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# Table of Contents

**Executive Summary**

1.0 Introduction  
  1.1. Background  
  1.2. Project Objective  
  1.3. Definitions  
  1.4. Organization of the Report

2.0 Methodology
  2.1. Limitations of the Methodology

3.0 Desired Characteristics of Calgary’s Settlement Service System
  3.1. Continuous Improvement of the Service System  
  3.2. Multiple Entry Points to the Service System with Effective Orientation and Referral  
  3.3. Diverse Services  
  3.4. Stakeholder Awareness and Understanding of the Settlement Service System

4.0 Components for Strengthening Calgary’s Settlement Service System
  4.1. Overview of Calgary’s Strengthened Settlement Service System  
  4.2. Collaborative System Development
    4.2.1. Collaboration Venues for Core Settlement, Language, Employment, 
            and Community Connections Service Streams  
    4.2.2. Venues for Collaboration Across Service Streams
  4.3. Service Streams
    4.3.1. Information Pathway to Services  
    4.3.2. Standardized Tools for Service Delivery
  4.4. City-Wide Data Collection and Analysis
    4.4.1. Enhanced iCARE Capacity  
    4.4.2. New Calgary Data Management Strategies  
    4.4.3. New Calgary Research Initiatives

5.0 Ideal Service Standards for Calgary’s Settlement Service System

6.0 Recommendations for Strengthening Existing Services

7.0 Summary and Conclusion

Appendix A: Recommendations for Strengthening Existing Settlement Services in Calgary

Appendix B: Calgary’s Settlement Service System Model
Executive Summary

The Blueprint for Calgary’s Settlement Service System Project (Blueprint Project) set out to engage Calgary settlement experts and stakeholders in a process to develop a blueprint for Calgary’s settlement service system. The approach aimed to shift the focus from individual programs for newcomers, to explore the complex relationships and connections between different types of services, and how the network of services might ideally work together to respond to the needs of newcomers in Calgary.

The Blueprint Project was funded by Citizen and Immigration Canada (CIC), and is framed using CIC’s parameters for the delivery of settlement services, including core settlement, language, employment, and community connections.

In the report, Blueprint for Calgary’s Settlement Service System are opportunities to both systematically strengthen settlement services in Calgary, and increase coordination and collaboration between services to effectively respond to the changing needs of newcomers.

The report includes a model which illustrates each service stream (core settlement, employment, language, and community connections), and maps the types of services offered to newcomers within each, as well as the diverse delivery methods used for each type of service. Given that the model is based on CIC-funded services, it does not take into account the larger Calgary community’s role in building a welcoming city for newcomers. The model is simply intended to provide a starting-point for discussion and development purposes in moving towards a system of services for immigrants arriving, settling, and integrating in Calgary.
Introduction

1.1. Background

In November and December of 2014, the Immigrant Sector Council of Calgary (ISCC) led a project funded by Citizenship and Immigration Canada (CIC) to engage Calgary settlement experts and stakeholders in a process to develop a blueprint for Calgary's settlement service system. The Blueprint Project sought to consider Calgary's settlement services from a systems perspective, shifting the focus from individual programs for newcomers to the complex relationships and connections between different types of services, and how the network of Calgary services might ideally work together to respond to the needs of newcomers in Calgary.

Approximately one in four Calgarians are immigrants,\(^1\) with approximately 16,000 having arrived in Calgary in 2010.\(^2\) Welcoming and supporting immigrants to settle and integrate into life in Calgary is crucial to the well-being of all Calgarians and to the development of Calgary as a community.

Calgary offers a wide range of settlement services to newcomers to Canada through multiple service providers and funding organizations. Despite the wide range of available services, challenges exist for different types of stakeholders. Funders face challenges understanding where gaps exist in meeting newcomers' needs in Calgary. Service providers both inside and outside the settlement sector face challenges understanding the complex network of available services, as well as when and how to make effective referrals. Immigrants and refugees often wait to access services at a point of crisis, with approximately fifty percent of immigrants and refugees surveyed in Calgary not accessing settlement services at all.\(^3\)

By considering the context of newcomers' needs in Calgary and viewing Calgary's settlement services as part of a complex system, the Blueprint Project was able to identify opportunities to both systematically strengthen settlement services in Calgary and to increase collaboration and coordination between services to effectively respond to the changing needs of newcomers.

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1.2. Project Objectives

The objective of the project was to provide an outline, referred to as a blueprint, for building and strengthening Calgary’s settlement service system. This required an understanding of the diverse needs of newcomers in Calgary, current and ideal services for meeting those needs, desirable characteristics for Calgary’s settlement service system, and opportunities for strengthening the existing system.

The blueprint created by the project identifies desired characteristics for Calgary’s settlement service system. It describes system components that, when implemented, can foster these characteristics within Calgary’s settlement services and thus build the capacity of services as a city-wide system for meeting newcomers’ needs. The blueprint also outlines the types of services that might be offered to newcomers city-wide, and diverse delivery methods for providing these services to ensure they are accessible to all newcomers.

