integration – In this final phase, newcomers are typically employed in a stable fashion, and/or can function independently and participate actively in their communities, including in the political process.⁵ It is important to note that because of the uniqueness and complexity of individual newcomers, each person will move through these phases at varying paces and the phases are not as discrete as described.

It was agreed that the project would focus primarily on the services required to meet newcomer needs in the initial orientation and the adaptation phases. The project primarily focused on the initial orientation phase with a smaller portion of the project focused on the services and needs of newcomers in the adaptation phase. Integration services were not included in the systems mapping project. Services and supports that promote integration are being considered by the Belonging Action Group.

² Tam, M.W. (2003). National Settlement Service and Standards Framework. National VSI Working Group IV on Settlement Standards, Professionalization and Accountability: Calgary.

³ Ibid.

⁴ Ibid.

⁵ Ibid.

3.3 Systems Mapping Survey

The settlement survey (Appendix A) was developed based on the conceptual framework. The survey provided an overview of the project, defined key terms and requested agencies to complete a chart for the programs that delivered settlement services.

The chart included a number of key indicators relevant to systems mapping including:

- o Program descriptions
- o Geographic areas served
- o Wait times
- o Length of stay
- o Staffing
- o Funding sources
- o Evaluation mechanisms
- o Population served
- o Number of admissions
- o Secondary migrations
- o Standardized tools used
- o Volunteers
- o Guiding policies and structures
- o Resources for sharing information

The survey was distributed to 7 agencies in February 2012. The surveys were returned by mid-April 2012 from 6 of the 7 agencies. The Immigration Partnership Data & Evaluation Committee and the Systems Mapping Team met and analyzed the results of the map. A summary of these findings by group is included the next section.

4. Summary of Findings

Overall, the systems mapping survey identified two primary agencies serving each of the identified cohorts: YMCA and Kitchener Waterloo Multicultural Centre (KWMC). In addition to these two agencies, Reception House (RH), Mennonite Coalition for Refugee Support (MCRS), Wilfrid Laurier University Laurier International (WLU) and University of Waterloo International Student Experience (WISE) offer programs for specific immigrant cohorts.

Programs by cohort are summarized in the table below. Cohort specific information is provided in the corresponding subsections. A full systems map is presented in Appendix C.

Settlement Systems Mapping: Summary Findings by Cohort

Indicators	Permanent Residents	Government Assisted Refugees	Refugee Claimants	International Students	Naturalized Canadian Citizens
Providers: # of Programs	YMCA: 4 KWMC: 2	RH: 3 YMCA/KWMC as previous ^a	MCRS: 4 WLU: 1 YMCA: 2 KWMC: 2	UWISE: 4 WLU: 4 YMCA: 2 KWMC: 2	YMCA/ KWMC as previous
Admissions	7500 individuals	RH: 280 YMCA/KWMC as previous ^a	MCRS: 123 WLU: not tracked YMCA/ KWMC as previous	UWISE: up to 4050 WLU: 500 YMCA/KWMC as previous	YMCA/ KWMC as previous
Length of Stay ^b	YMCA: 0-5 yrs KWMC: 2 wks	RH: Up to 18mths YMCA/KWMC as previous	MCRS: up to 1yr WLU: 4 yrs YMCA/ KWMC as previous	UWISE: 4 yrs WLU: 4 yrs YMCA/KWMC as previous	YMCA/ KWMC as previous
Staffing ^c	36.5 FTE across both YMCA and KWMC	RH: 18.5 FTE YMCA/KWMC as previous	MCRS: 6 FTE WLU: 2 FTE YMCA/ KWMC as previous	UWISE: 5 FTE WLU: 2 YMCA/KWMC as previous	YMCA/ KWMC as previous
Volunteer hrs/yr ^d	>9500 across both YMCA and KWMC	RH: 0 YMCA/ KWMC as previous	MCRS: >3000 WLU: 300 YMCA/ KWMC as previous	UWISE: >4000 WLU: 300 YMCA/KWMC as previous	YMCA/ KWMC as previous
Funding	CIC/MCI; One-time, ending 31.03.2013		MCRS: CIC, Donors WLU: University YMCA/ KWMC: CIC/MCI	UWISE & WLU: University; ongoing YMCA/ KWMC: CIC/MCI one-time	YMCA/ KWMC as previous

^a YMCW/KWMC data not tracked separately by cohort

^b Varies by program

^c Across all programs

^d Volunteer hours per year across all programs

4.1 Permanent Residents

There are two providers of settlement services in Waterloo Region for permanent residents: YMCA and Kitchener Waterloo Multicultural Centre (KWMC). KWMC provides services in Kitchener-Waterloo; and the YMCA provides office-based service in Kitchener-Waterloo and Cambridge. Mobile services are provided at libraries and in schools.

Programs Serving Permanent Residents

Org.	Program	Funding Source	End Date
YMCA	Settlement Support Program	CIC	March 31, 2013
YMCA	Newcomer Settlement Program	MCI	March 31, 2013
YMCA	Settlement Workers in Schools	CIC	March 31, 2013
YMCA	Information and Outreach	CIC	March 31, 2013
YMCA	Newcomer Settlement Program	MCI	March 31, 2013
YMCA	Library Settlement Program	CIC	March 31, 2013

Admissions

Approximately 7,500 individuals are provided settlement services in Waterloo region each year across the two organizations. Eligibility is not an issue for the majority of programs, but where it is, the reasons relate to individuals not being permanent residents or refugees. Admissions by cohort cannot be determined from the data provided. These admission figures for YMCA & KWMC thus apply to each of the following subsections.

Length of Stay

For settlement services for permanent residents, KWMC has a 2 week length of stay for both the Newcomer Settlement Program and the Library Settlement program. YMCA indicated that the length of stay is between 0 – 5 years for Settlement Support program, Newcomer Settlement Program and Settlement Workers in schools. Individuals who receive Information and Outreach services typically stay 3 years in the program. This information applies to each of the following cohorts.

4.2 Government Assisted Refugees

There are three providers of settlement services in Waterloo Region for government assisted refugees: Reception House, YMCA and Kitchener Waterloo Multicultural Centre (KWMC). Reception House provides services across all of Waterloo Region and offers three distinct programs: Resettlement Assistance Program (RAP) which is office-based, Lifeskills Program which is mobile, and the Client Support Services (CSS) Program which provides both office-based and mobile service.

Programs Serving Government Assisted Refugees

Org.	Program	Funding Source	End Date
RH	Resettlement Assistance Program	CIC	March 31, 2013
RH	Lifeskills Program	CIC	March 31, 2013
RH	Client Support Services Program	CIC	March 31, 2013
YMCA	Settlement Support Program	CIC	March 31, 2013
YMCA	Newcomer Settlement Program	MCI	March 31, 2013
YMCA	Settlement Workers in Schools	CIC	March 31, 2013
YMCA	Information and Outreach	CIC	March 31, 2013
KWMC	Newcomer Settlement Program	MCI	March 31, 2013
KWMC	Library Settlement Program	CIC	March 31, 2013

Admissions

Reception House serves approximately 280 individuals per year. All 280 Individuals access the RAP program, 200 of these individuals also access the Lifeskills Program and all 280 individuals access the CSS Program. For Reception House, ineligibility results from individuals being secondary migrants and for other reasons, not specifically identified.

Secondary Migrants

It appears from the survey data that secondary migrants are only being currently tracked by Reception House. The total number of secondary migrants identified by Reception House for 2011 is 35.

Length of Stay

Reception House reports varying lengths of stay dependent upon program. For the RAP Program the average length of stay is 4 – 6 weeks. Individuals' average length of stay in the Lifeskills Program is 1.7 days and individuals who access the CSS Program stay in service for approximately 18 months.

