

Settlement 3.0 Situational Analysis - Sector Innovation Themes

Submitted to:
PeaceGeeks Society



Submitted by:
Marco Campana

Date Submitted: May 20, 2021

Project Focus	2
Background	3
About this Report	3
Key themes	4
What do newcomers to Canada need as a whole (not just those currently being served)?	4
Questions about how this research is used in the sector or by IRCC	7
Recentring the client	9
Shifting a geographical definition of programming	12
Eligibility requirements	13
Promising practices	14
Settlement system collaboration - internally & externally with groups/external partners/stakeholders	15
How to invest in support systems in a new normal	17
Consequences of using technology with settlement service	18
Are interventions making a difference?	24
Smaller Centre unique needs and opportunities	28

Project Focus

The purpose of the Settlement 3.0 project is to understand, from both those providing and receiving services, what enabling conditions need to be in place to encourage innovative and collaborative work in the sector. By consulting with the sector, the project will assess various possibilities in the current settlement sector environment (with its existing limitations) by exploring opportunities and generating insights on ongoing innovative work that can be built upon.

Topics being explored include how to operationalize innovation, how to invest in support systems for a post-Covid world and the consequences of using technology. The project also seeks to identify research and trends that look at what newcomers need as a whole (not only those who access services), re-centering the client, and whether current settlement interventions are making a difference in newcomer outcomes and settlement journeys.

Considering the geographic, cultural, and linguistic diversity across Canada, the opportunity to evaluate and compare findings across communities, can reveal a diverse set of perspectives while also surfacing common recommendations to help inform the future of national settlement policy in Canada. The central question of the project remains: how

might we best leverage technology and innovation to facilitate settlement outcomes for newcomers?

Background

In 2019, PeaceGeeks received funding from IRCC to develop a vision and action plan for exploring how technology and innovation can best facilitate settlement outcomes for supporting newcomers. The [Settlement 2.0](#) project explored the pre-conditions necessary for change to happen. The intent was to provide a strategy for a brighter future for the sector that prioritizes empowering newcomers to be agents in their own settlement journey and which builds the overall capacity of the sector to embrace innovation towards more successfully and sustainably supporting newcomers over time.

The first phase of the research provided a national landscape analysis, with in-depth community consultations that were initially limited to Metro-Vancouver. In 2020 - 2021 with support from IRCC, the project has been expanded to consider the rapid change navigated in the sector as a result of the COVID-19 pandemic, and explore both the technological and non-digital innovations that emerged or accelerated.

Settlement 3.0 also extends the geographic scope of the in-depth consultations to the Prairies, the North, Atlantic Canada & small centres of B.C. By expanding the geographic scope, a greater number and diversity of perspectives, experiences and strategies can be heard and integrated, and findings can be compared across regions.

About this Report

This report builds on the Settlement 2.0 Situational Analysis, providing an update of reports and research along themes specific to the Settlement 3.0 project, including themes discussed by the project's Strategic Advisory Committee.

This report prioritizes information and summaries about research and reports conducted by, for, or about the Canadian immigrant and refugee-serving sector. Unlike the Settlement 2.0 Situational Analysis, this report does not provide a comprehensive look at research and reports from other sectors or internationally.

Key themes

What do newcomers to Canada need as a whole (not just those currently being served)?

There is a rich [history of research and community inquiry](#) about what newcomers to Canada need in order to accelerate their settlement and inclusion. With a mandate to foster welcoming communities and improve social and economic outcomes of newcomers, Local Immigration Partnerships are recent hubs of inquiry and knowledge. Their work has furthered, but also confirmed key and core themes of what newcomers need, both in terms of services as well as local social and economic conditions.

[Local Immigration Partnerships](#) “are municipal or regional coalitions designed to strengthen local capacity to attract newcomers and improve integration outcomes, as indicated by enhanced economic, social, political, and civic participation. They operate through formal agreements that establish broad-based partnership councils charged with developing and implementing strategies to produce more welcoming communities. LIP coalitions include immigrant and mainstream service providers; municipalities; federal and provincial agencies; employer associations; health organizations; ethno-cultural and religious groups; school boards; academic institutions; and other partners. As such, they are important focal points for increasing engagement and promoting strategic alignments and coordination among service providers and other institutions.”

