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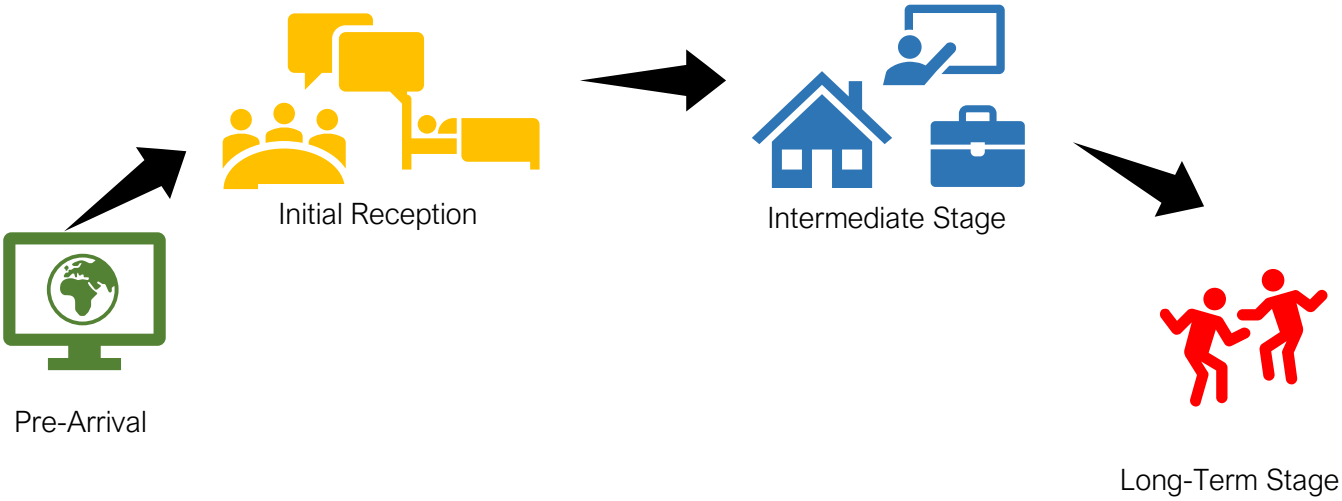
Ryerson University

An Anatomy of Settlement Services in Canada: A Guide



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1. Introduction: Setting the Context

Canada is an international leader in government supported and provided settlement services for its immigrant population. The provision of such services is seen as an important part enabling immigrants to more successfully settle and integrate into Canada. Integration is seen as "a two-way process for immigrants to adapt to life in Canada and for Canada to welcome and adapt to the newcomers. Ultimately, the goal of integration is to encourage newcomers to be fully engaged in the economic, social, political, and cultural life of Canada" (IRCC, 2017f, p. 1). Governments in Canada at all levels have an important role in supporting immigrants in this settlement and integration process and in providing a welcoming environment in which newcomers are received by their host society.

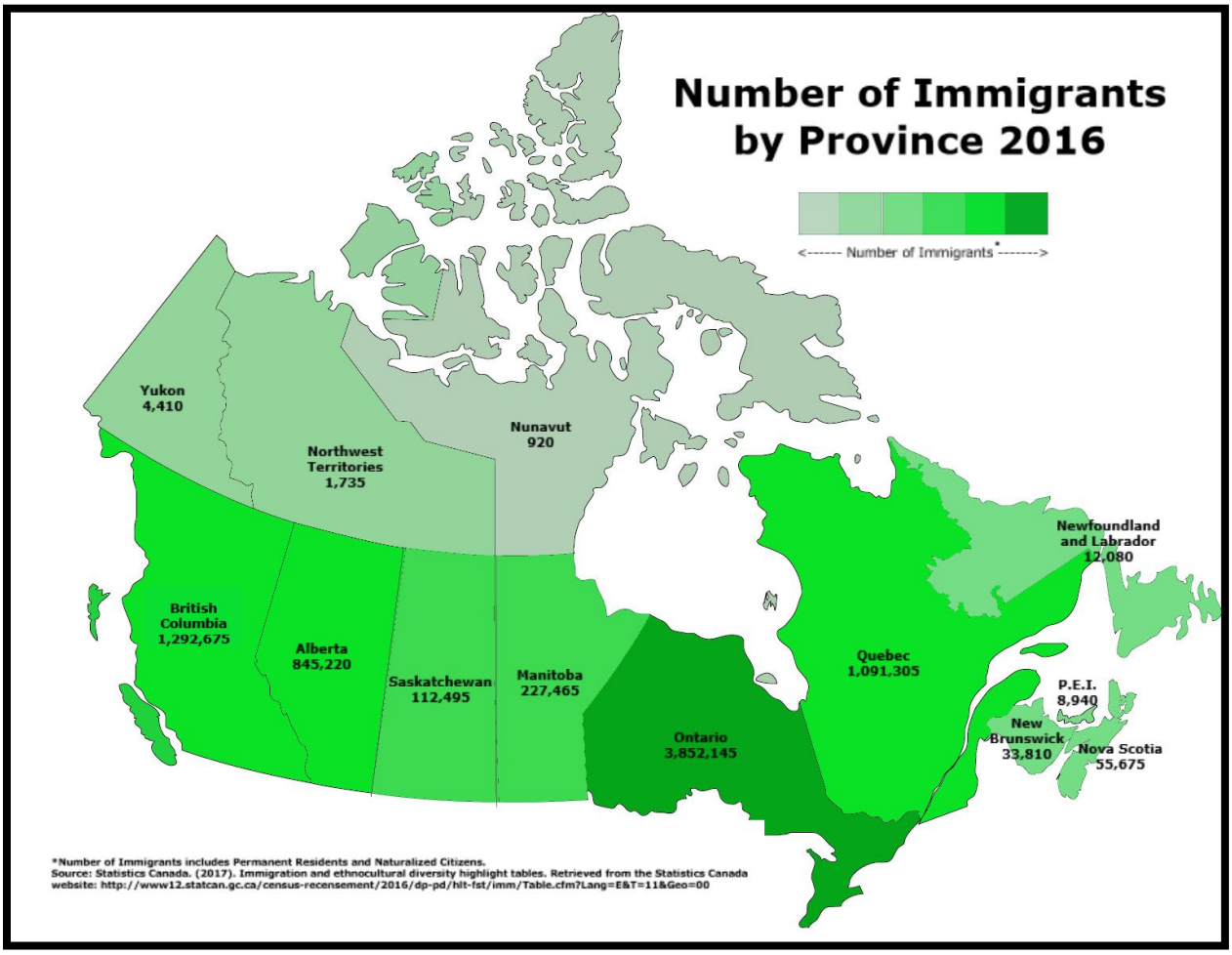
There are two approaches to provision of settlement services in Canada. Outside of Quebec services are provided primarily by non-profit organizations but funded by government. Such organizations are seen as close to the immigrant communities served and in the best position to address the specific needs of newcomers. In Quebec, since 1991 the province has taken on the primary role of settlement service provider though government offices. However, in recent years the province has increasingly engaged civil society organizations for this work in a manner similar to the funding relationship between the federal government with civil society organizations in the rest of Canada.

Government provided and supported settlement services and the role of non-profit organizations in their provision are important parts of immigrant resilience. Resilience involves the capacity to adapt and prosper in the context of dramatic change like settling in a new country. While the individual and family-base resourcefulness of newcomers are essential in adaption successful resilience also requires external supports like that provided by settlement services and the non-profit agencies that are such important providers and sources of social solidarity for immigrant communities.

2. Immigration in Canada

More than one fifth of Canada's population was born outside of Canada based on the 2016 census, some 7,540,830 individuals equalling 22.3% of Canada's population (Statistics Canada, 2017b, p. 1). Of the total foreign-born population in Canada, Ontario is home to 51.1%, while Quebec is home to 14.5% (Statistics Canada, 2017a). Therefore, two thirds of all immigrants (65.6%) are to be found in those two provinces. Figure 1 is a map highlighting the number of immigrants living in each province and territory based on the 2016 census.