The blueprint can serve as a framework for various stakeholders to understand how to strengthened Calgary’s settlement service system. Service providers can use it to identify how they might fit into and contribute to the system. Other stakeholders may use it to understand the network of available services and how services come together to function as a system that is responsive to newcomers’ needs.

Supporting immigrants and refugees to successfully settle and integrate in Calgary is a broad endeavour that involves all sectors of the community. Providing settlement services directly to newcomers, supporting newcomers to build assets and organize in ways that facilitate settlement for themselves and others, and working with the broader Calgary community to more effectively welcome and support newcomers are all essential strategies for easing the settlement and integration process. An ideal settlement system for Calgary would encompass all these strategies. The scope of this project was to provide a blueprint of Calgary’s settlement service system not the more holistic settlement system.

Project work was framed within CIC’s parameters for delivering settlement services to newcomers. The blueprint provides valuable insights into Calgary’s settlement service system, and can inform Calgary’s ideal settlement system when combined with future work to engage the perspectives of a broader range of stakeholders, particularly newcomers, and other strategies aimed at easing the settlement and integration of immigrants and refugees in Calgary.
1.3. Definition

For the purposes of this report, the term newcomers refers to immigrants and refugees.

Settlement services is used to refer to services offered to help newcomers adjust to life in Canada and to contribute to the economic, social, cultural, and political dimensions of Canadian society. CIC, as the largest funder for settlement services in Calgary, funds services offered through four service streams:

1. **Core Settlement Services:** provide information and support to address general settlement needs outside of language training and employment needs (i.e. basic needs, knowledge and skills for life in Canada, access to community resources);

2. **Language Services:** provide language and literacy assessment and training in official languages for settlement, education, or employment purposes;

3. **Employment Services:** provide information and support for newcomers to acquire knowledge, skills, and connections to the Canadian work environment;

4. **Community Connections Services:** are aimed at building social capital for newcomers, facilitating connections between newcomers and public services and structures, and contribute to strengthening Calgary as a welcoming community for newcomers. Initiatives such as Local Immigration Partnerships are included within this stream. See Table 1 for a list of the types of multi-sector stakeholders that may be engaged in Community Connections services.

For the purposes of this project, these parameters for settlement services have been maintained.

| o government                                    | o ethno-cultural groups and organizations          |
| o networks, councils and committees           | o faith-based organizations                       |
| o service provider organizations             | o community associations                          |
| o educational institutions                    | o political organizations and groups              |
| o professional organizations and associations | o employers                                      |
| o health care providers                       | o libraries                                       |
| o justice system                              | o recreational facilities                         |
| o police                                      | o public transit                                  |
| o financial institutions                      | o media                                           |
|                                               | o other                                           |

1.4. Organization of the Report

The blueprint is described in detail through the remainder of this report, organized as follows:

In Section 4, Desired Characteristics of Calgary’s Settlement Service System provides a summary of characteristics that, when present, will help to ensure the service system has the capacity to meet the needs of newcomers to Canada.

Section 5, Components for Strengthening Calgary’s Settlement Service System identifies key system components that can be implemented in Calgary to foster the desired characteristics in Calgary’s settlement service system. The Ideal Service Standards for Calgary’s Settlement Service System outlined in Section 6 provide some insight into the desired levels of service that Calgary’s settlement service system should be able to offer to newcomers in Calgary for key types of service.

Section 7 and Appendix A provide a summary of the recommendations generated by consultation participants with the focus on strengthening specific existing services in response to the current needs of newcomers in Calgary.

Section 8 is summary of the results of the Blueprint Project.

Finally, Appendix B provides a visual overview of Calgary’s settlement service system as proposed in this report.
Methodology

A wide range of stakeholders in Calgary have experience, knowledge, and unique insights into the settlement and integration needs of newcomers and the strengths and challenges of Calgary’s settlement services. The methodology used for this project was largely developmental as a result of engaging various stakeholders to contribute to both the content and the process of developing the blueprint.

In total, eight consultation meetings were held involving 40 participants from immigrant-serving agencies, other service providers, educational institutions, public institutions, and the three levels of government. Two consultations were held with individuals identified as experts in the Calgary settlement sector due to their extensive involvement in informing, managing, evaluating, and funding services for newcomers. Other consultations were held with service managers and other stakeholders knowledgeable about newcomers’ needs and services related to Core Settlement, Employment, Language, and Community Connections service streams.

The objectives of the consultations were to map existing settlement services in Calgary and to understand, from participants’ perspectives, what an ideal settlement service system would look like for Calgary and how it would meet the needs of newcomers.