A recent example of the important role LIPs play in convening and curating local trends and data occurred during 2018 regional IRCC consultations leading to the national call for proposals regarding settlement and resettlement programs. A [repository of Ontario LIP consultation reports was secured by individual request](#), but there does not appear to be a public archive of what must have been national consultations in LIPs across the sector. The trends in these consultations focus on Consultation themes provided by IRCC, but neither that analysis nor the majority of consultation reports are available in any meaningfully accessible way.

In 2018, Pathways to Prosperity: Canada outlined [The Accomplishments of the Local Immigration Partnerships — 2018 \(Booklet\)](#) which provides a useful summary of themes that LIPs and local communities have identified that impact newcomers in their settlement and inclusion journey. While some LIPs conduct research primarily through funded settlement service providers, many also reach out to the broader newcomer community in their efforts to understand trends, needs, and challenges.

Themes:

The following section provides a number of themes that arise in the [The Accomplishments of the Local Immigration Partnerships — 2018 \(Booklet\)](#). It is not an exhaustive list, but focuses on a number of themes that are common across much sector literature, within and outside of LIP research.

Community and workplace inclusion, with a particular focus on overall labour market integration

Many LIPs have reports or aspects of reports that look at labour market integration:

- [Calgary Immigration Data, Summer 2019](#)
- [2019 Bow Valley Integration Assessment](#)
- [South Okanagan-Similkameen Local Immigration Partnership \(SOSLIP\) Regional Snapshot](#)
- [Lloydminster Local Immigration Partnership Immigration and Settlement Needs Assessment](#)
- [Pembina Valley Local Immigration Partnership Employer Engagement Summary Report](#)
- Regina Region Local Immigration Partnership [Settlement Strategy and Action Plan \(2020 to 2022\)](#)
- [City Of Vernon Settlement & Immigration Strategy](#)
- [Greater Moncton Immigration Strategy 2020-2024](#)
- [South Okanagan | Similkameen - Let's Talk Jobs Report](#)
- [Vernon Labour Investment Report - 2015](#)

LIPs, and other researchers, continue to identify challenges that were prevalent [five to ten years ago](#) and continue to persist. These include labour market inclusion, social inclusion, mental health issues, [intergenerational stress](#), access to education, affordable housing, attitudes towards immigration and newcomers, accessible health care, racism and discrimination among others.

For example, recent [World Education Services \(WES\) Canada research](#) found “many immigrants encountered challenges that prevented them from securing employment which fully leverages their skills, education, and experience. Only 39.1 percent of survey respondents had jobs with duties mainly similar in type and complexity to their preimmigration jobs. Demographics, skills, education, and experience are among the predictors of both employment status and the extent to which respondents had obtained commensurate employment.”

Recent [research by Toronto's Local Immigration Partnerships](#) illustrates how newcomers have fared during the pandemic, outlining their urgent and emerging needs. LIPs are in a

useful central position to conduct this research on and for their communities in order to quickly identify needs and trends.

Building connections and understanding of newcomer needs and assets

Many LIPs conduct service mapping exercises as well as newcomer needs assessments and surveys:

- [Fredericton Newcomer Survey Analysis Results - 2015](#)
- [Fredericton LIP - Immigration Project Service Mapping](#)
- [Fraser Valley - Emergent Themes for Community Planning](#)
- [Needs and Assets Pertaining to Newcomers in the Central Okanagan](#)
- [Surrey Settlement Service Map](#)

Service mapping

Ongoing need for [service mapping and service navigation](#) analysis and systems change: “Initiated by HIPC’s Coordination of Services Committee, this project was driven by the question of whether Hamilton’s newcomers would benefit from the addition of mobile services. The starting point was to increase our understanding of where newcomers live with respect to where services are located. To this end, HIPC staff undertook an engagement exercise with local service providers to identify newcomer-focused services and then worked with a student team from McMaster to categorize and map these services. HIPC staff also examined alternatives to the predominant 9-to-5, in-person model of service delivery for newcomers, including examples from settlement services in other cities and from various local service providers.”

Health access and inclusion

“It is well documented that immigrant and racialized groups often experience greater access barriers to health and social services in Canada, due to multiple factors including language, transportation, information, service fees, and discrimination. Given the growing numbers of immigrants who make Calgary their home, there is a need to explore the association between characteristics such as immigration status, mother tongue, and ethnocultural identities, and potential disparities in health care access, physical health status, and mental health status for Calgary’s diverse immigrant populations... Key findings include significant differences between immigrants and their Canadian-born counterparts in rates of unmet health care needs, physical health status, mental health status, sense of belonging to the local community, and the number and presence of chronic conditions

experienced. The results often differ by immigrants' length of time in Canada, which is also associated with age." [A Profile of Immigrant Health in Calgary](#)

LIPs like the [Calgary Local Immigration Partnership conduct this local research](#), often working closely to survey newcomers that do and do not access formal settlement services to learn about their needs and experiences. And often with a [focus on labour market integration](#) as well as [creating welcoming and inclusive communities](#).