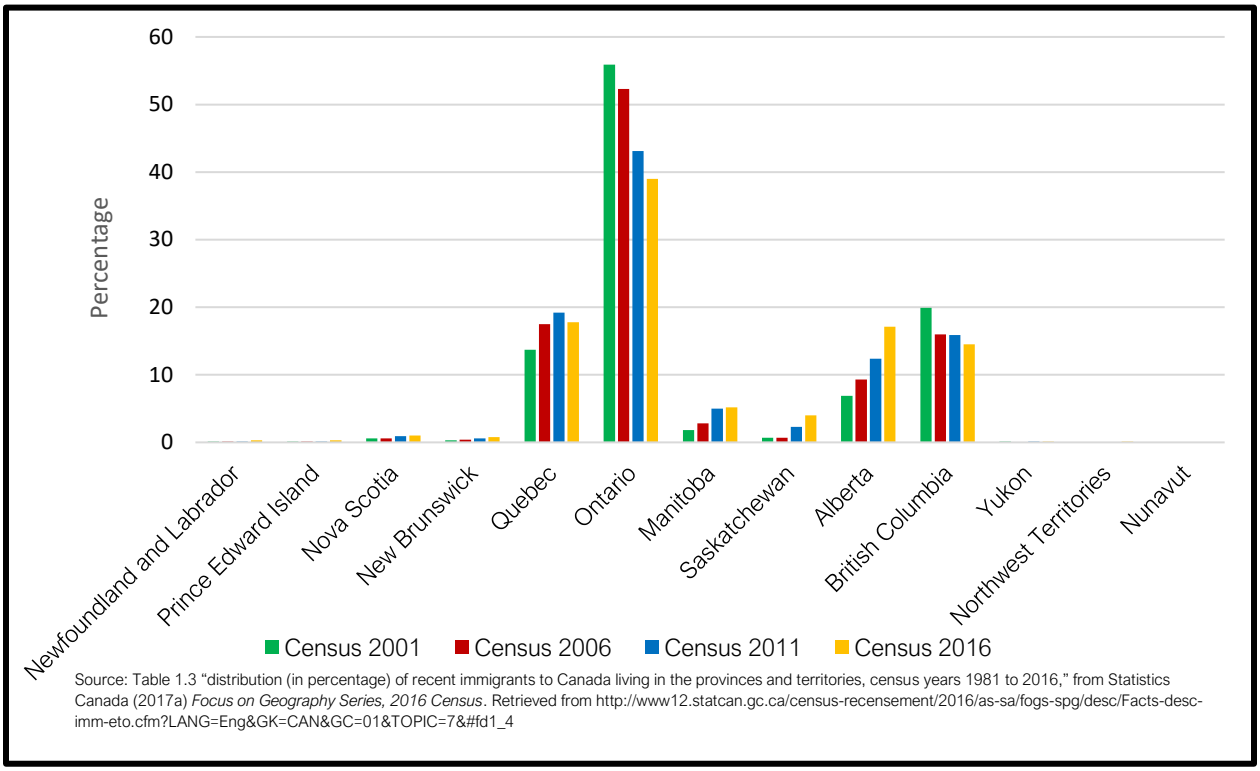
Figure 1: Number of Immigrants by Province



In 2016, Ontario's share of newly arrived immigrants was 39%; this constitutes a decrease from 55.9% in 2001 (Statistics Canada, 2017a). This shift is reflective of a wider distribution across Canada of newcomer populations, especially benefiting the Prairie and Atlantic regions as both have seen more than a doubling of share of recent newcomers over the past 15 years (Statistics Canada, 2017b, p. 2). Figure 2 highlights the distribution of recent newcomers by province and territory over the past 15 years and shows Ontario's decreasing proportion of recent immigrants. As can be seen in Figure 2, Ontario however, is still the destination of the largest plurality of new immigrants.[1] Quebec's share of recent newcomers in 2016 was 17.8%, which was an increase from 13.7% in 2001 (Statistics Canada, 2017b, p. 4). As an overall share of recent immigrants, Quebec stands in second place (Statistics Canada, 2017b, p. 4).

[1] There is also no tracking as to where newcomer migrants go after initial landing. It is widely believed that Ontario is a net beneficiary of such secondary immigrant migration.

Figure 2: Percentage of Recent Newcomers to Canada Living in the Provinces and Territories, Census Years 2001 to 2016



Source: Table 1.3 "distribution (in percentage) of recent immigrants to Canada living in the provinces and territories, census years 1981 to 2016," from Statistics Canada (2017a) *Focus on Geography Series, 2016 Census*. Retrieved from http://www12.statcan.gc.ca/census-recensement/2016/as-sa/fogs-spg/desc/Facts-desc-imm-eto.cfm?LANG=Eng&GK=CAN&GC=01&TOPIC=7&#fd1_4

In terms of immigrant city destinations in the 2016 census, 46.1% of Toronto's population was made up of immigrants, Vancouver's was in second place with 40.8% and Montreal followed with 23.4% (Statistics Canada, 2017b, p. 5). In regards to distribution, Toronto is home to 35.9% of all of the immigrants who live in Canada, Vancouver is home to 13.1% and Montreal is home to 12.4% (Statistics Canada, 2017c). Table 1 presents the distribution and city proportion of both immigrants and recent newcomers in each BMRC-IRMU City.

Table 1: Distribution and Proportion of Immigrants and Recent Newcomers

Metropolis	Immigrant Population			Recent Newcomers (2011 to 2016)		
	Number	Distribution	Proportion	Number	Distribution	Proportion
Toronto	2705550	35.9%	46.1%	356930	29.4%	6.1%
Montréal	936305	12.4%	23.4%	179270	14.8%	4.5%
Ottawa–Gatineau	255800	3.4%	19.7%	37890	3.1%	2.9%
Kitchener–Cambridge–Waterloo	118615	1.6%	23%	13975	1.2%	2.7%
Windsor	74495	1%	22.9%	10105	0.8%	3.1%
Sherbrooke	14550	0.2%	7.1%	3940	0.3%	1.9%

Source: Data from Statistics Canada (2017c), Table 1 "Geographic distribution of immigrants and recent immigrants and their proportion within the population of census metropolitan areas, Canada, 2016". Retrieved from https://www.statcan.gc.ca/daily-quotidien/171025/t001b-eng.htm

3. The Need for Settlement Services

Settling in a new country is not an easy endeavour. There are many needs that newcomers[2] have and barriers that they face throughout their ongoing settlement experience. Because of these barriers and challenges, settlement services are provided for newcomers and in some instances to longer resident immigrants to help them settle, adjust, adapt and integrate into Canadian society. The settlement process, to quote Richmond and Shields (2005), "is a lifelong journey" (p. 515); it does not end once a newcomer has lived in Canada for a year, nor when a newcomer becomes a Canadian citizen. However, it is helpful to conceptualize the settlement process in four general stages[3]: pre-arrival, initial reception, intermediate stage, and the long-term stage.

Table 2: Settlement Process Stages

Pre-Arrival	Initial Reception	Intermediate	Long-Term
In this stage newcomers are preparing for their move to Canada. They are also setting their expectation for their lives in Canada.	Once newcomers arrive, they have immediate needs such as basic information and referrals, language training, and temporary housing.	Once newcomers have initially settled, they are in need of securing longer-term employment, finding permanent housing, searching for education, etc., that establish their foothold in the country.	In the long-term stage newcomers begin developing a sense of attachment or belonging in Canada, without giving up their attachment and belonging to their home countries. It is at this stage that the deeper forms of integration and inclusion should occur.
Source: The initial reception, intermediate and long-term stages are cited from Richmond & Shields, 2005, p.515.			

Settlement services are provided to support the needs of newcomers throughout these four stages. They include an array of programs and supports for newcomers to assist them with integrating, adapting and resettling in Canadian society. These services are commonly provided free of charge to the newcomers (with some exceptions), and do not include the work of immigration consultants who are private for-profit operators. The following report will map out these settlement services in Canada. First by explaining who access settlement services and then identifying the different types of settlement services. This is followed by a list of the types of settlement service providers, with some examples from the six BMRC-IRMU city networks. To conclude, this report unpacks some of the main funders of settlement services in Canada.

[2] This report uses the term "newcomer" for those immigrants and refugees who have been in Canada for ten years or less and uses the term "immigrants" for those who have lived in Canada for more than ten years.

[3] Richmond and Shields (2005) identify three stages of the settlement process (reception, intermediate and final), however this report adds the additional pre-arrival stage.

4. Settlement Services Eligibility

There are four general immigration statuses that immigrants/migrants can hold: naturalized citizens, permanent residents, temporary residents, and undocumented migrants.

Naturalized Citizens
Canadian citizens who were born outside of Canada yet passed a citizenship test and took the Oath of Citizenship

Permanent Residents
Newcomers who are permanently allowed to reside in Canada

Temporary Residents
Newcomers who are allowed to reside in Canada for a pre-determined amount of time

Undocumented Migrants
Migrants who reside in Canada but do not have legal documentation. Many of these individuals have had previous legal standing but may have lost this with expired visas.

Due to eligibility criteria laid out by each funder, not all immigrants/migrants in those four categories are able to access the same services. The most restrictive eligibility criteria is set by the Canadian Department responsible for immigration matters, Immigration Refugees and Citizenship Canada (IRCC). IRCC's eligible criteria for their funded settlement services include permanent residents, protected persons, individuals inside or outside of Canada who have been approved for permanent residency, convention refugees and Live-In Caregivers (CIC, 2015, p. 7). This means temporary residents (other than Live-In Caregivers) and naturalized citizens can not access settlement services funded by IRCC.

Other levels of government may be more flexible with their eligibility requirements, commonly expanded their eligibility criteria to temporary residents and naturalized citizens, yet undocumented migrants still fall out of reach (with the except of municipal governments who have affirmed they are Sanctuary Cities). Local United Ways, community foundations and private donors tend not to make restrictions on who can access the services they fund but rather leave it up to the settlement service provider to decide.

Through IRCC's examination of its data for adult newcomers arriving in the 2015 admissions year, they calculated that 39% of newcomer adults had used at least one of their funded settlement service by April 2017 (IRCC, 2017f, p. 3). Different types of immigrants have varying use of IRCC funded settlement services; refugees having the highest usage followed by the spouses and dependents of economic immigrants. However, in terms of sheer numbers the largest category of IRCC settlement users were economic principal applicants (IRCC, 2017f, p. 4) (see Table 1, p. 4). Also 57% of clients were

female. The age groups with the most uptake of services were 30 to 44 years old individuals, constituting 40% of the total use (IRCC, 2017f, p. 8). It is also important to note that use of IRCC settlement services has been increasing in recent years. It expanded by 11% between the fiscal year 2014/15 and 2015/16 and increased by an additional 3% in 2016/17 (IRCC, 2017f, p. 17).