4.3 Refugee Claimants

There are four providers of settlement services in Waterloo Region for refugee claimants: Mennonite Coalition for Refugee Support (MCRS), YMCA, Kitchener Waterloo Multicultural Centre (KWMC) and Wilfrid Laurier University (Laurier International). The majority of service for Refugee Claimants across these four agencies is focused on basic information, orientation, high level support coordination and community development and awareness raising.

MCRS provides service across all of Waterloo Region and one program also provides service in Guelph. All of the programs offered by MCRS are office-based and the Social Support Program and Youth Program are also provided in a mobile format.

YMCA offers the Newcomer Settlement Program and the Settlement Workers in Schools to Refugee Claimants. Newcomer Settlement is office-based and the school-based program is mobile. YMCA programs are available in Kitchener Waterloo and Cambridge.

KWMC offers the Newcomer Settlement Program, which is office-based and the Library Settlement program, which is mobile. KWMC provides services in Kitchener-Waterloo.

Laurier International offers a number of programs to Refugee Claimants both on-site and off-site.

Programs Serving Refugee Claimants

Org.	Program	Funding Source	End Date
MCRS	Social Support Program	CIC	
MCRS	Youth Group	Individual Donors	October 31, 2012
MCRS	Sewing Group		
MCRS	Support Survivors of Trauma	Individual Donors	August 31, 2012
YMCA	Newcomer Settlement Program	MCI	March 31, 2013
YMCA	Settlement Workers in Schools	CIC	March 31, 2013
KWMC	Newcomer Settlement Program	MCI	March 31, 2013
KWMC	Library Settlement Program	CIC	March 31, 2013
WLU	Laurier International	University	Ongoing

Admissions

MCRS provides support to approximately 123 individuals annually. Individuals are considered ineligible for service if they are not a refugee. Additionally, the Sewing Group and Support Survivors of Trauma are gender-restricted programs.

Laurier International sees 500 individuals per year but only a smaller portion of this number would be refugees.

Length of Stay

MCRS reports a length of stay of 1 year for the Social Support Program, Youth Group and Support Survivors of Trauma Program. The Sewing Group has a length of stay of 8 months.

Laurier International has a 4 year length of stay in program.

4.4 International Students

There are four providers of settlement services for International Students in Waterloo Region: University of Waterloo International Student Experience (UWISE), YMCA, Kitchener Waterloo Multicultural Centre (KWMC) and Wilfred Laurier University (Laurier International).

UWISE provides four programs to International Students in Kitchener Waterloo. Three of these programs are office-based (on campus) and one program is both office-based and mobile.

Laurier International provides four programs to International Students in Kitchener Waterloo. Two of the programs are office-based (on campus) and two are both office-based and mobile.

Programs Serving International Students

Org.	Program	Funding Source	End Date
UWISE	Advising	University	Ongoing
UWISE	Shadowing	University	Ongoing
UWISE	English Conversation Program	University	Ongoing
UWISE	Global Representatives	University	Ongoing
WLU	Laurier International	University	Ongoing
YMCA	Newcomer Settlement Program	MCI	March 31, 2013
YMCA	Settlement Workers in Schools	CIC	March 31, 2013
KWMC	Newcomer Settlement Program	MCI	March 31, 2013
KWMC	Library Settlement Program	CIC	March 31, 2013

Admissions

UWISE provides support to potentially 4050 students per year. Laurier International provides service to 500 students per year. UWISE would not provide support to individuals who are not International Students.

Length of Stay

Laurier International and UWISE both have a length of stay of 4 years. KWMC has a 2 week length of stay for both the Newcomer Settlement Program and the Library Settlement program. YMCA indicated that the length of stay is between 0 – 5 years for the Newcomer Settlement Program and Settlement Workers in schools.

4.5 Naturalized Canadian Citizens

There are two agencies that provide service to Naturalized Canadian Citizens: YMCA and KWMC.

YMCA offers the Newcomer Settlement Program and the Settlement Workers in Schools to Naturalized Canadian Citizens. Newcomer Settlement is office-based and the school-based program is mobile. YMCA programs are available in Kitchener Waterloo and Cambridge.

KWMC offers the Newcomer Settlement Program, which is office-based and the Library Settlement program, which is mobile. KWMC provides services in Kitchener-Waterloo.

Programs Serving Naturalized Canadian Citizens

Org.	Program	Funding Source	End Date
YMCA	Newcomer Settlement Program	MCI	March 31, 2013
YMCA	Settlement Workers in Schools	CIC	March 31, 2013
KWMC	Newcomer Settlement Program	MCI	March 31, 2013
KWMC	Library Settlement Program	CIC	March 31, 2013

4.6 Additional Indicators

In addition to the information collected above, a number of other indicators were included in the systems mapping survey. The data provided for each of these indicators was similar across agencies and cohorts, and so are presented in summary format.

Wait times

There are minimal to no wait times for all programs. Almost all programs were reported to have a wait time of less than 5 days.

Staffing

Staff education and experience varies across organizations, typically ranging from 1 -3 years' experience. Typically, staff have obtained a college diploma or bachelor's degree. There is inconsistent specialized training across programs, and little to no funding for ongoing professional development.

Volunteers

Almost all programs rely heavily on volunteers and a substantive number of volunteer hours. Number of volunteers and volunteer hours per year are shown in the table below.

Org.	Program	# of Volunteers	Hours/year
YMCA	Settlement Support Program	0 – 25	960
YMCA	Newcomer Settlement Program	0 – 25	456
YMCA	Settlement Workers in Schools	26 – 50	400
YMCA	Information and Outreach	51 – 100	4500
KWMC	Newcomer Settlement Program	51 – 100	3095
KWMC	Library Settlement Program	> 100	1020
MCRS	Social Support Program	0 – 25	1700
MCRS	Youth Group	0 – 25	360
MCRS	Sewing Group	0 – 25	750
MCRS	Support Survivors of Trauma	0 – 25	158
UWISE	Advising	0	0
UWISE	Shadowing	> 100	4000
UWISE	English Conversation Program	> 100	4000
UWISE	Global Representatives	26 – 50	1000
WLU	Laurier International	51 – 100	300

Each of the agencies noted in the table above provide training for volunteers. All but one (KWMC) have a dedicated Volunteer Coordinator.

Guiding Policies and Structures

- All Settlement programs are guided by Ministry expectations/requirements.
- YMCA reported using internal policies (all cohorts).
- KWMC reports sharing best practices with other organizations (all cohorts).
- Reception House identified using research and evaluation, best practices as well as internal policies (Government Assisted Refugees).
- MCRS reported using guidelines, best practices, research, and gaps in the community to inform their programs (Refugee Claimants).
- Laurier International uses internal policies and gaps in community services to guide its programs (Refugee Claimants; International Students).

- UWISE uses internal policies, legislation, best practices, research and guidelines (International Students).

Standardized Tools

There was a great deal of variation between the tools used across programs and agencies. In most cases, programs were tracked through government or agency databases or evaluations.

Org.	Program	Manual Tracking	Gov/Agency Database	Agency Eval	OTIS	iCAMS	CTMS
YMCA	Settlement Support Program	•	•				
YMCA	Newcomer Settlement Program	•	•				
YMCA	Settlement Workers in Schools				•		
YMCA	Information and Outreach					•	
KWMC	Newcomer Settlement Program						•
KWMC	Library Settlement Program				•		
RH	RAP Program			•		•	
RH	LifeSkills Program			•			
RH	CSS Program		•	•			
MCRS	Social Support Program		•				
MCRS	Youth Group		•				
MCRS	Support Survivors of Trauma		•				
UWISE	Advising/Shadowing			•			
UWISE	English Conversation Program			•			
UWISE	Global Representatives			•			
WLU	Laurier International			•			

Evaluation Mechanisms

Most agencies reported evaluation was conducted for their programs, though they did not always specify the focus of the evaluation. Typically, evaluation addressed process and outcomes, relying on conventional methodologies such as surveys, interviews and tracking.