All of the findings and recommendations contained in this report resulted from participant contributions during project consultations and meetings. Thematic analysis was used to summarize data generated. Resulting themes informed the content for the blueprint, with feedback incorporated from settlement sector experts.
2.1. Limits to Methodology

As recognized in strategies and literature related to building welcoming communities for newcomers, an ideal settlement system for newcomers is not limited to the settlement sector or to providers of settlement services. Indeed, settlement services only play a small role in the settlement of newcomers in Calgary. Many stakeholders have important roles in ensuring that Calgary offers services, support, opportunities, and resources to sufficiently help newcomers settle and integrate. The scope of this project was Calgary's settlement service system, which comprises one essential aspect of an ideal settlement system for newcomers.

The narrow timeframe for this project (three months) placed limitations on the breadth of stakeholders that could be engaged. Participation in consultation meetings was largely limited to CIC-funded service providers and the three levels of government. The broad scope of the Community Connections service stream made it difficult to identify ideal service standards (section 5.0) or recommendations for strengthening services (Appendix A).

Other stakeholders such as ethno-cultural groups and organizations, faith-based organizations, employers, or newcomers themselves were not framed within the boundaries of this project. In addition, some invited stakeholders were unable to attend consultations due to relatively short notice.

Despite structuring consultation meetings around CIC’s parameters of the four settlement service streams, the overview maps of service types and delivery methods included in Appendix B do capture some Calgary services that are supported by funders other than CIC. Further work may be necessary to incorporate a wider range of settlement services in Calgary particularly within the Community Connections stream.

This project provides a blueprint for strengthening Calgary's settlement service system from the perspective of stakeholders involved in the project. To more meaningfully define the ideal settlement service system, it should be balanced with other perspectives, particularly the perspective of newcomers themselves. It is hoped that this project, combined with other ongoing work of ISCC and the Calgary Local Immigration Partnership, will be able to provide an enriched picture of the ideal settlement service system in Calgary.

3.1. Continuous Improvement of the Service System

The demographics of newcomers arriving in Calgary change with the political and economic situations in Calgary, Alberta, Canada, and the country of origin. Different individuals and populations have unique strengths and challenges that change as they settle and adapt to life in Calgary. The settlement service system therefore cannot be static. Services, service delivery methods, service capacities, partnerships, and collaborations need to be responsive to change so that they are able to effectively support newcomers in their settlement and integration processes.

The ideal service system regularly engages diverse stakeholders in an outcomes-based process of continuous improvement for the service system. Such a process engages stakeholders to:

- identify city-wide data necessary to inform stakeholders of newcomers’ needs;
- review city-wide data and discuss the current situations of newcomers in Calgary and their experiences with and access to existing services;
- identify systemic opportunities to build the settlement service system’s capacity to meet newcomers’ needs;
- implement actions; and
- monitor results.

Such a process of continuous improvement helps to ensure settlement services are responsive to the changing needs of newcomers, effective and efficient at meeting newcomers’ needs, and sufficient to meet newcomer demand.
3.2. Multiple Entry Points to the Service System with Effective Orientation and Referral

Ideally, Calgary’s settlement service system allows newcomers to self-identify which service is most crucial for them at a specific point in time and to connect with the system through that service. Newcomers need to be ready to benefit from a service in order to experience success with that service. Readiness depends on other aspects of their settlement process that are, or are not in place to enable them to effectively engage and benefit from what the service has to offer.

While some newcomers may be ready to benefit from a wide range of services shortly after arrival, others need to address basic needs or build specific capacities before benefiting from some services. Each individual’s settlement process is unique based on their personal strengths, challenges and resources, as well as the needs of their interdependent family members. For this reason, it is ineffective to require newcomers to access services at a certain point in time after their arrival, or to require them to access services in a particular order.

Multiple entry points into the settlement service system accommodate for the specific needs and readiness of individual newcomers. Upon entering the service system, newcomers are offered effective orientation to the broad range of services available city-wide. In this way, a newcomer’s entry point into the service system does not determine the other types of services they access. Effective orientation and referrals across service streams ensure that newcomers access a wide range of services over time as they progress through their personal settlement and integration process.
3.3. Diverse Services

Just as the needs of newcomers in Calgary are not static, neither are they uniform. Newcomers come from different social, political, economic, and technological backgrounds. They require different types of support to successfully settle and integrate in Calgary. They also require those supports to be offered in different ways in order to access and benefit from them.

Obvious factors that impact a newcomer’s ability to access and benefit from a service include language capabilities, employment commitments, and access to childcare and transportation. Logistics such as where a service is offered in the city, what time it is offered, what language it is offered in, and the duration of the service (one-time workshop versus longer-term program) will determine whether a newcomer can access a specific service.

Less obvious factors to consider include cultural roles and expectations, familiarity with the classroom environment, literacy skills, history of trauma, ability to use technology, and the unique physical or learning challenges of individual newcomers. Innovative service delivery methods and flexible curriculums are necessary to ensure newcomers from all backgrounds can access and benefit from services offered.