5. Types of Settlement Services

There are a variety of types of direct and indirect settlement services. Direct services are provided directly to newcomers or have an immediate impact on services for newcomers. Services can be provided one on one, in workshops or group setting, in person or online. Whereas, indirect services and supports are activities that indirectly support newcomer's settlement such as the coordination of service delivery, development of new services, enhancement of settlement service delivery training, and conducting research that informs services (CIC, 2015, p. 7, 8).[4] Below is a table of the different types of settlement services.

Table 3: Types of Settlement Services

	SERVICE	EXPLANATION
Direct	Pre-Arrival Services	Pre-arrival services are settlement services delivered in-person, online or over the phone to help future newcomers prepare for their travels and settlement in Canada. Services include; Needs Assessment and Referrals, Information and Orientation, Employment-Related Services and Support Services (which are described below). Some settlement providers are located in countries abroad while other are located in Canada but deliver services virtually (IRCC, 2017a).[5] Services are mainly funded by IRCC and are typically only available for those who have been approved to immigrate to Canada under a permanent residency category (IRCC, 2017a).
Direct	Needs Assessment and Referral Services (NARS)	Needs Assessment and Referral Services identify and assess newcomers needs and determine which programs and services they are eligible for in order to make referrals. Commonly need assessments include setting goals and developing realistic and personalized settlement plans. NARS may be conducted multiple times throughout a newcomer settlement journey (CIC, 2011, p. 8).

[4] This report adopts the terminology use by the federal government in regards to settlement services as it is the most commonly used descriptions of the various types of services provided in the sector.

[5] The list of countries that have in-person IRCC-funded pre-arrival services include: Australia, Bangladesh, China, Colombia, Dubai, Ecuador, Egypt, Ethiopia, Ghana, Haiti, Hong Kong, India, Indonesia, Japan, Jordan, Kenya, Korea, Lebanon, Malaysia, Mexico, Moldova, Nepal, Nigeria, Pakistan, Philippines, Poland, Romania, Russia, Singapore, South Africa, South Korea, Sri Lanka, Sudan, Taiwan, Thailand, Turkey, Ukraine, United States of America, and Vietnam (IRCC, 2017a).

Direct	Resettlement Assistance Program (RAP)	The Resettlement Assistance Program is provided for Government Assisted Refugees (GARS) and includes two parts. The first part is income support for up to 12 months for GARS after they first arrive in Canada. The second part is the initial reception services needed for GARS in their first four to six weeks in Canada. These services include reception at the Canadian port of entry, temporary housing, orientation and information, support finding permanent housing, applying for government benefits and programs and assessment and referrals. This program is funded by IRCC and delivered by settlement service providers (IRCC, 2016, pp.1-2).
Direct	Information and Orientation Services	Information and Orientation services provide newcomers with guidance, information, and resources. They are meant to help newcomers with their everyday needs, as well as understand their rights and obligations (CIC, 2011, p. 8). It includes port of entry services; orientation services; settlement consultations; dissemination of information and referrals to community resources for such things as employment, healthcare, legal services, education, banking, and recreation (CIC, 2015, p. 8).
Direct	Employment-Related Services	Employment-Related Services help newcomers gain knowledge and skills to enter the Canadian labour market (CIC, 2015, p. 10). Services include programs such as training and bridging programs, employment and credential assessment, work and volunteer placements, professional networking, mentoring, career pathways explorations, and programs incorporating interventions relating to resume writing, job search, interview preparation, networking skills, understanding Canadian workplace culture, and interpersonal skills (CIC, 2015, pp. 8, 10).
Direct	Language Assessments	Language Assessments are conducted for newcomers based on the Canadian Language Benchmark (CLB) or Niveau de competence linguistique canadiens (NCLC). Once a newcomer's skill level is determined they are referred to the appropriate language training programs (IRCC, 2017f, p.2). Language assessments include testing a newcomer's speaking, listening, writing and/or reading ability.

Direct	Language Training and Skills Development	Language Training services are focused on improving a newcomer's knowledge of English or French so they can participate in Canadian society (CIC, 2015, p.10). There are formal language training programs such as the Language Instruction for Newcomer to Canada (LINC) (English) and Cours de langue pour les immigrants au Canada (French) that can be focused on daily life, occupation specific. There are also informal language training services such as conversation groups or one on one conversations lessons which help newcomers practice their English or French and there is no formal testing. These can also be considered a community connection service type (IRCC, 2017c; CIC, 2015, p. 11). Language training services can take place in class room settings, online, one on one, or a blended environment (IRCC, 2017f, p. 2).
Direct	Health	Health settlement services are healthcare services provided for newcomers. Newcomers can access traditional health service, but health settlement services are provided in a culturally sensitive manner and can include language supports. Settlement service health services can include anything from primary care, health education, illness and disease prevention, mental health supports, healthy eating, dental care, sexual health, etc. This is not a specific IRCC settlement category for settlement funding.
Direct	Housing	Housing settlement services include both the supports to find temporary and permanent housing, and housing that is only available for newcomers, such as multicultural subsidized housing. Housing settlement services can be a form of information and orientation settlement services as there are information sessions on how to rent or buy homes, as well as one on one supports to look for a home. This is not a specific IRCC settlement category for settlement funding.
Direct	Community Connections Services	Community connections are services that help newcomers connect with people, institutions, employers and organizations in their community (Government of Canada, 2017a; CIC, 2015, p.11). Some community connection activities include conversation circles, community activities, settlement supports in schools and libraries, mentoring, and cultural awareness and knowledge transfer activities and networking activities (CIC, 2015, p. 8). Host matching programs are also part of community connections services that match newcomers with volunteer Canadians. This is a mutually beneficial program that supports newcomers who learn about life in Canada from the volunteer, while the volunteer learns about a new culture from the newcomer (CIC, 2010, p. iv).

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Direct	Support Services	Support services are meant to address barriers for newcomers to better access other settlement services. They typically include translation and interpretation services, transportation, childminding, crisis counselling and disability support services (CIC, 2015, p. 8).[6]
Indirect	Sector Associations	Sector associations are national, provincial, regional or service-specific representative bodies that coordinate with their respective settlement service providers and society at large to foster learning, exchange information and help to improve comparability of programming (CIC, 2015, p. 12). A list of the provincial sector associations is provided in the following section of this report.
Indirect	Community Partnerships	Community partnerships foster welcoming communities and workplaces through increasing localized cross-sector engagement, coordination and planning. Some examples include Local Immigration Partnerships and Immigrant Employment Councils (CIC, 2015, p. 12).
Indirect	Local Immigration Partnerships (LIPs)/ Réseaux en immigration francophone	Local Immigration Partnerships (LIPs) are a form of community partnerships that help to develop local partnerships and planning around newcomer needs. They coordinate with a variety of local stakeholders to work towards developing a more welcoming community. (CIC, 2013, p. 6). LIPs are guided by their partnership councils which include representatives from key stakeholders in the community. These councils develop local settlement strategies and action plans to develop more welcoming communities. LIPs can also have sub-committees and/or working groups and sector tables to focus on specific issues or themes. The long-term goal for LIPs are to help with the development of local multi-sectoral partnerships (CIC, 2013, p. 6). LIPs have been developed in a multitude of ways: through local governments, settlement agencies, economic development agencies, social planning councils and more (CIC, 2013, p. 7).
Indirect	Immigrant Employment Councils (IEC)	Immigrant Employment Councils are a form of community partnerships and work to coordinate with thousands of employers. These councils provide tools, resources and support for employers to increase their capacity for recruiting, selecting, training and retaining newcomers. In addition, they provide cross-cultural training for human resources staff and those who are involved in the hiring process (IRCC, 2017, p. 20)
Indirect	Research Bodies	In order to evaluate and assess newcomer settlement needs, settlement services, and develop new innovative programs, immigration and settlement related research bodies have been established at local, regional, national levels and/or for sector specific research areas.

[6] For support services funded by IRCC there is restriction that no more than 20% of the service providers contribution agreement can be for support services, however this can be exceeded under special circumstances authorized by IRCC (IRCC, 2017f, p. 2).