Resources for Sharing Information

All agencies reported using their website and print materials, as well as attending events for sharing information. Social media was mentioned infrequently.

4.7 Summary of Key Themes from Surveys

A number of key themes emerged through the surveys. Most predominant were issues related to funding and the limits funding models place on program development and responsiveness. Respondents also identified gaps related to interpretation, prevention, and collaboration.

Funding Model Impacts

1. Time-limited funding creates burden and instability.
2. Funding is prescribed; limits ability to be creative and flexible and meet emerging needs.
3. Lack of training for staff decreases ability to increase competency, professionalize sector, collaborate and create integrated approaches (noted by every CIC-funded respondent).
4. Eligibility was not an issue, except for refugees and permanent residents (surveys and conversation café) and also for agencies as it limits their ability to collaborate and create economies of scale.
5. Funding model sometimes acts as a disincentive to collaboration due to the need to meet established client service targets and maintain funding.
6. Lack of funding means that numerous small projects emerge to fill the gaps; however, they all lack sustainable funding.
7. There is concern over collaboration; agencies worry about maintaining funding.

Gaps

1. Interpretation is not consistently available where it is needed.
2. Eligibility creates a lack of equitable access for individuals, dependent on their immigration status.
3. Prevention programming is effective, but limited and sometimes funded as one-time projects.
4. Lack of coordination with other organizations serving refugee claimants.

5. Recommendations

A number of key issues and themes emerged from the findings of the settlement systems mapping project. These themes were developed in draft by the Working Group, and then brought to the Data/Evaluation Committee, Settling Action Group and newly formed Settlement Systems Planning Group (see recommendation #5) for input and feedback.

5.1 Conversation Café

In February 2011 a Conversation Café was hosted by Leadership Waterloo Region. Seventy-five individuals attended, and at least half reflected immigrant communities. Again, there were a number of issues identified during this community conversation, that were used to further refine the report to the Immigration Partnership Council. Key issues raised by community members during the Conversation Café included:

- The need for a one-stop shop. Lutherwood and MOSAIC were highlighted as agencies that are good examples of these models.
- Information is an important component of settlement. It needs to be coordinated, provided at the right time and in different formats.
- Reaching individuals before arrival in Canada to start the settlement process is important to the settlement process.

- Peer support workers available to support, mentor and befriend immigrants are valuable and should be part of the system.
- Improve and expand programs that currently work.
- Do not limit access based on immigration status or number of years in Canada.
- Educate Canadians so they are aware of the resources available to support newcomers.
- Schools and school-based supports are helpful in the settlement process.

5.2 Final Recommendations

Final recommendations are based on the findings from the mapping survey and have been informed by the discussion at the Conversation Café. As a result of the learnings and insight gained through the project, the ad hoc Systems Mapping Working Group, the Immigration Partnership Data/Evaluation Committee, the Settling Action Group, and the Immigration Partnership Council have endorsed the following seven recommendations:

Recommendation #1: Review standardized tools across all settlement agencies

Rationale: It was noted by the data/evaluation team that there are currently no fewer than 4 government databases and individual agency databases being used to collect demographic information about individuals who access service. Further understanding of the data being collected will allow for the creation of as much consistency and integration as possible. This will aid in reporting, research, systems planning and advocacy.

Recommendation #2: Review evaluation tools across all settlement agencies

Rationale: There is a wide diversity of evaluation tools being used across all of the service providers. The purpose of this recommendation is to understand how evaluation is currently being done for each program and to look for opportunities to create consistency and minimize duplication of effort (wherever possible). This will aid in reporting, research and systems planning and advocacy. Additionally, focus on this area

will allow for systematic planning regarding how data can be used to benefit programs, agencies and the community.

Recommendation #3: Begin to track secondary migrants across all agencies

Rationale: The need to track secondary migration into Waterloo Region has been identified as a goal in community planning efforts over the past number of years. The systems mapping survey showed that it is currently being tracked by only a few agencies. There is an opportunity to create a consistent process across all agencies for tracking this information. This data will assist in systems planning efforts.

Recommendation #4: Clarify the way in which service provision is tracked and reported across programs

Rationale: One of the challenges that was highlighted through the systems mapping process was that agencies are tracking individuals differently regarding service usage. For example, some agencies report only the first contact with the agency, while others report each contact with the agency. Either way of tracking is acceptable but in terms of systems planning, it becomes difficult to understand and explain capacity when different methods are used. The goal of this recommendation is to explore whether there is potential to create a consistent method of “counting” individuals and their contact with service providers in a manner that highlights the depth and scope of service provided.

Recommendation #5: Create opportunities for concrete/practical systems planning with Senior Management staff of immigrant-serving agencies through development of a Collaboration Council

Rationale: To date, there have been limited opportunities for proactive systems level planning regarding service delivery. In order to continue to develop trust and build on the cooperation that has emerged through the Immigration Partnership, it is recommended that this planning become more formalized. The benefit of having a planning collaborative is that this group could begin to proactively plan for identified needs and gaps within the system. For example, there are a number of recommendations coming out of the systems mapping process that require a forum for further planning and discussion by the decision-makers of the agencies most impacted.

Experience has shown that collaborative planning allows for the development of plans and partnerships that can be used to attempt to guide funding decisions and increase the leverage of all agencies with funders and other planning bodies. It can also allow for equitable access across the system.

Recommendation #6: Begin a process to further explore/develop a one-stop model of service provision for immigrants/refugees in Waterloo Region

Rationale: The most consistent feedback received from immigrants by way of the Conversation Café and other research efforts is that it is confusing and overwhelming to navigate the system of settlement services in Waterloo Region. Service integration is being explored in many other sectors and, within other communities, settlement services have been organized into hubs, or welcome centres. There is potential to create a similar model of service within Waterloo Region that would allow for greater collaboration between service providers and other community agencies. More importantly, there is potential to create greater ease of access for individuals and families. This planning could be guided by the Collaboration Council.

Recommendation #7: Review and develop information materials regarding services that are easy to access in a variety of formats and reflect how to navigate the system effectively

Rationale: All of the agencies provide information about their services in a wide variety of formats. Currently, there is not an easy way to communicate this information in a collaborative fashion to those who need it. Information needs to be targeted towards individuals pre-arrival, upon arrival and following arrival. There is also a need to provide information to mainstream service providers and other settlement service providers. There is a strong linkage with the integrated web-site in terms of this goal but the project would go beyond the web-site and consider other formats and opportunities to engage and educate about the system of services in Waterloo Region.

6. Conclusion

At the start of the Settlement Systems Mapping project we set out to confirm what settlement services existed and to create a model of what services should exist for immigrants and refugees in Waterloo Region. Over the course of the project,

we realized that there was value in working collaboratively to develop a shared understanding of settlement services. We found that the CIC modernization framework was well suited to act as a foundation for the community in establishing a shared conceptual framework for settlement services for newcomers. This shared framework will act as a solid foundation for future planning efforts.

Clear messages emerged about settlement systems in Waterloo Region. These were that settlement service providers are fully engaged in working to ensure that services and the system are readily available and easy to navigate. This level of commitment will make the work of implementing the recommendations an easier process.

We learned that there is inconsistent capacity available across the service system and this capacity is often impacted by varying funding mandates and accountabilities. We also learned that there are many volunteer hours being contributed to the settlement service system. Additionally, we learned that there is a significant gap in the area of staff development and training and this has an impact on the ability to create consistency in service delivery and to professionalize the sector. Finally, we learned that there is a lack of core funding for settlement services (with the exception of the Universities). All of these factors work to create instability within the settlement service system. The lack of consistent and flexible funding makes it difficult to meet the emerging needs of newcomers and creates barriers and limitations that work against collaboration.