Calgary’s settlement service system should provide a diverse range of services offered through different and innovative delivery methods in order to:

- meet the range of newcomers’ needs;
- ensure services are logistically accessible (location, time offered, service duration, language offered);
- ensure delivery methods and curriculums are effective for special populations (children, women, youth, seniors, special needs populations); and
- balance service innovation with risk management.
3.4. Stakeholder Awareness and Understanding of the Settlement Service System

It is essential for newcomers to know about city-wide services before they can access them. An important step to ensuring newcomers know about services is ensuring that other groups, services, and public structures that are in contact with newcomers are aware of and understand the settlement service system as well as where their services might fit within the system. Building this awareness and understanding is a challenging endeavour given that an ideal system is continuously improving and changing in response to both newcomers’ needs and funding logistics.

During consultations, participants made clear distinctions between awareness of services and understanding of services. Awareness implies that stakeholders know services exist; understanding implies that stakeholders know why a service is important and how it supports newcomers to achieve success in their settlement and integration goals.

Calgary’s settlement service system must be understood by stakeholders both within and outside of the system. Awareness and understanding of the service system is essential within three groups of stakeholders:

1. Settlement Service Providers: Ideally, service providers are not only aware of other service providers in Calgary, but also the wide range of services those providers offer, how the services support settlement and integration, what delivery methods are available, and who is the target audience for those delivery methods.

In a settlement service system with multiple entry points, it is essential for service providers to understand the system in order to provide effective information and referrals to newcomers.

2. Multi-Sector Stakeholders Not Involved in Direct Settlement Service Delivery: Many groups, organizations, and public structures provide points of connection for newcomers in Calgary. Ethno-cultural groups, faith-based organizations, educational institutions, health care providers, and other service providers, are some examples.
3. Newcomers: Consultation participants stressed that newcomers not only need to be aware of services available, they also need to understand why those services are important and how they can help them achieve their goals.

Awareness of services is not sufficient to motivate newcomers to access services early in their settlement process. The settlement and integration process is long and complex. Upon arrival, it is challenging for newcomers to understand the breadth of their settlement process. Without information from others, they may not foresee challenges they are likely to encounter or understand why they should access a service proactively when they are not currently experiencing stress in that area of their lives.

Calgary’s settlement service system should provide orientation to newcomers to help them foresee the breadth of their settlement process, know what services are available in Calgary, and understand why accessing those services early is beneficial.
The following outlines new system components that can be implemented in Calgary to foster the desired characteristics in Calgary’s settlement service system.

### 4.1. Overview of Calgary’s Strengthened Settlement Service System

See Appendix B: Calgary’s Settlement Service System Model, for a visual overview of Calgary’s strengthened settlement service system.

Strengthening Calgary’s settlement service system requires three key components (see Table 2):

- **Collaborative System Development:** to facilitate the continuous improvement and responsiveness of Calgary’s settlement service system.
- **Multiple Key Service Streams:** including support services and an information pathway that effectively and efficiently meet the diverse needs of newcomers.
- **City-Wide Data Collection and Analysis:** to inform the system of the changing needs of newcomers.

#### Table 2: Calgary’s Strengthened Settlement Service System

<table>
<thead>
<tr>
<th>Key System Components</th>
<th>Characteristics Fostered</th>
</tr>
</thead>
</table>
| **Collaborative System Development** | ○ Core Settlement collaboration venue  
○ Employment collaboration venue  
○ Language collaboration venue  
○ Community Connections collaboration venue  
○ collaborative venues that cross service streams  
○ continuous improvement of the settlement service system  
1) responsive to newcomers’ needs  
2) effective and efficient services with increased coordination  
3) sufficient services  
○ diverse services |
| **Service Streams** | ○ Information Pathway to Services  
○ Standardized Tools for Service Delivery  
○ stakeholder awareness and understanding of the system  
○ effective and efficient services with increased coordination  
○ multiple entry points with effective orientation and referral |
| **City-Wide Data Collection and Analysis** | ○ Enhanced iCARE capacity (CIC database)  
○ New Calgary data management strategies  
○ New Calgary research initiatives  
○ continuous improvement of the settlement service system |
At the heart of the system are newcomers themselves (See Appendix B, page 1), who choose to access services according to their perceived needs at a given point in time.

Services within the different Service Streams are intended to effectively and efficiently meet the diverse needs of newcomers. Services are provided by multiple service-providers and supported by multiple funders.

A city-wide approach to information and orientation (Information Pathway to Services) ensures that newcomers are offered a similar awareness and understanding of Calgary settlement services regardless of which service provider or which service they contact first.

Support Services are services offered to newcomers to remove barriers and facilitate access to settlement services. Examples of support services include:

- childcare;
- transportation;
- interpretation;
- translation;
- supportive and/or crisis counselling;
- provisions for disabilities; and
- loans and grants for newcomers.