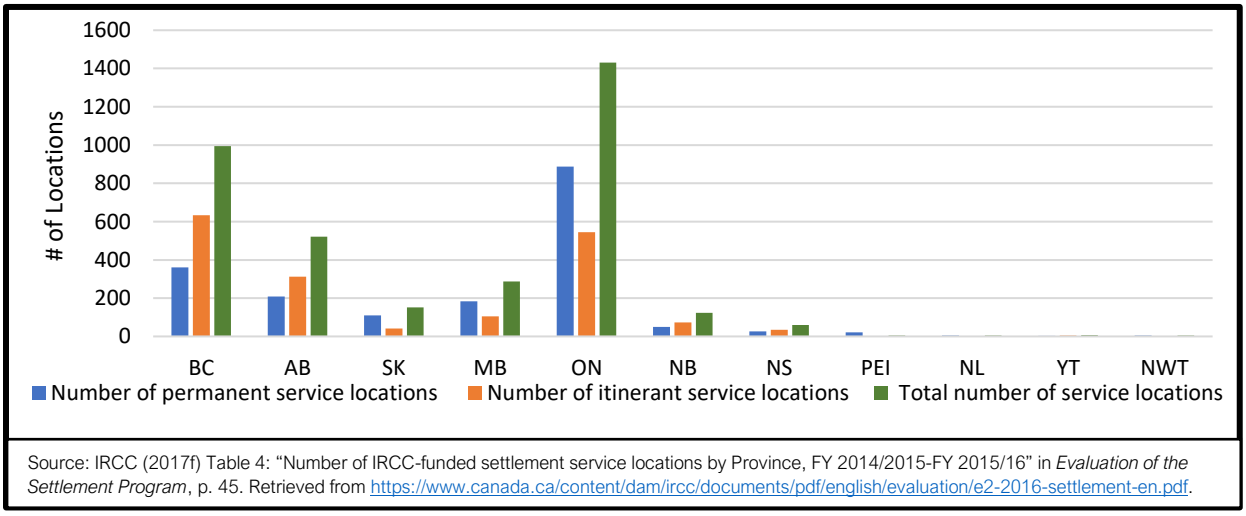
6. Types of Settlement Service Providers

There are a variety of different types of organizations that provide settlement services. The four main service providers are civil society organizations, school boards, provincial governments and municipal governments. It is important to note that the Federal Government does not provide settlement services themselves, rather they contract out services to third parties. The following section provides an overview of these settlement service providers and provides examples of the service providers from the different BMRC-IRMU cities networks.

Civil Society Organizations as Service Providers

Civil society organizations (or non-profit organizations) make up the bulk of settlement service providers in Canada. Federal funding, along with funding from other sources support the delivery of these services. Figure 3, presents a graph of IRCC funded settlement service locations in the provinces and territories (excluding Quebec and Nunavut), Table 4 presents the actual numbers of for each province, (including Nunavut and Quebec), and Figure 4, maps out the above information.[7] All of these highlight that the greatest proportion of settlement service locations is in Ontario. With 887 permanent settlement service locations, Ontario holds 47.7% of the total Canadian locations when Quebec is excluded. Additionally, Ontario also has 544 itinerate locations which is 31.1% of the total itinerate locations in Canada. Therefore, in Ontario there are 1,431 service locations; 39.7% of all of the Canadian service locations, excluding Quebec (IRCC, 2017f, p. 45).

Figure 3: Number of IRCC-Funded Service Locations by Province, FY 14/15- 15/16



Source: IRCC (2017f) Table 4: "Number of IRCC-funded settlement service locations by Province, FY 2014/2015-FY 2015/16" in *Evaluation of the Settlement Program*, p. 45. Retrieved from https://www.canada.ca/content/dam/ircc/documents/pdf/english/evaluation/e2-2016-settlement-en.pdf.

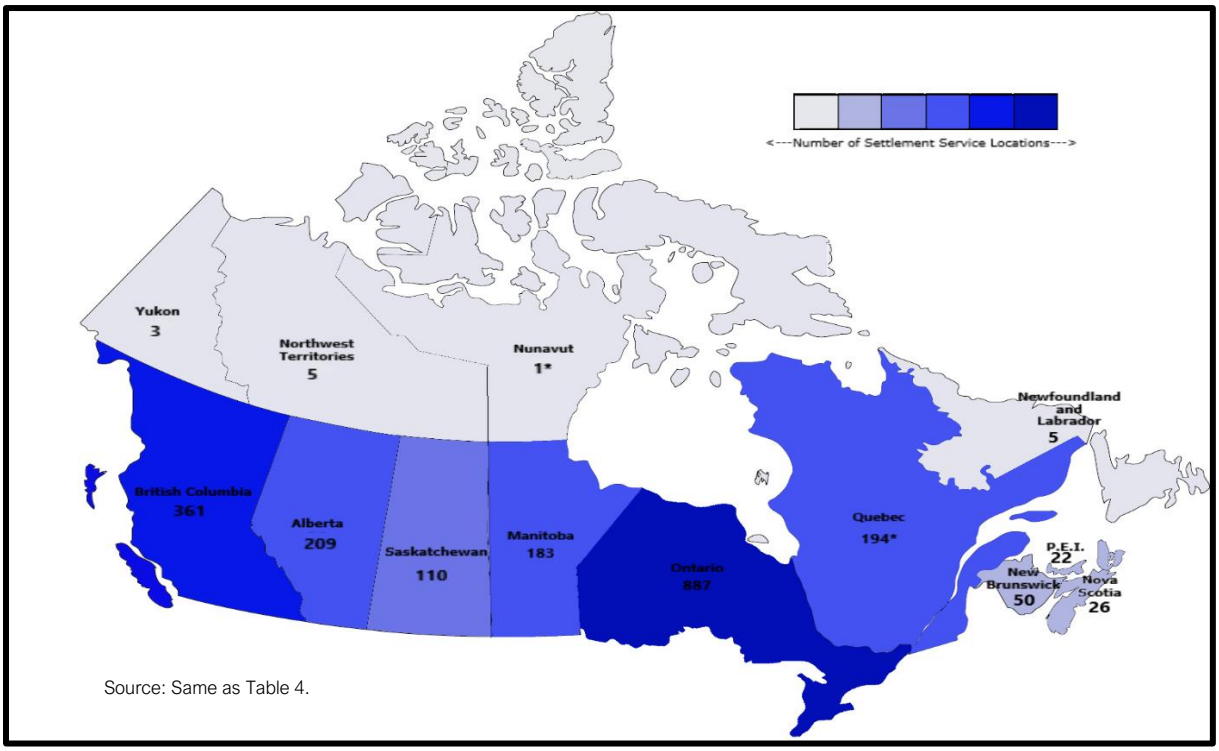
[7] All of the data contained in figure 3 and 4, and table 4, other than the data for Quebec, include all IRCC funded organizations which are mainly civil society organizations but also include school boards; businesses; individuals; and, provincial, territorial, municipal and regional governments.

Table 4: Number of IRCC-Funded Settlement Service Locations by Province

Province/territory	Number of permanent service locations	Number of itinerant service locations	Total number of service locations
British Columbia	361	633	994
Alberta	209	312	521
Saskatchewan	110	41	151
Manitoba	183	105	288
Ontario	887	544	1431
New Brunswick	50	73	123
Nova Scotia	26	34	60
Prince Edward Island	22	2	5
Newfoundland and Labrador	5	0	5
Yukon	3	4	7
Northwest Territories	5	0	5
Nunavut*	1	-	1
Quebec**	194	-	194

Source: All Provinces and Territories only include IRCC Funded locations, except for Quebec.
Data for all Provinces and Territories except Nunavut and Quebec is from IRCC (2017f), Table 4: "Number of IRCC-funded settlement service locations by Province, FY 2014/2015-FY 2015/16" in *Evaluation of the Settlement Program*, p. 45. Retrieved from https://www.canada.ca/content/dam/ircc/documents/pdf/english/evaluation/e2-2016-settlement-en.pdf.
*Data for Nunavut was retrieved by searching for settlement services in Nunavut on IRCC's (2018) *Find free newcomer services near you* webpage. Retrieved from http://www.cic.gc.ca/english/newcomers/services/index.asp
**Data for Quebec only includes service locations that receive funding from the Ministère de l'immigration, diversite, et inclusion. Data from Ministère de l'immigration, diversite, et inclusion (2018) *Services offerts par les partenaires du Ministère*. Retrieved from https://services.immigration-quebec.gouv.qc.ca/fr/partenaires/services-offerts.php

Figure 4: Map of Permanent Settlement Service Locations



Source: Same as Table 4.

Figure 4 below is a map of locations of civil society organizations that provide settlement services and receive funding from IRCC (IRCC, 2017g). The map shows how there is a heavy concentration of settlement providers stretching between Toronto, Ottawa and Montreal which is reflective of the historically strong pattern of newcomer settlement within this region. While it also shows the presence of service locations in rural areas of the country, since newcomers are settling in rural locations more than they had previously. Furthermore, Quebec has a smaller amount of service locations due to the fact that most of their settlement services are provided by the Province itself rather than civil society organizations.

Figure 4: IRCC Funded Settlement Service Providers

Source: this map includes data until January 29, 2017 and data points include one or more IRCC funded settlement provider organizations. The map was developed by singling out only the data for "Service Provider Organizations" on the IRCC (2017g) "Map of destination communities and service provider organizations." For access to map go to https://www.canada.ca/en/immigration-refugees-citizenship/services/refugees/welcome-syrian-

To further unpack the types of settlement service providers that fall under the civil society organizations category, this section is broken down into five groups. These are not mutually exclusive categories as some organization can be a part of two or more of the categories.

1. <u>"Universal" Service Providers:</u>
   Universal Service Providers are organizations that provide services to both newcomers and those born in Canada (Biles et al., 2011, p. 230). This category includes both organizations that provide services to the public which includes newcomers, as well as organizations that provide general services to the public but also have newcomer specific settlement services.

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"Universal" Service Providers Example (Toronto): WoodGreen Community Services
WoodGreen Community Services has been providing social services in Toronto for 80 years. As one of the largest social service agencies in the City they provide over 75 different programs to marginalized communities. They have specific services targeted at financial empowerment, employment, health and wellness, housing, and services targeted for children and youth, seniors, women and newcomers. Their newcomer specific services include orientation services; counselling; English language training services; settlement workshops; employment related services such as employment workshops, job search support, mentorship programs, connections to employers, bridging programs for internationally trained professional, and a Microsoft computer training course; newcomer youth programs; volunteer program; and community connections activities (WoodGreen, n.d.). Such a wide variety of services for both newcomers and Canadian born residents, makes them a "universal" service provider.