Our recommendations speak strongly to the need for a coordinated approach to the planning and implementation of settlement services in order to create greater capacity across the system and to leverage available resources and avoid duplication. The opportunity now is to create coordinated approaches to data collection and to begin to measure more accurately the gaps and challenges encountered within the system. This will assist in “making the case” for changes to funding and hopefully result in increased flexibility.

We have begun moving forward on the first four recommendations. The Data/Evaluation Committee of the Immigration Partnership has started working on reviewing standardized tools and tracking systems. Recommendation #5 has been implemented and a systems planning group comprised of settlement service senior Managers

and language service providers has begun to meet and work together. This group will take the lead on implementing recommendation #6 and other collaborative opportunities that emerge. The Settling Action Group will develop a plan to implement recommendation #7.

This report will be shared with all members of the Immigration Partnership and interested community members. Funders will also benefit from understanding the frameworks that have been utilized in the organization of the service system. While the systems map provides a snapshot of the current services available, over time, the framework will serve as a catalyst for ongoing discussion, particularly at the systems planning table. The map should be viewed as a “living document” that invites continued reflection and discussion.

Our next steps are to continue with the implementation of the recommendations. Given the nature of these recommendations it will likely take 1 – 2 years to realize implementation all of the recommendations. Our work will continue to advance goals of the Immigration Partnership by ensuring that newcomers have equitable access to an integrated service system that is easy to navigate.

7. APPENDIXES

A. Settlement Systems Survey

Immigration Partnership

Settling Action Group - Systems Mapping Project

One of the priorities identified in the Settling Action Group work plan is the completion of an inventory of settlement services in Waterloo Region. In October 2011 a task group was struck to complete a systems map. This group is comprised of the following representatives:

Masha Hall, YMCA

Dave Thomas, The Working Centre

Lynne Griffiths-Fulton, Reception House

Rashid Ahmed, University of Waterloo

Cheryl Grove, Region of Waterloo

Marie Morrison, Region of Waterloo

Arran Rowles, Immigration Partnership

The group has been meeting on a regular basis and has accomplished a number of tasks to date including:

- a review of the current literature relevant to settlement services and settlement services frameworks for service delivery has been completed;
- a definition of settlement has been developed; and
- a conceptual framework for a continuum of settlement services has been developed.

We are now at the stage in our process where we require your input. Your input is essential because it will help to create a comprehensive and accurate picture of the number of services that are available for immigrants and refugees within Waterloo region. Not only will a comprehensive “map” of services being created but the additional information collected will help us to understand the “depth” or capacity of the services that exist.

The map will be used in a number of ways. It will be utilized by the Settling Action Group and the Immigration Partnership Council to identify gaps and strengths in the current service system which will help to inform the priorities for action. The map may also help to illuminate opportunities for pilot projects that could help to enhance the services currently available within the system. The map will act as a tool for discussion amongst services providers and can also be used as an orientation/education tool to the system for immigrants, refugees, community-based agencies and other stakeholders. Lastly, the map provides a common framework for all members of the Immigration Partnership to understand how settlement services are organized and delivered. This common framework creates leverage for discussions about how best to ensure that all the necessary services are available, in the right amount, within the system.

Attached to this letter are two documents; the first is the chart that will be used to “map” the services in the system. The columns on the left hand side of the chart identify various groups of immigrants and refugees. The rows across the top of the chart identify various services that, based on our research and discussions, should be available within the settlement services system. There is a definition that describes each service that you can use as a reference. We ask that you list each program within your agency that delivers the service listed (the top row) and to what group of stakeholders (the columns on the left hand side). For this first mapping sheet you simply have to name the program and your agency within the appropriate intersecting square on the chart. For the purpose of this process we have chosen to focus specifically on settlement services; we are not including language services (CCBR has recently completed an inventory for language services), nor are we including employment services as the Working Action Group is focused on mapping employment services.

The next document is a survey that will help us to understand more about each of the programs that you named on the document. This is the information that will help us to create “depth” within the map. An example is provided within the survey of how the questions may be answered. There are some questions towards the end of the survey that are focused more broadly on your agency and its partnerships. This information will also help us to understand who works in the settlement service system; what training capacity exists, what data is collected, how programs are evaluated, and what partnerships currently exist.

Once we receive all of this information back we will be collating the information to create one map that will provide a quick visual representation of what services exist (and don't exist) within Waterloo region. The survey data will also be collated to create both individual information about programs/agencies but also to identify trends within the system. This information will be shared initially with the systems mapping ad hoc task group and then later with the Settling Action Group and potentially the Immigration Partnership Council. The completed visual map will eventually be used as a tool for information sharing amongst broad groups of stakeholders; while the survey information will be used, with discretion, based on what is currently publicly available (i.e. the physical locations of programs – addresses – would be shared, but information related to staffing, training budgets etc. will not be shared beyond the Action Group or Immigration Partnership Council). If there is a compelling reason to release information that is considered less “public” then we would re-connect with any of the agencies involved to explain how we wish to use the information and to obtain consent.

This information will create the foundation for much of the work of the Immigration Partnership over the next two years and we appreciate you taking the time to complete this map and survey. The time that it will take to complete will depend upon how many programs your agency provides but we recognize that completing it will take significant time and we are appreciative of your anticipated support of the project.

If you have any questions please feel free to contact me directly. We ask that you return the survey to Bojana Savic at bsavic@regionofwaterloo.ca by Thursday March 15, 2012.

Thanks again for your support of this important initiative.

Arran Rowles, on behalf of the Systems Mapping Ad Hoc Task Group
Manager
Immigration Partnership
arowles@regionofwaterloo.ca
(519) 575-4757 ext. 3171



Systems Mapping Template

On the next page is the chart that will be used to “map” the services in the settlement services system. We ask that you list each program within your agency that delivers the service listed (the top row) and to what group of stakeholders (the columns on the left hand side). For this first mapping sheet you simply have to name the program and your agency within the appropriate intersecting square on the chart. **For the purpose of this process we have chosen to focus specifically on settlement services; we are not including language services (CCBR has recently completed an inventory for language services), nor are we including employment services as the Working Action Group is focused on mapping employment services.**

Instructions:

Please enter each program provide into the systems map and submit your responses to Bojana Savic by Thursday, March 15, 2012. Bojana’s e-mail address is bsavic@regionofwaterloo.ca or you can fax the survey to 519-743-7420. If you have specific information, (i.e. an evaluation report, logic model) about programs that you would like to provide, please feel free to attach it to the survey.

Thank you for taking the time to provide this important information.