The strengthened system functions as a continuous improvement loop. Stakeholders are engaged in an ongoing process of Collaborative System Development. Collaboration venues regularly bring together service providers and other stakeholders to identify and take action on opportunities to improve the service system to better meet newcomers’ needs. This work is informed by City-Wide Data Collection and Analysis related to the needs of newcomers in Calgary.

The arrows signify the flow of information for continuous improvement of the service system. However, it should be noted that the relationship between the Collaborative System Development component and the Service Streams component is more complex than a simple flow of information.
There are points of decision-making and external factors that impact this part of the continuous improvement loop. Stakeholders involved in Collaborative System Development will make decisions, give recommendations, and take action to improve the service system. Ultimately, funders will use the information and recommendations generated through the collaborative venues to inform decisions about services, and thus influence the service streams city-wide.

4.2. Collaborative System Development

New components for Collaborative System Development are expected to foster the following characteristics within the service system:

- continuous improvement of the settlement service system;
- responsiveness to changing newcomers’ needs;
- effective and efficient services;
- sufficient services; and
- diverse services.

4.2.1. Collaboration Venues for Core Settlement, Language, Employment, and Community Connections Service Streams

In the strengthened system, a collaboration venue will exist for each of the Core Settlement, Language, Employment, and Community Connections service streams. These venues will regularly engage stakeholders (service providers and others) to identify systemic opportunities for improving the service stream and implementing action. Their work is informed by city-wide data related to the needs of newcomers.

Possible mandates for these venues include:

- enhance communication and collaboration on service delivery between stakeholders;
- share and review data related to the needs of newcomers in Calgary and their experiences with existing services;
- identify systemic opportunities to better meet the needs of Calgary’s newcomers and collaboratively implement action to make changes. (For example, opportunities to standardize service tools or processes, and/or share best practices);
Possible mandates for these venues include (continued):

- identify city-wide data necessary to inform continuous improvement of the service stream;
- communicate with funders regarding newcomers’ needs in Calgary and inform Calgary priorities; and
- collaborate with government to inform policy and prepare for policy changes that will impact service delivery.

Through these venues, stakeholders will consider city-wide data related to the needs of Calgary newcomers, take decisions, make recommendations, and implement systemic actions to strengthen the ability of the service stream to meet newcomers’ needs. Such work will enable stakeholders to collaboratively determine the type of coordination and alignment that is optimal for the Calgary context and implement actions accordingly.

Challenges exist in developing these venues. While stakeholders come together in a spirit of collaboration to better meet the needs of newcomers in Calgary, it should be recognized that they are ultimately in competition with each other for funding. This may pose challenges to building trust and open discussion within the collaboration venues. In addition, many collaborative venues already exist in Calgary for various purposes. Stakeholders have heavy workloads and may already see each other regularly through other venues. The creation of new collaboration venues for each service stream will increase the workload of stakeholders.

In order to address these challenges, the collaboration venues require staff support. The Immigrant Sector Council of Calgary (ISCC) is recognized as a cross-sector initiative of organizations that have expertise or a vested interest in settlement and integration for newcomers in Calgary. Given sufficient resources, ISCC could fulfill the function of coordinating and providing staff support to the venues.
It will be important for the venues to develop a clear Terms of Reference that states what each participating stakeholder will contribute to the venue, as well as what they will take back to their organization. This will help ensure individuals participating in the venue have sufficient decision-making authority on behalf of their organization.

In the case of the Language service stream, further consultations are necessary to determine what structure and function a Language collaboration venue might take in relation to the existing ILVARC Advisory Committee and LINC Coordinators’ Meetings.

For all service streams, the new venues require strong facilitation to build effective collaboration and ensure meetings stay action focused while recognizing and acknowledging limitations to collaboration. Ensuring the venues are action focused, have access to or are able to develop valid city-wide data, and have the ability to take decisions and implement action items will be essential in maintaining stakeholder motivation for participation.

### 4.2.2. Venues for Collaboration Across Service Streams

In addition to collaboration venues within each service stream, there must also be opportunities for stakeholder collaboration across service streams to ensure continuous improvement of the settlement service system. Some venues already exist, such as the Alberta Association of Immigrant Serving Agencies (AAISA) conferences and meetings, ISCC Council meetings, and Executive Director meetings of the immigrant-serving agencies. Further consultation needs to be done to determine if and how these venues might contribute to collaborative system development, and what valuable information the service stream collaboration venues might provide to them.
Appendix B, pages 4 through 7, provide overviews of the Core Settlement, Employment, Language, and Community Connections service streams for Calgary’s strengthened settlement service system. These visuals map the types of services delivered through each service stream, diverse delivery methods for each type of service, and systemic strategies for strengthening the capacity of the service stream to meet newcomers’ needs.