2. Immigrant Serving Provider Organizations: Also known as a 'Settlement Agency' or a 'Immigrant Settlement Agency.' These organizations provide direct services to immigrants and can be multi-service or single service providers. These can be further distinguished between five types of organizations: Generic Organizations, Ethno-Cultural Organizations, Linguistic Organization, Faith Based Organization, and Umbrella Organizations (Biles et al., 2011, p. 232):

   2.a Generic Organizations: These are settlement agencies that serve all newcomers and do not have specific ties to one segment of the newcomer population. They also tend to be multi-service organizations.

Generic Organization Example (Windsor): New Canadians' Centre of Excellence Inc.
The New Canadians Centre of Excellence is a community organization with four locations in Windsor, and one in Leamington, that is focused on providing a variety of settlement services for newcomers. Their services include: settlement and integration support; a variety of employment services for high and low skilled workers and youth; language training for newcomers with high and low CLBs; a bridge training program which includes both a language component and a work placement; and childcare services. Additionally, one of their locations is a Youth Resource Centre that provides resources, supports and services for newcomer youth (New Canadians' Centre of

   2.b Ethno- Cultural Organizations: These are settlement service providers that target newcomers from a particular ethno-cultural community or a particular source country. These organizations also connect newcomers with the general population acting as a cross-cultural bridge. To receive public funding however, these organization can not turn away clients in need so

they also provide services to newcomers that are not from their ethno-cultural group. Nevertheless, the services they provide are tailored to the unique needs of their ethno-cultural community (Biles et al., 211, p. 231).

Ethno-Cultural Organization Example (Ottawa): **The Ottawa Chinese Community Service Centre**
The Ottawa Chinese Community Service Centre (OCCSE) is a non-profit organization that provides services for immigrants, refugees, and citizens of Chinese descent in Ottawa. OCCSE provides pre-arrival and employment services, information and orientation services, language training services, family counselling, seniors support and childcare services. Their pre-arrival and employment services are provided through their virtual In-TAC program which supports newcomers nationally. Their services are provided for immigrants/migrants of all statuses. (OCCSE, n.d.).

2.c Linguistic Organizations: These are settlement service providers that provide services for a particular linguistic immigrant community. The most common linguistic organizations are francophone.

Linguistic Organization Example (Toronto): **The Centre francophone de Toronto**
The Centre francophone de Toronto is a linguistic organization that provides services to all francophones who reside in Toronto, however they also have newcomer specific services. These newcomer specific services include: information and orientation sessions; Canadian integration workshops; community connections activities such as settlement, professional, and youth matching programs; citizenship classes; and volunteer opportunities. Centre francophone de Toronto also coordinates the PIDEF/TÉE (Settlement in French-Language Schools Program) that supports newcomer children and their parents with integration in Ontario's Francophone school system. This includes settlement workers in schools and workshops for the community about the school system and workshops in schools (Centre francophone de Toronto, n.d.).

2.d Faith- Based Organizations: These are settlement service providers that are connected by a faith community and targeted at newcomers of the same faith. However, similarly to ethno-cultural organizations, they will commonly provide services to newcomers of different faiths.

Faith-Based Organization Example (York Region): Catholic Community Services of York Region
The Catholic Community Services of York Region is a non-profit organization that provides social services for all York Region residents with a commitment to "Catholic social justice principles" (CCSYR, n.d.). They provide services to newcomers and Canadian-born citizens no matter their faith, ethnicity, cultural and racial background, marital status or sexual orientation. They are both a family services agency and a settlement agency. Their settlement specific services are: information and orientation sessions through settlement counsellors and workshop, interpretation and translation services, and community connection services. They provide these services as one of the lead agencies of the Welcome Centre Immigrant Services. The Catholic Community Services also administers and staffs the settlement workers in schools for the Settlement and Education Partnership in York Region (CCSYR, n.d.).

2.e Umbrella Organizations (Settlement Sector Associations): These organizations bring together the settlement sector in a given region for training, support, advocacy, coordination and more. As noted in the previous section, umbrella organization provide indirect settlement services

Table 5: Canadian Settlement Sector Associations

PROVINCE/ TERRITORY	SETTLEMENT SECTOR ASSOCIATIONS
British Columbia	Affiliation of Multicultural Societies and Service Agencies (AMSSA)
Alberta	Alberta Association of Immigrant Serving Agencies (AAISA)
Saskatchewan	Saskatchewan Association of Immigrant Settlement and Integration Agencies (SAISIA)
Manitoba	Manitoba Association of Newcomer Serving Organizations (MANSO)
Ontario	Ontario Council of Agencies Serving Immigrants (OCASI)
Quebec	Table de concertation des organismes au service des personnes réfugiées et immigrantes (TCRI)
Atlantic Provinces	Atlantic Region Association of Immigrant Serving Agencies (ARAISA)
Yukon	Multicultural Centre of Yukon (MCY)
National (Except ON and QB)	Canadian Immigrant Settlement Sector Alliance-Alliance canadienne du secteur de l'établissement des immigrants (CISSA-ACSEI)

3. Issue-Based Organizations: A number of settlement service providers provide services based on a specific settlement need or priority issue (Biles et al. 2011, p. 233). Some of the most common settlement needs issue-based organizations focus on are employment, language and health; these are considered single-service settlement providers. Whereas, some of the most common groups in which issue-based settlement agencies tailor their services for are women, youth or refugees.

Issue-Based Organization Example (Gatineau): Service Intégration travail Outaouais
As an issue-based service provider, Service Intégration travail Outaouais provides explicitly employment services and economic integration supports for newcomers living in Gatineau. Their employment services include both support for newcomers looking for employment and those wanting to start their own business. They also have employment related language training to teach communication for the workplace and provide recruitment and intercultural training services for companies that want to hire newcomers (Service Intégration travail Outaouais, n.d.).

Issue-Based Organization Example (Ottawa): Immigrant Women Services Ottawa
Immigrant Women Service Ottawa provides culturally appropriate services for newcomer women and their children. Their services include: computer classes, information and orientation sessions, yoga classes, sewing classes, and arts and crafts programs. Additionally, they have onsite childcare and provide interpretation services for service providers who work with other newcomer women with low English and French language skills and are victims of human trafficking, domestic and sexual abuse (IWSO, n.d.).

4. Colleges and Universities: Post-secondary institutions accept many international students and permanent residents each year, and thus their student services used by newcomers can be considered settlement services. Many Colleges and Universities also provide language training and bridge-training programs for newcomers. Furthermore, faculty members and students also conduct settlement related research and are part of newcomer settlement research networks.

College Example (Sherbrooke): Collège d'enseignement général et professionnel de Sherbrooke
Collège d'enseignement général et professionnel de Sherbrooke (CEGEP) is a public francophone general and vocational college located in Sherbrooke. In addition to the 30 various education programs they offer they also receive funding from Quebec's Ministère de l'immigration, diversite, et inclusion to deliver Francization courses which are French language training courses. Part of this program includes bridging activities between Francization students and students in regular CEGEP education programs to help students further integrate (CEGEP, n.d.).

5. Multicultural Non-Governmental Organizations: These organizations are focused on diversity issues as a whole, however they occasionally receive funding to provide settlement services. These organizations have played a larger role in providing settlement services in rural communities that do not have the traditional settlement agencies available (Biles et al., 2011, p. 232).

Multicultural Non-Governmental Organization Example (Windsor): **Multi-Cultural Council of Windsor and Essex County**
The Multi-Cultural Council (MCC) works to create "a welcoming community for all through education, community engagement, and promotion of diversity and equality for all residents of Windsor and Essex Country" (MCC, n.d.). Their multicultural services are provided for newcomers and the community at large. Their specific newcomer programs include: needs assessments and referrals, delivery of the Windsor Resettlement Assistance Program, information and orientation services, language training, pre-employment services, services for private sponsors, and support services such as translation and interpretation supports. Additionally, they deliver the Neighbours, Friends and Families- Immigrant and Refugee Communities provincial campaign to raise awareness about abuse against women. MCC also have a Nurse Practitioner Clinic, multicultural health initiatives, youth programming, cultural diversity training, and run multi-cultural special events that are available for everyone (MCC, n.d.).

Multicultural Non-Governmental Organization Example (Kitchener-Waterloo) **Kitchener-Waterloo Multicultural Centre**
The Kitchener-Waterloo Multicultural Centre's mission is "to foster the diversity which exists in [the Kitchener-Waterloo] community and to facilitate the full participation of everyone who live [there]" (KWMC, n.d.). Their services include: supporting newcomers with job search information and employment related workshops; translation and interpretation services and access to a commissioner of oath; settlement services for all newcomers and Canadians; supports for refugees including refugee claimants; and, English language training with one on one volunteers. KWMC also administers the Library Settlement Partnership for their region (KWMC, n.d.).

School Boards as Service Providers

Many school boards across Canada will provide language programs for students that attend their schools, as well as language programs for adults in the community. Some school board also host newcomer receptions centres located in one or more of their schools in order to provide language assessments and referrals to various settlement services and community supports (Biles, 2011, p. 220).