Building evaluation capacity at the local level has been essential to identify the "welcome-ability" of communities and identify timely priorities for action. This work has identified key priority areas for communities, as well as [identified metrics to measure progress by](#).

Questions about how this research is used in the sector or by IRCC

Many LIPs conduct important and comprehensive research on local demographic trends, service needs, surveys of newcomers and service providers. It is unclear how this research is utilized, aggregated, or informs IRCC and other policy-making and service design. There appears to be a perception that the sector is not current in its knowledge of newcomers; that the view the sector has of newcomers may be outdated. With a vast repository of research, much of which is funded and conducted by IRCC directly, some indicate anecdotally that there are many unknowns around newcomers today and changing or evolving trends (of which technology is only one).

The body of current research available on LIP websites suggests otherwise. Building on existing research work is important. In many cases researchers have worked directly with newcomers, through standard research or ethnographic approaches, to distill the information and technology practices of newcomer and newcomer communities.

Perhaps the better question is not to ask what does the sector not know, but what research has been done that is not shared or operationalized in a meaningful way so the sector can know, as well as act on that knowledge?

Embedding a knowledge mobilization approach in each community led by the research done by LIPs, other academic networks (such as CERC, BMRC, etc.), and IRCC itself, could create a national base of knowledge IRCC and its funded agencies could tap into to distill and prepare for trends in a more planned way than is currently the case. This theme is covered in the Settlement 2.0 report and is a key recommendation. It remains key for an innovation mindset to be operationalized within the sector, and so is further discussed here.

At the same time, the vast data collection about newcomers themselves that offers at organizational (via individual agencies), community (via LIPs) and national (via IRCC) levels would benefit IRCC and all service stakeholders, including others in the settlement ecosystem not necessarily funded by IRCC, but who serve newcomers in their community. For example, much data is collected by agencies and submitted to IRCC through iCARE. This data should flow often and effectively (i.e. in formats immediately usable) back into local communities. Formalizing this knowledge transfer to communities along with regular and ongoing local research practices that include all newcomers (those accessing services and not) could also provide useful comparative data to create a whole picture of newcomer assets and needs.

The [LIPdata.ca Local Immigration Partnership data portal](#) appears to fulfill some of these knowledge mobilization objectives: “This site hosts performance measurement data for Local Immigration Partnerships (LIPs). It includes an interactive reporting dashboard and regional home pages with local data and information for each region’s LIPs. It provides information about the 17 Sustainable Development Goals, or SDGs, adopted by the United Nations in 2015. This is because each indicator graph on the dashboard is linked to one or more SDGs and some of their targets. The national LIPs Network CDP Initiative is also profiled. This collaboration with the Community Data Program (CDP) enables all LIPs in Canada to access additional immigration data acquired by the CDP.”

Each IRCC region has a landing page ([PNT](#), [BC-Yukon](#), [Atlantic](#)) with local data including “three types of local data or information that all of the PNT LIPs agreed to provide: summaries of annual collective impact surveys completed by each LIP’s partners (for LIPs whose Council has been operating for at least a year); profiles of local immigrants; and local data that measures progress towards each LIP’s unique strategic actions. Other local data or information that is only available for some LIPs is also included (e.g., economic profiles, research reports, videos, and so on).”

The information collected would provide useful point-in-time snapshots of newcomer trends, including how they change over time. Combining this data with ongoing research on the current, changing, and diverse information practices of newcomers would be very useful. The platform will continue to be useful and relevant for ongoing planning and analysis only if the data is updated over time.

