Settlement Systems Mapping Project Report
Executive Summary

October 2012
Acknowledgement

This project and report would not have been made possible without the contributions of numerous partners. Specifically, the Kitchener Waterloo Multicultural Centre, Mennonite Coalition for Refugee Support, Reception House, YMCA’s of Cambridge and Kitchener-Waterloo, Wilfrid Laurier University and the University of Waterloo. Additionally, the members of the Immigration Partnership Council, Settling Action Group, Systems Mapping Working Group and Data/Evaluation Committee provided valuable input into the process. The staff team of the Immigration Partnership, specifically Bojana Savic, played a key role in this project. Funding to support this project was provided by Citizenship and Immigration Canada, Region of Waterloo and United Way Kitchener Waterloo & Area.

Report Prepared By:
Arran Rowles, Region of Waterloo
Tanya Darisi, The O’Halloran Group

Contributors:
Dave Thomas, The Working Centre
Masha Hall and Pari Karem, YMCA
Cheryl Grove, Regional Municipality of Waterloo
Marie Morrison, Regional Municipality of Waterloo
Dr. Rashid Ahmed, University of Waterloo
Lynne Griffiths-Fulton, Reception House
Dr. Mikal Skuterud, University of Waterloo
Jeannine Cooney, Scotiabank
Shannon Balla, MOSAIC
Morgan Braganza, PhD candidate
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 (KWMC). 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 (MCRS) 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.

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>#1 Review standardized tools across all settlement agencies</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>#2 Review evaluation tools across all settlement agencies</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>#3 Begin to track secondary migrants across all agencies</strong></td>
<td>There is an opportunity to create a consistent process across all agencies for tracking secondary migration. These data will assist in systems planning efforts.</td>
</tr>
<tr>
<td><strong>#4 Clarify the way in which service provision is tracked and reported across programs</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>#5 Create opportunities for concrete/practical systems planning with Senior Management staff of immigrant-serving agencies through development of a Collaboration Council</strong></td>
<td>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.</td>
</tr>
<tr>
<td>#6 Begin a process to further explore/develop a one-stop model of service provision for immigrants/refugees in Waterloo Region</td>
<td>There is the need to create greater ease of access for individuals and families. This planning could be guided by the Collaboration Council.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>#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</td>
<td>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.</td>
</tr>
</tbody>
</table>

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.
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.
This document is available in alternate formats upon request.

For more information, please contact Jo-Anne Gibson as indicated below:

Name: Jo-Anne Gibson  
Phone: 519-575-4757 ext. 3171  
TTY: 519.883.2428  
E-mail: jgibson@regionofwaterloo.ca

This report is available online at http://www.immigrationwaterlooregion.ca
Settlement Services Maps

Settlement Services in Waterloo Region: City of Kitchener

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

Settlement Support & Newcomer Settlement Program
Library Settlement Program
Newcomer Settlement Program
Resettlement Assistance Program
Settlement Workers in Schools
Library Settlement Program

Produced by Regional Waterloo}

From: http://www.regionofwaterloo.ca
Revision: 16-05-09
Effective for County of Waterloo, 2010
Settlement Services in Waterloo Region:
City of Waterloo
Description of Programs:

**WMC Multicultural Centre (KWMC)**

Newcomer Settlement Program - Settlement support program, pre-arrival 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 and other language support services.

**Learner International (Leared)**

International Orientation Week: Orientation to the university, community, and aftermath of post-secondary education.

Intercultural Effectiveness Training Program: Develops skills and knowledge to be an interculturally effective peer.

WUSC: A national program which sponsors students from refugee camps across the world to obtain a post-secondary education in Canada

First Year Residency: Settlement activities throughout the first year that are designed to integrate international students into the community on campus and in the community.

Monopoly Coalition for Refugee Support (MCRS)

Social Support Program consists of:

• Welcome Package: Offers preliminary support to newly arrived refugee claimants.

• Settlement Support Program: Office volunteers assist newly arrived refugees with the settlement process.

• Community Outreach Volunteer: Volunteers are paired up with high newcomer claimants and assist them with the settlement process.

• Speak English Cafe: 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 accommodation becomes available.

• Youth Speak Up - Youth age 14 - 23 meet weekly to support each other and enjoy group activities. Sewing Group - An opportunity for refugee women to come together to share their stories and develop their English skills. Support for the Displaced - Expressive Arts Therapy: A space for refugee claimant women to come together to learn and teach English, share their stories and develop their English skills. 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 parole 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.

Reception House (RH)

Reinsertion Assistance Program - Provides the following supports: temporary accommodation; assistance finding permanent accommodation; assistance completing forms, income support and modern necessities in order to live safely and healthily in their own apartments.

Life Skills: Assists GARs assessed with higher needs in learning how to support themselves in order to live safely and healthily in their own apartments.

Client Support Services Program: GARs who complete the intake process and who provide case management-style support to all GARs who complete the intake process.

YMCA

Settlement Support Program - Provides information and referral services, additional clinics (e.g., dental, immunization), workshops and advocacy. Cambridge location.

Newcomer Settlement Program - Provides information and referral services and activities to newcomer groups. Makes available relevant community information and resources.

Settlement Workers in Schools (YMCA)

Schools (YMCA)

Library Settlement Program (YMCA)

Newcomer Settlement Program (YMCA)