School Board Example (Windsor):
Greater Essex County District School Board

The Greater Essex Country District School Board overseas 70 schools in nine municipalities which includes: Windsor, LaSalle, Amherstburg, Tecumseh, Lakeshore, Essex, Kingsville, Leamington and Pelee Island. The School Board offers English as a Second Language and English Literacy Development programs for students in Kindergarten to Grade 12. They also provide English as a Second Language adult programs for free for permanent residents and naturalized citizens, while temporary residents can attend but may have to pay tuition fees. In order to access student and adult newcomers' language skills, the School Board has a Newcomer Reception Centre located in Windsor. The Centre also provides newcomer families with an introduction to Ontario's school system and provides a variety of community programs and resources (Greater Essex County District School Board, n.d.).

Provincial Governments as Service Providers

Provincial governments can act as both service providers and funders. This section focuses on provinces as direct service providers. In general, all provincial services are available for naturalized Canadians, permanent residents and occasionally temporary residents. However, there can be some stipulations for accessing those services. For example, in some provinces a newcomer must reside in that province for up to three months before they can have free access to healthcare (Government of Canada, 2017b). The direct settlement services that provinces provide varies, however, in general the main types of services they provide (if they provide any at all) are employment-related and language related. Many provinces have, or fund, access centres where newcomers can get employment information. Provinces also provide indirect settlement services through legislation, regulations, policies, strategic development related to settlement, as well as sit on newcomer related committees, working groups, sector tables, LIPs, and IECs. Below are brief descriptions of the Ontario and Quebec governments' direct settlement services.

Government of Ontario as a Settlement Service Provider

The Government of Ontario's Ministry of Citizenship and Immigration was responsible for the Provinces immigration and settlement matters until June 29th, 2018 when the newly elected Progressive Conservatives were sworn in and disbanded the Ministry of Citizenship and Immigration. The responsibilities of the Ministry of Citizenship and Immigration were split between four Ministries. The settlement programs that the Province runs are mainly focused on provided funding for settlement agencies to deliver settlement services. However, there are a few exceptions where the Province provides direct settlement services. For example, Global Experience Ontario is an access centre that provides information for internationally trained non-health related professional which will now be delivered by the Ministry of Training, Colleges and Universities, and the Ministry of Health and Long-Term Care's HealthForceOntario runs the Access Centre for Internationally Educated Health Professionals which helps internationally educated health professional find training, get licensed, find employment and explore alternative career paths (HealthForceOntario, 2017). The Province also provides indirect settlement services through legislation, policies and by coordinating or sitting on relevant committees and working groups. A list and descriptions of all these initiatives can be found in the BMRC-IMRU report *Government of Ontario's Role in Immigration and Settlement.*

Government of Quebec as a Settlement Service Provider

Quebec is in a unique position regarding settlement services compared to the other provinces. In 1968 the Province established their first ministry responsible for immigration and in 1971 they signed their first agreement with Canada (Lang-Cloutier Agreement) which allowed Canadian embassies to have Quebec representatives (Government of Canada, 1994). In 1975 Quebec gained access to part of the selection process by being able to conduct immigration interviews and make recommendations to visa officers through an agreement with Canada (Andras-Bienvenue Agreement). Three years later in 1978 gained further responsibility for immigration selection abroad as they were allowed to define their own selection criteria through the Cullen-Couture Agreement with Canada (Government of Canada, 1994). These agreements were mainly focused on immigrant selection rather than settlement. However, settlement matters were brought to the table in 1991 when the Governments of Quebec and Canada signed the *Canada-Quebec Accord Relating to Immigration and Temporary Admission of Aliens* (also known as the Gagnon-Tremblay-Mcdougall Accord or the Canada-Quebec Accord on Immigration). The Accord transferred a significant amount of responsibility of immigration and settlement matters over to the Government of Quebec and was meant to preserve Quebec's demographic significance and ensure that immigrants integrate into Quebec in a manner that respects the Province's distinct identity (IRCC, 2017e). The Province was given exclusive responsibility for immigrant selection for its region other than family class and refugee claimants (IRCC, 2017e). Quebec also became responsible for reception and integration services; Canada withdrew their supports in the Province (other than for citizenship and multicultural services) while providing reasonable compensation for the Government of Quebec to provide their own settlement services (Government of Canada, 1994). In 2017, the Federal Government provided Quebec with a $378,213,000 transfer grant (Public Services and Procurement Canada, 2017). Part of this grant gets used for settlement services. Currently, the Province of Quebec directly provides portion of those settlement services through regional offices of their Ministère de l'immigration, diversite, et inclusion. These include pre-arrival, needs assessment and referrals, information and orientation, and language training and skills development. Whereas, employment related services are provided by or with funding from Emploi Quebec (a branch within the Ministère de travail, emploi et solidarité sociale Quebec), and support services are provided by civil society organizations. The government of Quebec also funds 194 community settlement organizations (civil society organizations) to also provide settlement services (Reichhold, 2010, p. 39; Ministère de l'immigration, diversite, et inclusion, 2016).

Municipal Governments as Service Providers

Municipal services in general are provided to all residents, whether they are newcomers or Canadian born residents. Therefore, municipal governments tend not to provide as many, if any, direct newcomer specific settlement services. Their municipal services however, still heavily impact newcomer settlement and integration. For example, police services, recreational services, public health services, and housing services all heavily impact newcomers settlement (Biles et al., 2011, pp. 227-228). Nevertheless, there are some municipalities that do in fact provide direct and indirect settlement services.

Municipal Example (Montreal): **Habiter la mixite**
The City of Montreal's office municipal d'habitation de Montreal established the Habiter la mixite (living diversity) housing initiative which is a community connections type of settlement service. Habiter la mixite encourages and facilitates intercultural communication and connecting activities between newcomers living in social housing and the greater community (office municipal d'habitation de Montreal, n.d.).

Municipal Example (Toronto): **Toronto Newcomer Office**
The Toronto Newcomer Office is an indirect settlement service run by the City of Toronto. It is funded by IRCC as a local immigration partnership. The Newcomer Office facilitates the implementation of the Toronto Newcomer Strategy and the Toronto Refugee Resettlement Plan and provides management support for the Newcomer Leadership Table. The Newcomer Office also works closely with the four other local immigration partnerships in Toronto, different City divisions, and other stakeholders in the community in order to make Toronto a more welcoming community. A full description of the City of Toronto's settlement services can be found in the BMRC-IRMU report *City of Toronto's Role in Immigration and Settlement.*

Table 6 provides a recap of the different types of settlement service providers which as described in this section of the report.

Table 6: Types of Service Providers Overview

Types of Service Providers
Civil Society Organizations
1. "Universal" Service Providers
2. Immigrant Serving Provider Organizations 2.a. Generic Service Providers 2.b. Ethno-cultural Service Providers 2.c. Linguistic Service Providers 2.d. Faith-Based Service Providers 2.e. Umbrella Organizations
3. Issue-Based Organizations
4. Colleges and Universities
5. Multicultural Non-Governmental Organizations
School Boards
Provincial Governments
Municipal Governments

7. Main Funding Sources

Since most settlement services in Canada are provided free-of-charge, a variety of sources of funding are required for the services to exist.

1. Immigration Refugees and Citizenship Canada (IRCC)

   IRCC, formally known as Citizenship and Immigration Canada, is the largest funder of settlement services in Canada. The Department will typically begin their funding process by making a Call for Proposals to which eligible applicants can submit a funding proposal. The Call for Proposals are specific to the settlement service that IRCC wishes to fund. However, every three years they will put out a National Call for Proposal for funding for core settlement services. Approved funding agreements last for 3 years. In order for service providers to receive settlement funding from IRCC they need to negotiate a contract and if it is approved they will sign a Contribution Agreement. IRCC calls service providers with Contribution Agreements Service Provider Organizations (SPOs). The Contribution Agreements stipulate the amount of funding services providers will receive along with the activities, outputs, outcomes, and reporting requirements of the agreement. However, the general expected results of IRCCs Newcomer Settlement Program are for "newcomers [to] contribute to Canada's economic, social and cultural development" (IRCC, 2017a, p. 22). The government measures this through three performance indicators based on labour force participation, volunteer participation and the newcomers' sense of belonging to Canada, all measured in comparison to Canadian-born populations (IRCC, 2017a, pp. 22-23). SPOs must report on their activities in IRCC's database called iCare. If an SPO provides direct services they must report in iCare the client's unique client identifier (UCI) number or their permanent residency (PR) number, and the details of the service they provided. SPOs typical submit monthly or quarterly report to IRCC depending on their Contribution Agreements and all Contribution Agreement holders must submit a year end report at end of the fiscal year (March 31st).

   In general, eligible applicants for IRCC funding include: businesses; Canadian non-profits; educational and other public institutions; individuals; international organizations; and, provincial, territorial, municipal and regional governments (CIC, 2015, p. 7). 51% of IRCC funded organizations primarily provided social services, while 29% were educational institutions, 8% were focused on employment-related services, and 7% were health-care focused (IRCC, 2017f, p. 10). Out of the IRCC-funded settlement service providers 78% of them provided information and orientation services, 74% provided community connections services, 67% provided

NARS, 55% provided language training, 46% provided employment related services, and 22% provided language assessment services (IRCC, 2017f, p. 10). Of those IRCC-funded settlement service providers 70% also provide non-settlement related services (IRCC, 2017f, p.10).