Recentring the client

The most recent [IRCC settlement evaluation](#) found only 39 percent of newcomers access settlement services. Research on newcomers accessing services is extensive and is consistent with this finding:

- [Social inclusion of newcomers to Canada An information problem – 2005](#)
- [Portrait of an Integration Process – LSIC data 2007](#)
- [Information Practices of Immigrants to Canada – A Review of the Literature – 2008](#)
- [TIEDI – Analytical Report7 – immigrant wages affected by source of job search information – 2010](#)
- [Recent Immigrants’ Awareness of, Access to, Use of, and Satisfaction with Settlement Services in York Region – 2010](#)
- [Making Ontario Home \(MOH\) Study - 2012](#)
- [Alberta Outcomes Survey – 2013](#)
- [What are the Settlement Experiences of Newly Settled Newcomers to Western Canada – 2014](#)
- [Marketing Employment Information to Immigrants – presentation to TRIEC – 2015 .](#)
- [Improving Pre-Arrival Information Uptake for Internationally Educated Professionals – 2016](#)
- [Research and Recommendations for Leveraging Technology to Support Refugee Youth in the Middle East and East Africa – 2018](#)
- [Evaluation of Pre-Arrival Settlement Services – IRCC 2018](#)
 - [High level overview: Evaluation of Pre-Arrival Settlement Services – presentation slides to OLIP September 12, 2018](#)
- [PNSG Report on Peel Newcomers – March 2019](#)
- [RDR Report – Non settlement support for Peel newcomers – 2019](#)
- [Saskatoon 2018 Newcomer Needs Assessment](#)
- [Online survey of newcomers to Canada - 2020 \(results forthcoming\)](#)

Research shows that newcomers lack awareness of the services available to them in their local community, both in-person and internet based. While organizations such as community centres, settlement agencies, and government have been identified as significant information sources for immigrants, research has shown that, depending on the support issue, newcomers do not cite settlement services as their primary source of help in a majority of cases. Research has indicated that a relatively small percentage of newcomers to Canada access mainstream in-person government and community services in their initial settlement. In the available research between 30% – to 50% of those surveyed have not accessed local settlement services (find more in Xue 2007, Wilkinson & Bucklaschuk 2014,

Lo et al 2010, Esses et al 2013a, Esses et al 2013b, Vancouver Immigration Partnership 2015, IRCC Evaluation Division 2017).

In almost every report, family and friends are identified as the number one information source consulted by all immigrants. This is a theme throughout foundational immigrant information practice research and confirmed in newer research studying refugee information practice using mobile devices and messaging apps. Media sources, such as the mainstream media and the Internet were identified as a second most popular information source. In particular, respondents in many of the studies identified a preference for material in their language as preferred (find more in Caidi et al 2008, Wilkinson et al, 2014, Lo et al 2010, Esses et al 2013, Esses et al 2013, Dekker et al 2018, TRIEC 2012, Vancouver Immigration Partnership, 2015, Jalal & Naik 2018).

Sources of information and the weight newcomers give them have direct impacts on their settlement and integration success. Hanley, Jill, et al found, specific to recently arrived Syrian former refugees, "Many of our participants asserted that it is not part of their culture to ask for help outside of their immediate circle of family and friends. Asking for help is feared to make one more vulnerable because strangers and authority figures could be dangerous in Syria but also because, culturally, Syrians are used to counting on themselves with the inexistence of community groups or the difference in the role they play. Consequently, and based on past experiences, many unknown community members, public services and community organizations here in Canada were suspicious to some participants... We see, however, that there is a high degree of mutual aid and information-sharing within the community, so it can be helpful to train community knowledge brokers (local champions, community leaders) to spread the news and to engage in outreach. Service providers should not wait for Syrian refugees to come to ask for help; seeking information from formal sources is simply not their habit."

Access to the internet, social media and smartphones does not mean awareness of services is automatic. Internet access is not a panacea for success or awareness of services. Awareness of settlement services among a diverse set of newcomers remains a crucial challenge. In one survey 80% of the recent immigrants used the Internet, yet fewer than 13% had heard of online services available to them (Lo et al, 2010). This was recently confirmed regarding pre-arrival services (IRCC 2018).

Evaluations of pre-arrival information services suggest that skilled immigrants do not typically carry out pre-arrival research. When they do they continue to rely on friends and family for the information (Johnson & Baumal 2016, Alemasoom et al 2018). This challenge

was recently reconfirmed in an IRCC evaluation of online pre-arrival services. 71% of eligible newcomers surveyed about pre-arrival services were not aware of the existence of these services. 83% indicated they would have tried to access these services had they known about them. In fact in a two-year period evaluated, between 7.3% and 12% of eligible newcomers admitted to Canada accessed pre-arrival services. Those who accessed pre-arrival services found them useful (IRCC 2018, Alemasoom et al 2018).