Calgary currently offers a wide range of services to newcomers through multiple service providers using diverse delivery methods and supported by multiple funders. During consultations, participants identified the following benefits of a service system comprised of multiple service providers and funders:

- diverse services and delivery methods for meeting newcomers’ needs;
- geographically dispersed services for increased accessibility;
- increased choice for newcomers;
- multiple entry points to the service system and multiple community connections for newcomers;
- responsiveness to newcomers’ needs, as different service providers have different capacities to innovate;
- breadth of combined knowledge of service providers; and
- risk management balanced with innovation.

However, challenges also exist. Newcomers and other stakeholders may find it difficult to learn about and navigate through the wide range of services, providers, and locations. In some cases diverse delivery methods make services effective for certain populations. In other cases, diverse delivery methods make it difficult for newcomers to transition from one service provider to another without repeating services such as needs assessment and orientation.

System components within Service Streams will foster the following characteristics within the service system:

- stakeholder awareness and understanding of the settlement service system; and
- effective and efficient services.
4.3.1. Information Pathway to Services

Currently, service providers use a combination of public information resources and their own specific tools and strategies for providing orientation and information to newcomers. The Information Pathway to Services will facilitate a more standardized approach to initial orientation for newcomers in Calgary.

The Information Pathway to Services will consist of:

- online, up-to-date Calgary-specific orientation information that can be accessed by newcomers before or after arrival in Calgary;
- city-wide, standardized information resources to inform newcomers and stakeholders about settlement services in Calgary (updated periodically and centrally coordinated); and
- a collaborative, system-wide approach to providing initial orientation to newcomers.

The intent of the Information Pathway to Services is to offer newcomers early access to information about the broad range of services available in Calgary, as well as an understanding of why accessing those services early in the settlement process is important. It will also help to ensure newcomers are offered similar information and understanding of Calgary settlement services regardless of which service provider and type of service they first contact.

Up-to-date, standardized information resources will provide newcomers and stakeholders with knowledge of what, where, and why settlement services are provided in Calgary. The resources will give newcomers first step information about accessing each service stream. Stakeholders outside the system can use the resources to understand the system, effectively refer newcomers to settlement services in the city, and better understand where the services that they provide might fit into the larger system of services provided to newcomers.

The system-wide approach to initial orientation for newcomers must be collaboratively developed by information and orientation stakeholders, including newcomers. Consideration must be given to both the content and the delivery methods. The standardized approach should offer newcomers information about existing services as well as an understanding of the breadth of their settlement process and why accessing services early is beneficial.
Possible delivery methods identified include online tools, standardized workshops, port of arrival services, and/or minimum service provider requirements for delivering initial orientation services.

Together, standardized information resources and a standardized approach to orientation services will decrease the perception that newcomers receive different orientation information from different service providers. Newcomers will not need to repeat initial orientation services as they navigate from one service provider to another, although they may access more detailed information and orientation from service providers for specific purposes.

It will be important to collaboratively define the objectives of a standardized orientation process in order to develop tools and strategies that are useful for all service providers and that meet the needs of diverse newcomers. Service providers have developed their own effective orientation materials and strategies, and are skilled in using their own delivery methods. Some service providers serve unique clientele who may require specialized information or delivery methods. It therefore might also be helpful to develop minimum requirements as guidelines so that service providers can then supplement the standardized orientation process with their own unique content and delivery methods.

**4.3.2. Standardized Tools for Service Delivery**

Newcomers would experience increased consistency and efficiency in accessing city-wide services if a number of standardized tools were developed and used by Calgary service providers for the following services:

- Core Settlement needs assessment;
- Settlement Planning; and
- Employment services career planning and assessment of newcomers’ core competencies.

Standardized tools would enable newcomers to share their needs assessments and settlement and employment plans with different service providers, thus reducing the need to repeat needs assessment and planning services when they navigate from one service provider to another. In addition, it would help service providers to share a common language with regards to these services and be more easily able to share best practices.
4.2. City-Wide Data Collection and Analysis

In order to inform collaborative system development, stakeholders need access to city-wide data regarding the needs of newcomers in Calgary. Such data may include information about the demographics and geographic location of newcomers in Calgary, needs of specific populations, newcomer access to services, wait lists for services, and settlement outcomes for newcomers.

There are significant challenges to gathering and analyzing Calgary-specific data. Census information is often not timely. Information about service access is stored in different data management systems according to the funder who supports that service. Confidentiality limits the ability of service providers to see the range of services newcomers access city-wide.

The following key system components enable the collection and analysis of Calgary-specific data and help to develop the desired system characteristic of continuous improvement.