There have historically been a few exceptions to IRCC administration of funding for settlement services. First, due to the Canada-Quebec Accord and the Grant to Quebec, as mentioned prior in this report, settlement services in Quebec are provided by the Provincial Government and Province also administers the funding of community organizations (IRCC, 2017f, p.1). The provincial governments of Manitoba and British Columbia had agreements with the Federal Government in 1999-2013 and 1998-2014, respectively, to deliver the funding of settlement services within their own provinces. However, by 2014 IRCC had resumed responsibility for managing settlement services for every province except Quebec (IRCC, 2017f, 1).

IRCC estimated that they will spend $1,201,496,174 on their Newcomer Settlement and Integration program during the 2017-2018 fiscal year; this includes both funding for service providers and for their own human resources to implement the program (IRCC, 2017a, p. 23). The actual cost of their Settlement Program Contributions to service providers for all of Canada totaled $578,437,254 in the 2015/2016 fiscal year (IRCC, 2017F, P. 54). In the 2017/2018 fiscal year, IRCC will provide over $334 million in funding for settlement services in Ontario (MCI, 2017) and $490.253 million directly to the Government of Quebec for settlement and integration services (IRCC, 2018b).

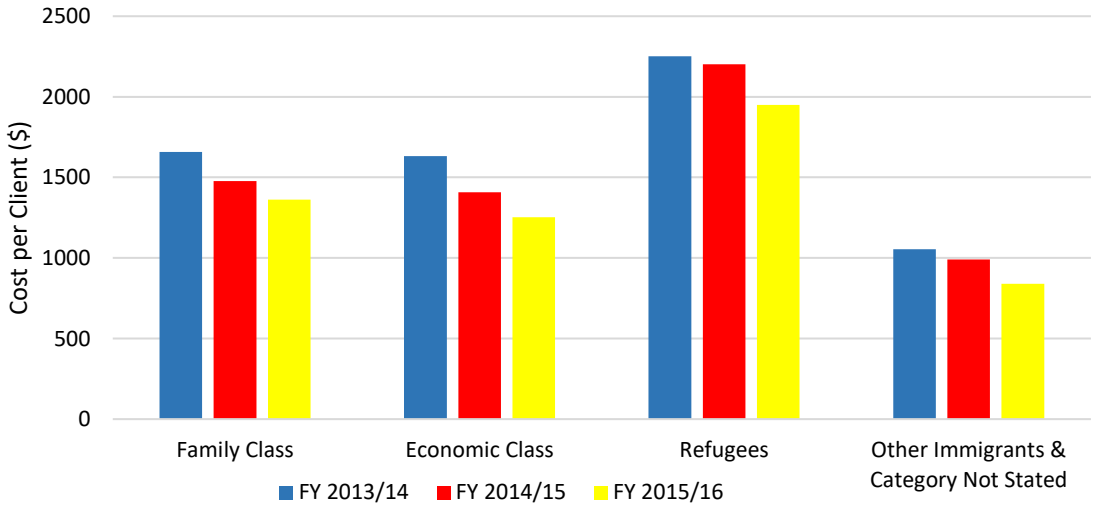
In regards to costs per clients, in the 2015/2016 fiscal year through the Settlement Program's Contributions to service providers it cost IRCC an average of $1,441 per client as can be seen in Table 7 (IRCC, 2017f, p. 54). IRCC's funding support for settlement services has remained constant while the numbers of serviced clients have increased resulting in increased efficiencies as cost per client has declined. Between the fiscal years of 2013/2014 to 2015/2016 there was an overall cost savings per client of 18%, with the greatest savings of 23% realized with services provided to newcomers of economic class backgrounds (IRCC, 2017f, p. 52, 54). The decrease in cost per client between the fiscal years of 2013/2014 to 2015/2016 based on the immigration categories can be seen in Figure 5. Figure 5 also exposes how service costs per client are highest for refugees.

Table 7: Settlement Program Contributions per Client FY 2013/14-FY 2015/16

	FY 2013/14*	FY 2014/15	FY 2015/16	% Change from FY2013/14 to FY2015/16
Settlement Program Contributions	$463,488,220	$575,736,724	$578,437,254	25%
# of Unique Settlement Program Clients	262,452	362,661	401,453	53%
Contributions per Client (Overall)	$1,766	$1,588	$1,441	-18%

Source: IRCC (2017f), Table 7 "Settlement Program Contributions per Client and By Immigration Category FY 2013/14 - FY 2015/16" in *Evaluation of the Settlement Program*, p. 54. Retrieved from https://www.canada.ca/content/dam/ircc/documents/pdf/english/evaluation/e2-2016-settlement-en.pdf

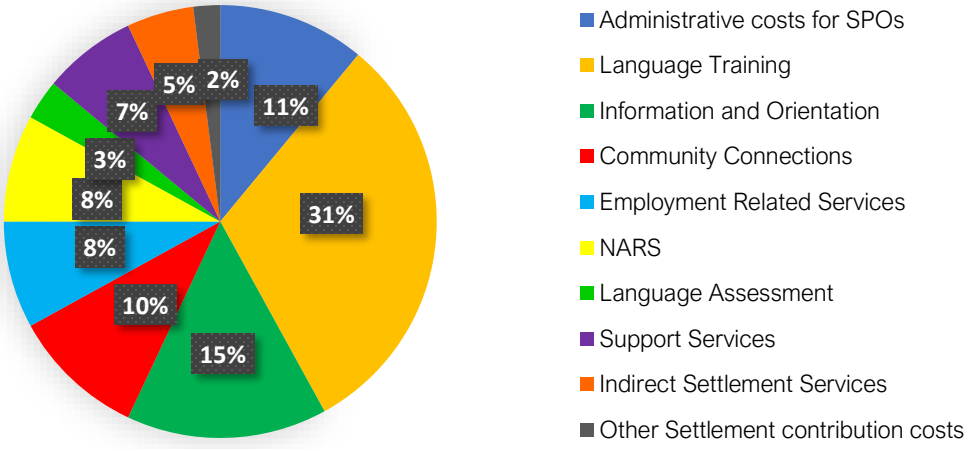
Figure 5: Settlement Program Contributions per Client and By Immigration Category, FY 2013/14-FY 2015/16



Source: IRCC (2017f), Table 7 "Settlement Program Contributions per Client and By Immigration Category FY 2013/14 - FY 2015/16" in *Evaluation of the Settlement Program*, p. 54. Retrieved from https://www.canada.ca/content/dam/ircc/documents/pdf/english/evaluation/e2-2016-settlement-en.pdf

In terms of spending areas within settlement outside of Quebec about 31% of IRCC's budget goes to Language Training; 15% Information and Orientation Services; 10% Community Connections; 8% Employment-Related Services; 8% Needs Assessment and Referral Services; 7% Support Services; 5% Indirect Settlement Services; 3% Language Assessment; 2% other settlement contribution costs; and 11% administrative costs for SPOs (IRCC, 2017f, pp. 52-53). Figure 6 provides a pie chart outlining this breakdown.

Figure 6: IRCC Contributions for the Settlement Program, FY 2011/12- FY 2015/16



Source: IRCC (2017f), Table 6 "Contributions for the Settlement Program, FY 2011/12 - FY 2015/16 "" in *Evaluation of the Settlement Program*, p. 53. Retrieved from https://www.canada.ca/content/dam/ircc/documents/pdf/english/evaluation/e2-2016-settlement-en.pdf

IRCC's Settlement Program is guided by a Logic Model which can be found in Appendix A of this report. The Logic Model outlines the direct and indirect components of the Settlement Program (NARS, Information and Orientation, Language Training, Employment Related Services, Community Connects, Support Services, and Indirect Services). The outputs for each of the direct and indirect services describe what activities each type of service includes. For example, Information and Orientation services can include: information products, orientation sessions and workshops, consultations or counselling sessions for individuals and families, and skills development and training. The Logic Model also highlights immediate, intermediate, and ultimate outcomes expected from the outputs of the Settlement Program. The immediate outcomes of the direct services are for clients to obtain the knowledge, awareness, skills, and connections to address their settlement needs. The intermediate outcomes are for clients to "make informed decisions about life in Canada, enjoy rights and act on their responsibility in Canadian society," as well as use English or French to function in their communities and participate in their local labour market, their broader communities and social networks. The Settlement Program's ultimate outcomes are for newcomers to contribute to the Canadian economy, society and culture, and for the Canadian society to support newcomers' settlement and integration. Additionally, the Logic Model also describes the development and management of the program and therefore is used as a tool for evaluation purposes (IRCC, 2017f, p. 12).

2. Provincial and Territorials Governments

Provincially funded settlement services are meant to compliment IRCC funded services, not duplicate services (IRCC, 2017f, p. 20). The Forum of Federal-Provincial-Territorial Ministers Responsible for Immigration provides for intergovernmental collaboration on immigration, and as such, has a FPT Settlement Working Group (IRCC, 2017f, p. 20). Provincial and Territorial governments are the second largest funder of settlement services, however, the amount of funding they provide and the services they choose to fund differ by province. Funding is mostly provided by the ministry or department responsible for immigration in each province, yet other ministries or departments may fund programs or initiatives for newcomers that are relevant to their responsibilities. Table 8 provides a list of the provincial ministries or departments responsible for immigration and settlement matters.