Most recently, the Peel Regional Diversity Roundtable released a report that sought to answer why newcomers do not access formal settlement services in the region (Jalal & Naik 2018). Among other findings, they report that “The participants in our focus groups emphasized repeatedly that they turned to non-formal support systems in their settlement journey... While some sentiments that surfaced around formal newcomer settlement supports have varied, the overwhelming response shared has been around the fact that settlement services are not meeting the needs of newcomers.” The authors recommend better and formal coordination between the two systems: “In addition to funding for the non-formal settlement supports, it is highly recommended that creative collaborations and partnerships be developed between the formal and non-formal bodies, with clear measurable deliverables.”

They add that “Among those who have landed employment, many have said that they are not satisfied with their job and are in it due to lack of other options. Most shared that they got the jobs due to the personal contacts... Overwhelmingly, participants emphasized the importance of settlement service providers needing to provide more relevant, comprehensive and overall helpful employment support, which would lead to them being meaningfully employed. They felt that current services were not adequate and did not meet their needs. While participants expressed that some service providers were well-intentioned, they regardless questioned the quality of service provided, as the results (i.e landing an appropriate job) often did not materialize. This has forced them to look outside of the formal sector to acquire support on landing employment. Many newcomers who have struggled to land their first professional job have stated that they now mentor others who are immigrating to Canada, thus creating their own informal networks of support based on gaps in the system that they have experienced. These individuals have now become champions of informal newcomer supports. Participants have validated that they find this informal channel much more effective.”

This is contrary to previous findings. For example, a [2010 report analyzing Workplace and Employee Survey \(WES\) data found that](#) “Immigrants are more likely to have found their current jobs through sources of information resulting in lower wages (family and friends,

personal initiative), than those providing access to higher wages (union postings, news stories or recruitment agencies).” The Peel Regional Diversity Roundtable report conducted two focus groups with 15 participants. It would be useful to replicate the 2010 report to determine if we are seeing new trends among newcomers, or what results might come from evaluating a broader sample size of newcomers from across the country.

Shifting a geographical definition of programming

While most settlement services are offered within specific offices during typical office hours, innovation in itinerant service delivery has existed for some time. Settlement Workers in Schools (SWIS), Library Settlement Partnerships (LSP), and other services aim to meet newcomers in the community.

As a recent [Standing Committee On Citizenship And Immigration \(CIMM\)](#) (2019) report found “the itinerant settlement services model [is] a service that goes to newcomers, overcoming the lack-of-transportation barrier. In addition, she said it does not require maintaining physical buildings, appointments are set up as needed, and the location is chosen based on its convenience for the newcomer, such as a local library. Ms. Crane maintained that this approach is flexible, needs-based and very efficient. She believes that LIPs have an important role to play in setting up itinerant settlement services, as they can put settlement service officials in touch with community organizations.”

The 2020 [COVID & Canada’s Settlement Sector Survey](#) identified how sector workers and leadership are resilient, adaptable, & committed to the well-being of their clients as they suddenly shifted to remote and digital work early in the pandemic.

A [COVID-19 RAP SPO Survey \(April 3 2020 update\)](#) also sought to get a better understanding of how RAP SPOs across Canada are responding to the unique challenges and issues currently being faced as a result of COVID-19 in order to continue to support vulnerable GAR clients.

ONN and the Assemblée de la Francophonie de l’Ontario (AFO) partnered on a bilingual survey to understand of the impact of the pandemic on Ontario’s 58,000 nonprofits and charities, and the effectiveness of the public policy and supports provided by the provincial and federal governments. [The state of the Ontario nonprofit sector three months into the COVID-19 crisis](#) provides additional insight into the experiences of the broader nonprofit sector and makes recommendations about how to support them which would be valuable nationally.

[AAISA's Provincial Settlement and Integration Sector Survey 2020](#) focused on "gaining a better understanding of what technological capacity support agencies in the sector would benefit from. 62% of agencies indicated that training or support to increase their internal technological capacity, This was followed by an interactive service delivery or learning platform (60% of agencies)." And, agencies are interested in online and blended learning to build their capacity.Survey overview:

"The Alberta Association for Immigrant Serving Agencies (AAISA) undertook its 3rd annual provincial sector survey from April to June 2020. The survey was sent to 100+ agencies, and obtained responses from 55 agencies, resulting in the survey's highest response rate yet. The survey aimed to examine and understand the priorities, and areas of improvement in the settlement and integration sector, to identify any current systems-level issues that are affecting newcomer-serving agencies and to highlight areas of improvement for the next fiscal year. The survey results inform the development of AAISA's future activities and projects that will aid newcomer-serving agencies to be equipped with the tools to provide high-quality, innovative and adaptable programs and services to newcomers in the province of Alberta.