Settlement Services Mapping Template

	Initial Assessment	Basic Information	Orientation	Support Coordination			Trained and Certified Interpretation & Translation	Community Development and Awareness Raising	Professional Development Training for Staff	Collaborative Responses
				Low	Medium	High				
Permanent Residents										
Government Assisted Refugees										
Refugee Claimants										
International Students										
Naturalized Canadian Citizens										

Definitions:

Permanent Residents	Includes: <ul style="list-style-type: none"> • Skilled workers and professionals • Canadian experience class • Investors, entrepreneurs and self-employed people • Provincial nominees • Sponsored family member • Government assisted refugees • Privately sponsored refugees
Initial Assessment	Providing an initial client assessment to determine client needs and appropriate services. Facilitating the planning process with clients to develop an initial plan and implementation strategies for settlement.
Basic Information	Providing clients with introductory and/or basic information on norms, services and systems in a variety of service areas, including agency services and role.
Orientation	Providing clients with detailed information and/or guidance to help them navigate through processes in a variety of service areas.
Low Support	Researching information and referring clients to relevant services and/or resources within the agency or broader community according to their identified needs.
Medium Support	Helping clients access services and community resources: cross-cultural orientation and mediation, interpretation, translation, making appointments, clarifying information, filling out forms, writing letters.
High Support	Providing support coordination and conferring with other service providers. High level support requires following an individual over a period of time, with multiple needs, in a "wraparound" fashion. (Frequently referred to as case management)
Trained and Certified Interpretation & Translation	Providing formal translation and interpretation services to clients through the use of trained and certified interpreters.
Community Development	Fostering or increasing the capacity of the larger community to meet client needs. Providing orientation to community service providers on the needs of client groups; working with them and others to identify service gaps and remove barriers in accessibility and eligibility for individual clients.
Professional Development	Training that is provided to service delivery staff to increase their knowledge, expertise and capacity to support clients. Examples might be through conferences, agency-based training, courses etc. The costs of training would be largely covered by the agency (although the employee might provide some resources as well).
Collaborative Responses	Collaborative initiatives that are formalized and span across at least two agencies; they may also span across sectors. These may include common assessment tools, cross-sector planning.



Immigration Partnership – Waterloo Region Systems Mapping Survey

As part of the process of creating depth in our systems maps, we require feedback from ALL settlement service providers regarding the programs and services that they provide. This information will help everyone in the Immigration Partnership to understand the depth and scope of the settlement services that are offered in Waterloo region, which is comprised of the cities of Cambridge, Kitchener, Waterloo and the townships of Wilmot, Wellesley, North Dumfries, and Woolwich.

Instructions:

Please answer all of the questions for each program that you entered onto the systems map and submit your responses to Bojana Savic by Thursday, March 15, 2012. Bojana's e-mail address is bsavic@regionofwaterloo.ca or you can fax the survey to 519-743-7420. If you have specific information, (i.e. an evaluation report, logic model) about programs that you would like to provide, please feel free to attach it to the survey.

Thank you for taking the time to provide this important information.

Information about Agency

Please provide a brief description of the history of settlement services provided by your agency and include the agencies vision and/or mission.

Program Description

Name of Program	Brief Program Description	Geographic Area Served	Office Locations (including postal code)	Is service office-based or mobile?	Average wait time for program
Settlement Support Program	Settlement support program provides assessment and planning support to permanent residents	KW Cambridge	N2H 6P4 N3C 5Y5	Office-based	Two Weeks No wait

Name of Program	Total # of admissions per year (2011)	Of the clients deemed ineligible, what are the reasons?	Total # of secondary migrants served	Length of stay in service/ program	What standardized tools or measures do you use (if any)?
Settlement Support Program	300	Not a permanent resident	120	3 months	Beck Depression Inventory

Name of Program	Number of Full Time Equivalents (FTE's) assigned to this program (broken down by role)	Minimum Level of Education required for staff in these roles	What core competencies are required for each role? (Please list top 2 only)	Years of experience preferred for each role	What specialized training is preferred or required?
Settlement Support Program	.5 – Program Manager 4 – Settlement Staff (K-W) 2 – Settlement Staff (Cambridge)	Bachelor's Degree College Diploma College Diploma	Communication Management Assessment Knowledge of local resources	2 years No minimum	Management Training Certificate in Immigration Studies

Name of Program	Number of Volunteers	# of Volunteer Hours/year	Do you provide volunteer training?	Do you have a designated volunteer coordinator?
Settlement Support Program	4	700	Yes	No

Name of Program	Funding source(s)	Is the funding source time-limited or ongoing?	If the funding source is time-limited, what is the time frame?
Settlement Support	CIC	Time-limited	March 31, 2013

Are there any gaps in service generated as a result of the funding structure of your programs?

What Guides the Program(s)?

(e.g. Ministry or other requirements/standards/guidelines/frameworks or promising practice/evidence-informed/best practice/research)

Name of Program	What guides the program?

What Evaluation Mechanisms Guide the Program(s)?

(e.g., processes, tool, forms, surveys, frameworks, databases etc. that collect and/or organize information to inform activities – can be process, output and/or outcome focused)

Name of Program	Process and Outcome Measures

1. What approaches are used for community development and awareness-raising?
(Organizationally or by specific programs)

2. What resources are available to share information about services?
 (e.g., web-site, brochure, video)

Education and Training

1. How many hours per year does your agency commit to professional development for:

	Hours per year of Internal Training	Name of Internal Training	Hours per year of External Training	Name of External Training	Funding allocated to Training (\$)
Front Line Staff					
Administrative Staff					
Supervisors/Managers					
Volunteers					

2. Are their gaps/challenges that exist with regard to education and training available for staff?

Partnerships

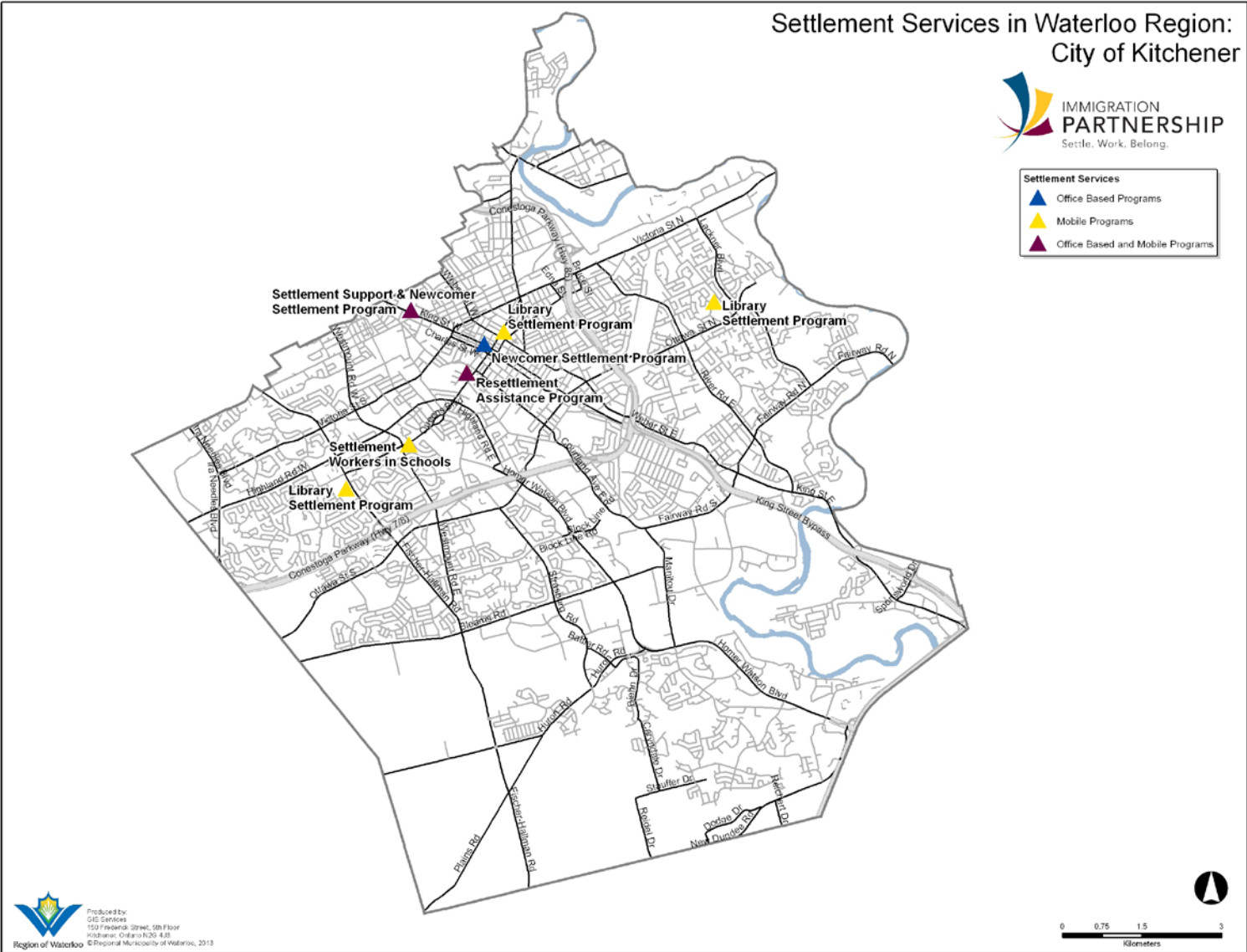
1. Do you have partnerships with?