4.4.1. Enhanced iCARE Capacity

Most CIC-funded services are required to submit reports through CIC’s database iCARE. Although the iCARE records management system only gathers information related to CIC-funded services, this captures a significant portion of settlement services in Calgary. iCARE should be further developed to enable the collection, analysis, and sharing of the following information:

- number of unique individuals accessing specific CIC-funded services in Calgary;
- total demand for specific services in Calgary; and
- accurate information about the total demand for services in Calgary, such as the number of unique individuals on waitlists for specific services.
4.4.2. New Calgary Data Management Strategies

Collaboration venues in the Core Settlement, Employment, Language, and Community Connections service streams are expected to provide recommendations for collecting and analyzing Calgary-specific data regarding newcomers’ needs in Calgary. Implementing such recommendations will require expertise and resources.

4.4.3. New Calgary Research Initiatives

Service stream collaboration venues may also identify what types of data would help to inform collaborative system development. New research initiatives may be required to gather such data.
Ideally, the settlement service system will be able to sufficiently meet the needs of newcomers in Calgary. Participants in this project reviewed the types of services provided in each stream and identified key services that could be used to inform how well the system is meeting newcomers’ needs. Participants then developed ideal service standards for those service areas. Ideal service standards for Calgary’s settlement service system developed through this project include:

**Core Settlement Service Stream**
- 100% of newcomers access orientation and information within four weeks of arrival.
- All clients who access core settlement services complete a needs assessment.

**Language Service Stream**
- Newcomers have access to language assessment within four weeks of arrival.
- Newcomers seeking literacy or language learning access appropriate literacy or language services within three months of assessment.

**Employment Service Stream**
- 100% of employment-destined newcomers have access to supports that will help them understand the labour market.
- All newcomers who access employment services complete a career plan.
- All newcomers who access employment services access soft skills training.

The intent of these ideal service standards is not to hold Calgary service providers accountable to the standards, but to highlight priority service areas and indicate the level of service an ideal service system with sufficient resources would be able to offer to newcomers in Calgary.
In addition to identifying new system components for strengthening Calgary’s settlement service system, participants also provided recommendations for strengthening specific existing services in Calgary. The recommendations are based on participants’ understanding and perceptions of the current ability of services to meet newcomers’ needs in Calgary. These recommendations are important content that should be available to future collaboration venues mandated to work on continuous improvement of Calgary’s Core Settlement, Employment, Language, and Community Connections service streams. Some recommendations relate to addressing service gaps or insufficient service capacity. Others relate to improving the effectiveness of existing services or improving efficiency for newcomers as they navigate through the system. See Appendix A for specific recommendations.

As content for future consideration, these recommendations should be balanced by the perspectives of other stakeholders, including newcomers themselves, and by available city-wide data. The recommendations are included in this report as valuable insight into Calgary’s existing settlement services from the perspective of stakeholders within the service system.
The objective of this report is to provide an overview of the desired characteristics for Calgary’s settlement service system, and a summary of system components that can be implemented in Calgary to foster these characteristics. In addition, the report outlines important information generated through stakeholder consultations regarding opportunities for strengthening existing settlement services, and ideal standards for Calgary’s settlement service system to strive towards.

The strengthened settlement service system in Calgary will continue to enable newcomers to self-identify which service is most important to them at a given time and to enter the service system through that service. Standardized tools and strategies for newcomer information and orientation will ensure that newcomers gain awareness and understanding of the wide range of services available in Calgary regardless of which service provider and type of service they first contact. Services offered will be diverse to meet the diverse needs of newcomers, and effective and efficient at meeting these needs. Service capacity will be sufficient to meet newcomer demand. Stakeholders both within and outside of the settlement service system will be aware of and understand settlement services in Calgary so they can effectively refer newcomers who make first contact with them, and so they understand how the services they provide are part of a system.

Due to the changing nature of newcomers’ needs in Calgary, the proposed settlement service system functions as a collaborative, continuous improvement loop. Collaboration venues will regularly bring together stakeholders in the Core Settlement, Employment, Language, and Community Connections service streams to share information, review Calgary-specific data related to the needs of newcomers, identify systemic opportunities for improving the system, and implement action items to capitalize on those opportunities. Information and knowledge generated through the collaboration venues will help to inform policy issues and city priorities with regards to welcoming newcomers.

The maps of Core Settlement, Employment, Language, and Community Connections service streams contained in Appendix B of this report provide a framework for stakeholders to determine where they might fit in Calgary’s settlement service system. These maps identify the types of services offered to newcomers in each service stream, as well as many of the diverse delivery methods used for each type of service...
The maps also identify standardized tools and processes that can help to make city-wide services more effective and efficient at meeting newcomers’ needs. Because the starting point for these maps are CIC-funded services, the maps are only a starting point for developing resources that inform the larger Calgary community about the settlement service system.