Table 8: Provincial and Territorial Ministries or Departments Responsible for Immigration and Settlement Matters*

PROVINCE/ TERRITORY	MINISTRY OR DEPARTMENT RESPONSIBLE FOR IMMIGRATION AND SETTLEMENT
British Columbia	Ministry of Jobs, Tourism and Skills Training
Alberta	Ministry of Labour
Saskatchewan	Ministry of the Economy
Manitoba	Ministry of Education and Training
Ontario	Ministry of Training, Colleges and Universities; Ministry of Tourism, Culture and Sport; Ministry of Economic Development, Job Creation and Trade[8]
Quebec	Ministère de l'immigration, diversite, et inclusion
Nova Scotia	Department of Labour and Advanced Education
New Brunswick	Department of Post-Secondary Education, Training and Labour
Prince Edward Island	Department of Economic Development and Tourism
Newfoundland and Labrador	Department of Advanced Education, Skills and Labour
Yukon	Department of Education

[8] Previously almost all of the immigration and settlement programs ran by the Province of Ontario was housed in the Ministry of Citizenship and Immigration. However, when the Progressive Conservatives were sworn in on June 29, 2018 they disbanded the Ministry of Citizenship and Immigration.

Northwest Territories*	Department of Industry, Tourism and Investment
Nunavut	The Minister of Family Services is also responsible for immigration

* As of April 2018

In general provinces also make Calls for Proposals for their funding and grants for settlement programs and they may also have more informal processes for providing funding. Provinces will commonly provide funding and grants for similar programs that IRCC does, however, they are meant to fill in the service gaps that IRCC's funding does not cover. This means that province's client eligibility criteria may include temporary residents and naturalized Citizens, or both governments will provide funding for the same program in order for it to have enough resources to meet (or attempt to meet) the needs of the immigrant community.

In Ontario, for example, Calls for Proposal are made on the Grants Ontario website which provides information about the funding criteria. The Ministry of Citizenship and Immigration previously provided funding to settlement service providers through various programs. These programs are now split between two Ministries. The Ministry of Children, Community and Social Services now is responsible for citizenship and immigration policy and therefore they run the Newcomer Settlement Program; the Settlement and Integration Services for Refugees and Vulnerable Newcomers Program; Private Sponsorship Supports; the Language Interpreter Services Program; Municipal Immigration Program; and the Multicultural Community Capacity Grant Program. The Ministry of Training, Colleges and Universities runs training programs such as the Ontario Bridge Training Program. In the 2017-2018 fiscal year, the Government of Ontario provided over $110 million in settlement supports to settlement service providers in Ontario (MCI, 2017). The implications of the disbanding of the Ministry of Citizenship and Immigration for settlement funding at the provincial level in Ontario will become clearer in time. However, more detailed information on Government of Ontario's current funding programs can be found in the BMRC-IRMU report *Government of Ontario's Role in Immigration and Settlement.*

3. Other Funders

The federal and provincial governments are the most significant funders of settlement services but there are other types of funders that also fund settlement services.

3.a. *Municipal Governments:* Some municipal governments provide funding for settlement services; these can both be core settlement services or one-off projects. Out of the three levels of Government's, municipalities have the

least amount of restrictions of who can access their funded settlement services which are commonly open to all residents.

3.b. *United Way and Community Foundations:* Two other major funders of settlement services are local United Ways across Canada and other national, regional or local community foundations. They provide core funding, program/initiative grants, and capacity building funding (such as training, strategic development, etc.). The various United Ways and community foundations will have specific issues that they wish to target with their funding based in their strategic plans. Therefore, funding will be allocated based on reaching those strategic targets, thus settlement service providers must show how the programs they are requesting funding for meet those targets. United Ways across Canada and community foundations may also fund specific initiatives if emergencies arise; for example, when communities across Canada welcomed significant numbers of Syrian Refugees, community foundations provided funding for settlement supports for those communities.

3.c. *Businesses:* Settlement service providers may also receive funding from financial institutions and businesses. Sometimes these types of funders provide funding as part of their foundational wing of their business such as the RBC Foundation, to which the funders act like the previous mentioned community foundations where service providers apply for funding and if accepted must report back to the business on their activities. Other times businesses will sponsor an settlement event or activity and subsequently will have their business advertised or involved with the event or activity. Finally, businesses may also provide funding as a donation, to which the non-profit service provider, if it is a charity, will provide a tax credit. This type of funding (donation) is unrestricted, thus can be used to fund whatever the service provide deems necessary unless otherwise stated.

3.d. *Fundraising:* Service providers may also fundraise to raise funding for their settlement services. These can be one-time events, like a gala dinner or a golf tournament, or they can be longer fundraising campaigns.

3.e. *Fee-for-service:* Charging fees for settlement services is rare, however, occasionally settlement service providers have to charge a fee for services if they can not secure a funder for that specific service. It is more common for temporary residents and naturalized citizens to pay fees for services since IRCC does not fund services for them. However, this is not the intention of settlement service providers to charge newcomers for settlement services.

8. Conclusion

The settlement service landscape in Canada is varied and complex. These services are extremely important for the role they play in supporting immigrants in their long journey from settlement to integration. Settlement services provide a vital resource that support immigrant resilience in overcoming hardships and barriers. The Canadian wide funding supports systems for settlement-based organizations (many found within civil society) is critical for sustaining the settlement service infrastructure in Canada. The resilience found within the non-profit agencies that deliver so much of these services is dependent upon this funding support. Canadian Governments stand out internationally as leaders in their public financial support for settlement services (Shields, Drolet & Valenzuela, 2016).

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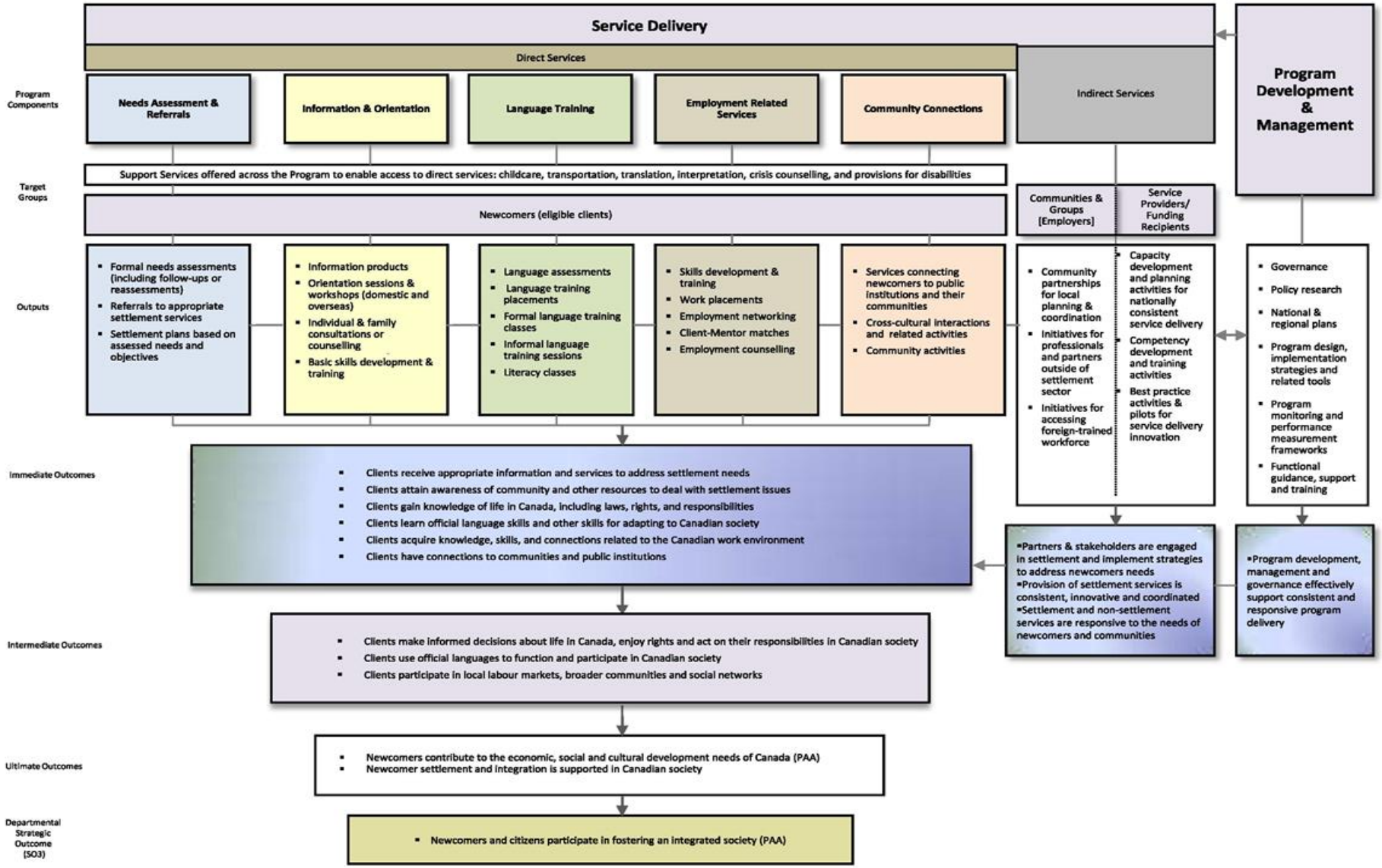
Appendix A: IRCC's Settlement Program Logic Model



Source: PowerPoint slide 12 of Kurfurst (2014)'s presentation *CIC Settlement Program Evaluation (2016/17): Considerations for Evaluating Indirect Services* delivered at the P2P Conference. This model was last updated in 2013 and is still used by IRCC.