Name of University, College or other Agency	Is the partnership formal or informal?	In what areas does the partnership focus? (i.e. service delivery, research, evaluation, student placements)

2. Are their gaps/challenges that exist with regard to Partnerships?

3. Are there any programs or services that we missed that you believe should be included?

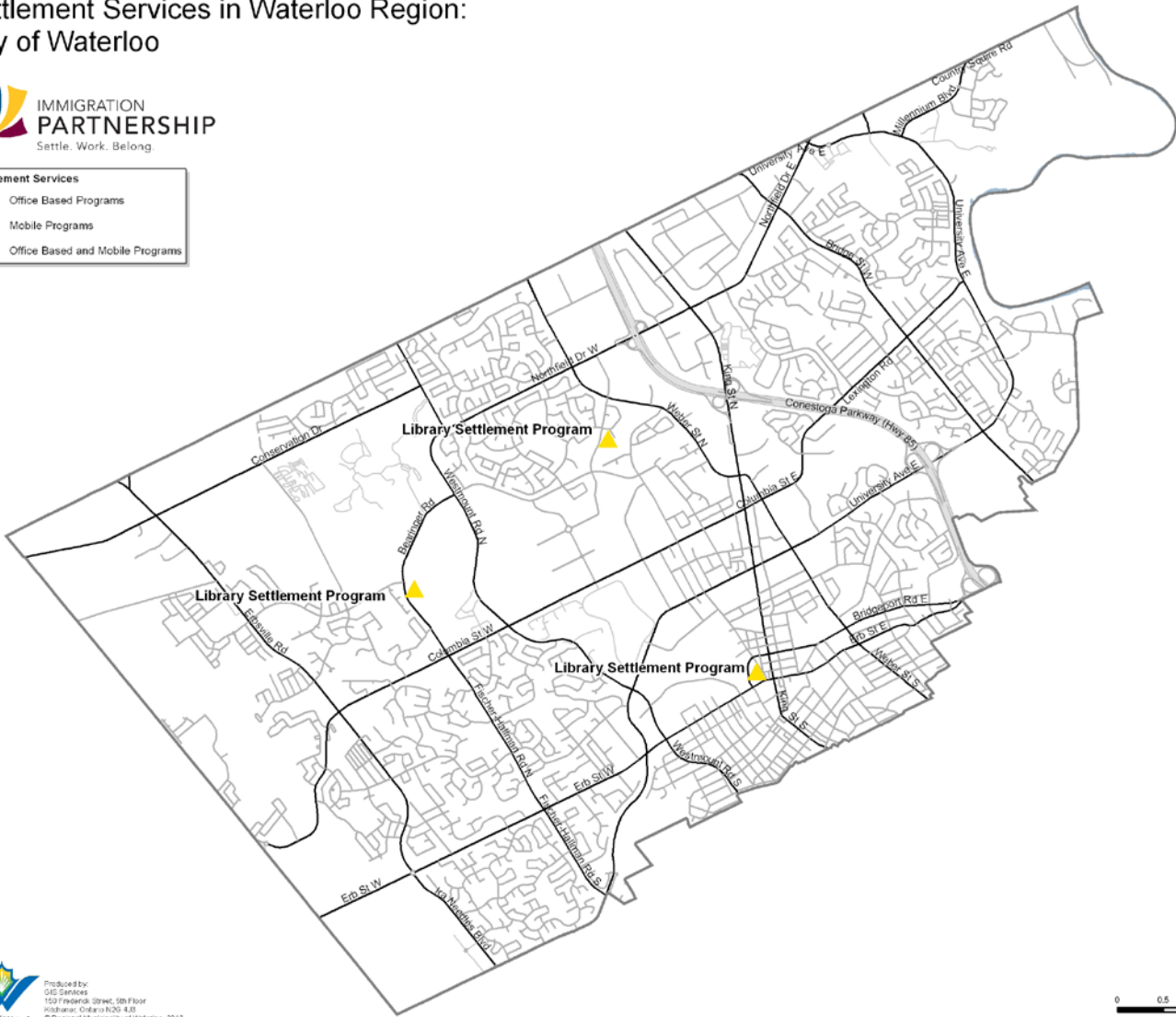
B. Settlement Services Maps



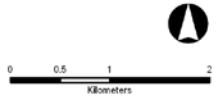
Settlement Services in Waterloo Region: City of Waterloo



- Settlement Services**
- ▲ Office Based Programs
 - ▲ Mobile Programs
 - ▲ Office Based and Mobile Programs



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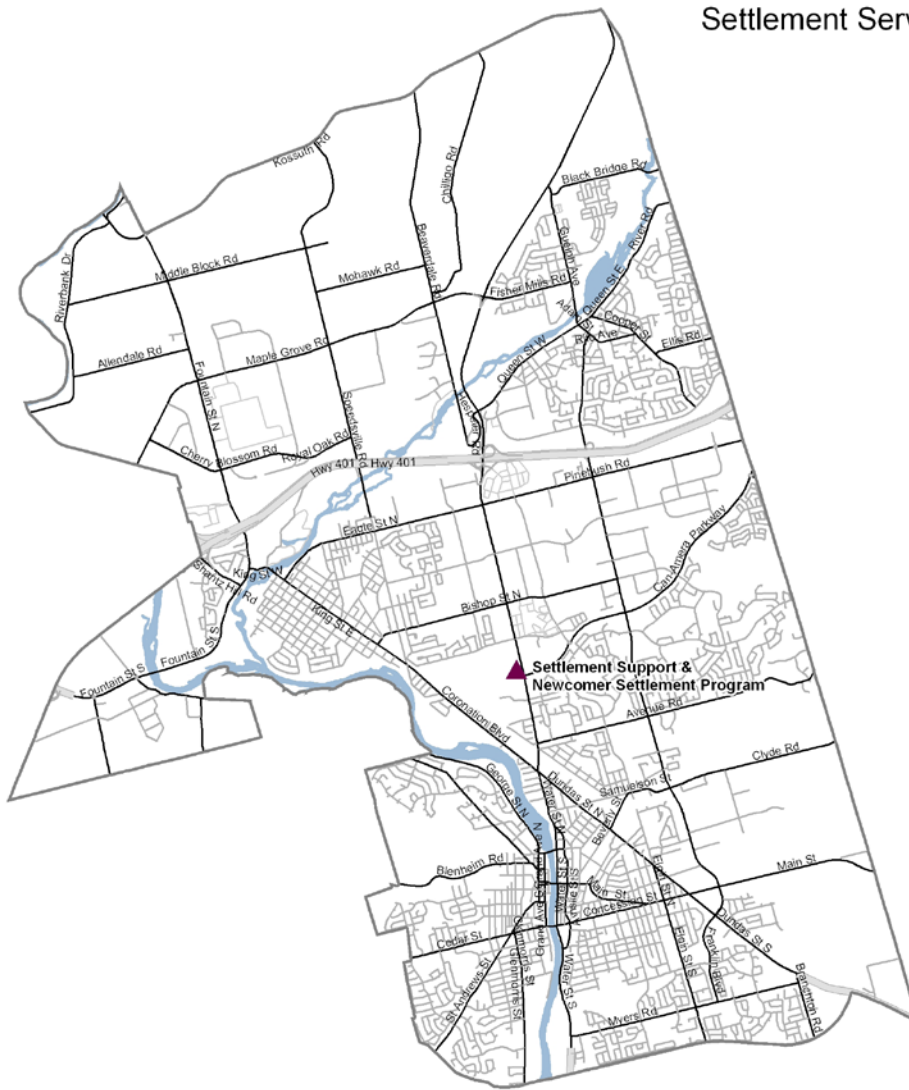