It must be recognized that any settlement service system operates within its larger municipal context. Ideally, Calgary will continue to develop as a welcoming city for newcomers, able to offer services, support, opportunities, and resources to sufficiently help newcomers settle and integrate. The settlement service system plays a small but crucial role in the larger picture of building a welcoming city for newcomers.
Appendix A: Recommendations for Strengthening Existing Settlement Services in Calgary

**Core Settlement Service Stream**
- Recognize children and youth as recipients of settlement services rather than as an additional focus for the principle applicant;
- Provide Core Settlement skill building workshops to assist newcomers in building skills related to advocacy and self-presentation: i.e. navigating the housing system; advocating for themselves; responding to discrimination;
- Develop clinical counselling services in first languages.

**Employment Service Stream**
- Increase training opportunities for low-literacy and/or low-skilled newcomers seeking employment;
- Develop a sector-wide standard for Career Practitioner core competencies and access to related training;
- Involve employers in collaborative efforts to identify linkages between newcomer skills and labour market trends.

**Language Service Stream**
- Provide language learners with access to a detailed orientation to Language services that supports their ability to make informed choices regarding services and to benefit fully from language training.

Possible topics include:
- overview of language services available and how to choose a program to meet their needs;
- language readiness: things to put in place before enrolling in language training;
- how assessment works; comparison to other assessment models;
- how learners progress through the system: differences between LINC and ESL;
- long-term planning for language needs in Canada;
- student/teacher expectations; classroom norms/practices;
Language Service Stream (continued)

- Provide Language learners with individualized support as necessary to help them benefit fully from language training:
  - support to make informed choices about language services;
  - access to support for unique learning challenges;
  - referral and needs assessment for other settlement issues impacting their learning;
- Decrease wait times for accessing language training;
- Strengthen literacy assessment;
  - develop a clear definition of the spectrum of literacy issues;
  - standardize testing for literacy;
  - develop testing capacity to identify people with ‘mild’ literacy issues;
- Increase programming for special populations;
  - learners with literacy needs;
  - hearing impaired or visually impaired learners;
  - learners with learning disabilities;
  - develop flexibility in LINC curriculum to address learning needs for special populations.

All Service Streams

- Increase childcare, transportation, interpretation and translation support services;
- Develop childcare support services to provide childcare for children with special needs;
- Develop data management systems to enable service providers to share/view information about client needs assessments, settlement plans, and career plans at the request of clients.
COLLABORATIVE SYSTEM DEVELOPMENT: The system functions as a continuous improvement loop. Collaboration venues for each service stream regularly bring together diverse stakeholders to make decisions and take action on opportunities to improve the service system to better meet newcomers’ needs.

SERVICE STREAMS: At the heart of the system are newcomers themselves, who choose to access services according to their perceived needs at a given point in time. Services within the different Service Streams are intended to effectively and efficiently meet the diverse needs of newcomers. Services are provided by multiple service providers and supported by multiple funders.

INFORMATION PATHWAY TO SERVICES: A city-wide approach to information and orientation ensures that newcomers are offered a similar awareness and understanding of Calgary settlement services regardless of which service provider or which service they make first contact with. Effective orientation and referral ensure newcomers access services in all streams according to their changing needs.

SUPPORT SERVICES: Are those services offered to newcomers to remove barriers and facilitate their access to settlement services.

CITY WIDE DATA COLLECTION & ANALYSIS: Calgary-specific data related to the needs of newcomers is available to inform collaborative system development.
SERVICE STREAMS

Language Types of Services

Methodologies for Service Delivery

HOME

Information and Orientation
- Before Landing
- After Landing
- Language Assessment
- Literacy Assessment
- Funding Eligibility
- Required Support Services
- Referrals
- Language Instruction for Newcomers (LINC)
- English as a Second Language (ESL)

Settlement Language Training
- Literacy
- Skill Specific
- Reading
- Writing
- Listening
- Speaking
- Pronunciation
- Essential Skills
- Language Training
- Skill Training

Bridging to Employment
- Occupation Specific Language Training
- English in the Workplace

Bridging to Education
- English for Academic Purposes
- Preparation for Professional Designation
- Preparation for Language Assessment
Support Services

- Childcare
- Transportation
- Translation
- Interpretation
- Supportive Counselling
- Crisis Counselling
- Provisions for Disabilities
- Loans and Grants for Newcomers
Language

Service Delivery Methodologies

Information and Orientation
- Before Landing
  - Online (Pathway)
  - Standardize City-wide orientations (Pathway)
  - Service Provider Specific
- After Landing
  - One-on-one
  - Group
  - Outreach
  - Other

Needs Assessment
- ILVARC
- Service Provider Specific

Language Training
- Full Time
- Part-Time
- In the workplace
- Online
- Blended
- Volunteer-led
- Self-directed
- Tutoring
- Coaching / Mentoring
- Conversation Groups
- Accessible Literacy Resources
- Other

*ILVARC: Immigrant Language and Vocational Assessment and Referral Centre
Solving issues facing immigrants and refugees – together.