Settlement Services in Waterloo Region: City of Cambridge

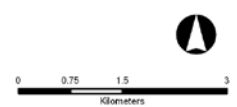


Settlement Services

- ▲ Office Based Programs
- ▲ Mobile Programs
- ▲ Office Based and Mobile Programs



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	Initial Assessment	Basic Information	Orientation	Support Coordination			Trained and Certified Interpretation & Translation	Community Development and Awareness Raising	Professional Development/ Training for Staff	Collaborative Responses	Description of Programs:
				Low	Medium	High					
Permanent Residents	Settlement Support Program (YMCA)	Settlement Support Program (YMCA)	Settlement Support Program (YMCA)	Newcomer Settlement Program (KWMC)	Newcomer Settlement Program (KWMC)	Settlement Support Program (YMCA)	Spoken Language Interpreter Program (KWMC)	Settlement Support Program (YMCA)	Settlement Support Program (YMCA)	Library Settlement Program (KWMC)	<p>KW Multicultural Centre (KWMC) Newcomer Settlement Program – Settlement support program provides assessment and planning support; open eligibility. Library Settlement Partnership – Library-based settlement support program provides assessment and planning support; open eligibility. Spoken Language Interpreter Program – Language interpreter program providing dispatch of trained, certified interpreters to service providers and government services.</p> <p>Laurier International (Laurier): International Orientation Week: Orientation to the university, community and transition to post secondary education. Intercultural Effectiveness Training program: Develops skills and knowledge to be an interculturally effective person. WUSC: A national program which sponsors students from refugee camps across the world to obtain a post-secondary education in Canada. First Year Experience: Series of activities throughout the first year that are designed to intergrate international students into the communities on campus and in the community.</p> <p>Mennonite Coalition for Refugee Support (MCRS) Social Support Program consists of: <ul style="list-style-type: none"> Welcome Package: Offers preliminary support to newly arrived refugee claimant families and individuals. Settlement Support Program: Office volunteers assist refugee claimants with the settlement process. Community Outreach Volunteer: Volunteers are paired up with high-needs refugee claimants and assist them with the settlement process. Speak English Café: A weekly opportunity for refugees, other newcomers and long-time residents of Canada to build community while learning and teaching English. Financial Literacy Program: Workshops for refugee claimants on how to manage finances on a low budget. Settlement Orientation Sessions: Monthly orientation sessions for new families on community resources. Hospitality Program: Hospitality volunteers host refugee claimants in their home for two to three weeks until other accommodations become available. Youth Speak Up - Youth ages 14 - 23 meet weekly to support each other and enjoy group activities. Sewing Group - An opportunity for refugee women to come together to sew, meet new friends, share their stories and develop their English skills. Support for Survivors of Trauma and Torture - Expressive Arts Therapy: A space for refugee claimant women to do art projects and relaxing and recreational activities. Community Action Group: A volunteer advocacy group designed to teach community members about refugee issues. Legal Support Program: Volunteers support claimants through the legal and paralegal aspects of the refugee claim process. Digital Story-Telling: Involves refugee claimants using art to tell their stories of struggle, challenge, and hope for a new life.</p>
	Settlement Workers in Schools (YMCA)	Settlement Workers in Schools (YMCA)	Settlement Workers in Schools (YMCA)	Library Settlement Program (KWMC)	Library Settlement Program (KWMC)	Settlement Workers in Schools (YMCA)		Settlement Workers in Schools (YMCA)	Settlement Workers in Schools (YMCA)	Settlement Workers in Schools (YMCA)	
	Newcomer Settlement Program (YMCA)	Newcomer Settlement Program (YMCA)	Newcomer Settlement Program (YMCA)			Newcomer Settlement Program (YMCA)		Newcomer Settlement Program (YMCA)	Newcomer Settlement Program (YMCA)	Settlement Support Program (YMCA)	
	Information & Outreach (YMCA)	Information & Outreach (YMCA)	Information & Outreach (YMCA)			Newcomer Settlement Program (KWMC)		Information & Outreach (YMCA)	Information & Outreach (YMCA)	Newcomer Settlement Program (YMCA)	
	Newcomer Settlement Program (KWMC)	Newcomer Settlement Program (KWMC)	Newcomer Settlement Program (KWMC)			Library Settlement Program (KWMC)		Cultural Diversity Program (YMCA)		Information & Outreach (YMCA)	
	Library Settlement Program (KWMC)	Library Settlement Program (KWMC)	Library Settlement Program (KWMC)								
Government Assisted Refugees	Client Support Services Program (RH)	Resettlement Assistance Program (RH)	Resettlement Assistance Program (RH)	Client Support Services Program (RH)	Client Support Services Program (RH)	Client Support Services Program (RH)	Spoken Language Interpreter Program (KWMC)	Client Support Services Program (RH)	Resettlement Assistance Program (RH)	Client Support Services Program (RH)	<p>Reception House (RH) Resettlement Assistance Program - Provides the following supports: temporary accommodation; assistance finding permanent accommodation; assistance completing forms; income support, and more. Life Skills - Assists GARs assessed with higher needs in learning how to use modern amenities in order to live safely and healthily in their own apartments. Client Support Services Program - CSS Caseworkers provide case management-style support to all GARs who come to Reception House for up to 18 months.</p> <p>YW International Student Office (UW ISE) Advising – Advising to students on a daily basis about immigration, settlement, jobs, financial aids and others. Orientation Program – Designed especially for international students, the program covers living in Canada, the Kitchener/Waterloo area, the University of Waterloo campus, immigration processes, health care, and much more.</p> <p>YMCA Settlement Support Program - Provides information and referral services, additional clinics (tax, dental, immunization), workshops, and advocacy. Newcomer Settlement Program - Provides information and referral services, additional clinics (tax, dental, immunization), workshop and advocacy. Cambridge location only. Settlement Workers in Schools - Works in partnership with WRDSB and WCDSB to connect families to school resources and the community. Information and Outreach - Delivers group workshops, information sessions and activities to newcomer groups. Makes available relevant community information and resources.</p>
	Settlement Support Program (YMCA)	Life Skills Program (RH)	Life Skills Program (RH)	Newcomer Settlement Program (KWMC)	Newcomer Settlement Program (KWMC)	Settlement Support Program (YMCA)		Settlement Support Program (YMCA)	Life Skills Program (RH)	Settlement Support Program (YMCA)	
	Settlement Workers in Schools (YMCA)	Settlement Support Program (YMCA)	Client Support Services Program (RH)	Library Settlement Program (KWMC)	Library Settlement Program (KWMC)	Settlement Workers in Schools (YMCA)		Settlement Workers in Schools (YMCA)	Client Support Services Program (limited)(RH)	Settlement Workers in Schools (YMCA)	
	Newcomer Settlement Program (YMCA)	Settlement Workers in Schools (YMCA)	Settlement Support Program (YMCA)			Newcomer Settlement Program (YMCA)		Newcomer Settlement Program (YMCA)	Settlement Support Program (YMCA)	Newcomer Settlement Program (YMCA)	
	Information & Outreach (YMCA)	Newcomer Settlement Program (YMCA)	Settlement Workers in Schools (YMCA)			Library Settlement Program (KWMC)		Information & Outreach (YMCA)	Settlement Workers in Schools (YMCA)	Information & Outreach (YMCA)	
	Newcomer Settlement Program (KWMC)	Information & Outreach (YMCA)	Newcomer Settlement Program (YMCA)					Cultural Diversity Program (YMCA)	Newcomer Settlement Program (YMCA)		
	Library Settlement Program (KWMC)	Newcomer Settlement Program (KWMC)	Information & Outreach (YMCA)						Information & Outreach (YMCA)		
		Library Settlement Program (KWMC)	Newcomer Settlement Program (KWMC)								
Refugee Claimants	Social Support Program (MCRS)	Social Support Program (MCRS)	Social Support Program (MCRS)	Newcomer Settlement Program (KWMC)	Newcomer Settlement Program (KWMC)	Social Support Program (MCRS)	Spoken Language Interpreter Program (KWMC)	Social Support Program (MCRS)	Internal training (MCRS)	Survivors of Trauma and Torture (MCRS)	<p>Reception House (RH) Resettlement Assistance Program - Provides the following supports: temporary accommodation; assistance finding permanent accommodation; assistance completing forms; income support, and more. Life Skills - Assists GARs assessed with higher needs in learning how to use modern amenities in order to live safely and healthily in their own apartments. Client Support Services Program - CSS Caseworkers provide case management-style support to all GARs who come to Reception House for up to 18 months.</p> <p>UW International Student Office (UW ISE) Advising – Advising to students on a daily basis about immigration, settlement, jobs, financial aids and others. Orientation Program – Designed especially for international students, the program covers living in Canada, the Kitchener/Waterloo area, the University of Waterloo campus, immigration processes, health care, and much more.</p> <p>YMCA Settlement Support Program - Provides information and referral services, additional clinics (tax, dental, immunization), workshops, and advocacy. Newcomer Settlement Program - Provides information and referral services, additional clinics (tax, dental, immunization), workshop and advocacy. Cambridge location only. Settlement Workers in Schools - Works in partnership with WRDSB and WCDSB to connect families to school resources and the community. Information and Outreach - Delivers group workshops, information sessions and activities to newcomer groups. Makes available relevant community information and resources.</p>
	Legal Support Program (MCRS)	Legal Support Program (MCRS)	Legal Support Program (MCRS)	Library Settlement Program (KWMC)	Library Settlement Program (KWMC)	Legal Support Program (MCRS)		Community Action Group (MCRS)	Intercultural Effectiveness Training program (Laurier)	Speak English Café (MCRS)	
	Settlement Workers in Schools (YMCA)	Financial Literacy (MCRS)	Financial Literacy (MCRS)			Community Outreach Program (MCRS)		Youth Speak Up (MCRS)		Sewing Group (MCRS)	
	Newcomer Settlement Program (YMCA)	Welcome Package (MCRS)	Settlement Workers in Schools (YMCA)			Hospitality Program (MCRS)		Digital Storytelling (MCRS)		Settlement Workers in Schools (YMCA)	
	Newcomer Settlement Program (KWMC)	Settlement Workers in Schools (YMCA)	Newcomer Settlement Program (YMCA)			Settlement Workers in Schools (YMCA)		Settlement Workers in Schools (YMCA)		Newcomer Settlement Program (YMCA)	
	Library Settlement Program (KWMC)	Newcomer Settlement Program (YMCA)	Newcomer Settlement Program (KWMC)			Newcomer Settlement Program (YMCA)		Newcomer Settlement Program (YMCA)			
		Newcomer Settlement Program (KWMC)	Library Settlement Program (KWMC)			Newcomer Settlement Program (KWMC)		International Orientation Week (Laurier)			
		Library Settlement Program (KWMC)	WUSC (sponsored students only) (Laurier)			Library Settlement Program (KWMC)		First Year International Student Experience (Laurier)			
			International Orientation Week (Laurier)					Cultural Diversity Program (YMCA)			
International Students	Settlement Workers in Schools (YMCA)	Advising (UW ISE)	Orientation Program (UW ISE)	Advising (UW ISE)	Newcomer Settlement Program (KWMC)	Settlement Workers in Schools (YMCA)	Spoken Language Interpreter Program (KWMC)	International Orientation Week (Laurier)	Conference, training, workshops & courses (UW ISE)	Settlement Workers in Schools (YMCA)	<p>Reception House (RH) Resettlement Assistance Program - Provides the following supports: temporary accommodation; assistance finding permanent accommodation; assistance completing forms; income support, and more. Life Skills - Assists GARs assessed with higher needs in learning how to use modern amenities in order to live safely and healthily in their own apartments. Client Support Services Program - CSS Caseworkers provide case management-style support to all GARs who come to Reception House for up to 18 months.</p> <p>UW International Student Office (UW ISE) Advising – Advising to students on a daily basis about immigration, settlement, jobs, financial aids and others. Orientation Program – Designed especially for international students, the program covers living in Canada, the Kitchener/Waterloo area, the University of Waterloo campus, immigration processes, health care, and much more.</p> <p>YMCA Settlement Support Program - Provides information and referral services, additional clinics (tax, dental, immunization), workshops, and advocacy. Newcomer Settlement Program - Provides information and referral services, additional clinics (tax, dental, immunization), workshop and advocacy. Cambridge location only. Settlement Workers in Schools - Works in partnership with WRDSB and WCDSB to connect families to school resources and the community. Information and Outreach - Delivers group workshops, information sessions and activities to newcomer groups. Makes available relevant community information and resources.</p>
	Newcomer Settlement Program (YMCA)	Settlement Workers in Schools (YMCA)	International Orientation Week (Laurier)	Newcomer Settlement Program (KWMC)	Library Settlement Program (KWMC)	Newcomer Settlement Program (YMCA)		First Year International Student Experience (Laurier)	Intercultural Effectiveness Training (Laurier)	Newcomer Settlement Program (YMCA)	
	Newcomer Settlement Program (KWMC)	Newcomer Settlement Program (YMCA)	First Year International Student Experience (Laurier)	Library Settlement Program (KWMC)		Newcomer Settlement Program (KWMC)		Cultural Diversity Program (YMCA)			
	Library Settlement Program (KWMC)	Newcomer Settlement Program (KWMC)	Settlement Workers in Schools (YMCA)			Library Settlement Program (KWMC)					
		Library Settlement Program (KWMC)	Newcomer Settlement Program (YMCA)								
			Newcomer Settlement Program (KWMC)								
Naturalized Canadian Citizens	Settlement Workers in Schools (YMCA)	Settlement Workers in Schools (YMCA)	Settlement Workers in Schools (YMCA)	Newcomer Settlement Program (KWMC)	Newcomer Settlement Program (KWMC)	Settlement Workers in Schools (YMCA)	Spoken Language Interpreter Program (KWMC)	Cultural Diversity Program (YMCA)		Settlement Workers in Schools (YMCA)	
	Newcomer Settlement Program (YMCA)	Newcomer Settlement Program (YMCA)	Newcomer Settlement Program (YMCA)	Library Settlement Program (KWMC)	Library Settlement Program (KWMC)	Newcomer Settlement Program (YMCA)				Newcomer Settlement Program (YMCA)	
	Newcomer Settlement Program (KWMC)	Newcomer Settlement Program (KWMC)	Newcomer Settlement Program (KWMC)			Newcomer Settlement Program (KWMC)					
	Library Settlement Program (KWMC)	Library Settlement Program (KWMC)	Library Settlement Program (KWMC)			Library Settlement Program (KWMC)					