The results of the survey are summarized in these infographics. The findings start by giving a profile or overview of the sector, and then the findings are divided into each of AAISA's departments: Engagement, Research, and Policy, Professional Development, and Business Development, Administration, and Outreach."

Alternate Service Delivery (ASD) research being done by IRCC
[Presentation slides from NSIC learning exchange - June 22, 2020.](#)

Eligibility requirements

There is the ongoing struggle of trying to increase services to newcomers and communities with the challenge of needing to count an interaction as a legitimate service interaction by IRCC, which generally includes collecting a PR Card number to enter into iCARE. Increasingly because of technology, the potential exists for quick service interactions without doing a client intake. A piece of information at the right point in time can make the difference for a newcomer. However, those interactions cannot be counted as legitimate statistics. If

eligibility expands to TFWs, international students, etc., how will IRCC require those interactions to be tracked?

Should they be tracked in the same way? For example, with recent innovations, how will the impact and outcomes of innovations like COSTI's chatbot, or PeaceGeeks' Arrival Advisor mobile app be measured in a way that is acceptable to IRCC which is still shifting from a "bums in chairs" output focus to one based on outcomes?

Expanding client eligibility for IRCC-funded services has been an informal point of advocacy in the sector for some time.

A [Standing Committee On Citizenship And Immigration \(CIMM\)](#) report found “a strong consensus [which] highlighted the problem that many newcomers are not eligible for IRCC-funded settlement services... organizations that deliver settlement services emphasized how difficult it is to deny services to newcomers with major needs, for reasons that seem arbitrary. Some said they can provide certain services to them using funding from the provincial government and the private sector, but they noted that this creates uneven access to services based on province of residence. Others said they offer unofficial assistance, but they still have to make eligible clients their priority and cannot provide a full range of services to eligible individuals.”

According to [research on supporting career pathways for “edu-immigrants”](#): “In 2019, a total of 642,480 international students studied in Canada (IRCC, 2019). Sixty percent of these students planned to apply for permanent residency in Canada (OECD, 2019) and seventy-five percent sought post-graduation work placements... There is a lack of awareness of the challenges confronting policymakers, international student recruitment agencies, and settlement agencies who are working to support successful edu-immigrant settlement. Also, the level of collaboration among these groups is not well understood.”

Promising practices

There is a rich history of identifying and compiling promising practices in the sector. Most recently the [Pathways to Prosperity project: Sharing Settlement and Integration Practices that Work](#) provides a useful set of promising practices that have been vetted and described for sector stakeholders. Pathways to Prosperity [2018 report on the Accomplishments of the Local ImmigrationPartnerships](#) also provides high level summaries of promising practices in LIPs.

The [Cities of Migration site](#) has a rich repository of “Good Ideas in Integration” that highlight [innovative settlement and inclusion practices](#) primarily in Canada, United States, Europe, Australia, and New Zealand. Also of value is their [Learning Exchange](#) where Good Idea practitioners share additional information about their practices and outcomes. Their work on municipal Good Ideas is highlighted below in the [section on Smaller Centres unique needs and opportunities](#).

Innovation practices and innovation labs are emerging throughout the sector. LIPs are fostering collaboration in regions where it's been a historical challenge. In many cases LIPs have worked to highlight promising practices in their communities. A curation of LIP reports and practice descriptions would be valuable for the sector.

There are also examples of approaches in the sector that are explicitly identified as innovative practice that would be valuable to evaluate and extract lessons learned: [WoodGreen Community Services Innovation Lab](#), [MCIS Language Solutions](#), [NouLab's Economic Immigration Lab](#), [SFU's Radius Refugee Livelihoods Lab](#), [Refugee Career Jumpstart](#), [Department of Imaginary Affairs](#), and a newly announced [Economic Immigration Ideas Lab](#), located at the Newfoundland and Labrador Workforce Innovation Centre (NLWIC) are just a few of note.

Settlement system collaboration - internally & externally with groups/external partners/stakeholders

[IRCC's Evaluation of the Settlement Program \(2017\)](#) found that IRCC-funded Local Immigration Partnerships has broadened community collaboration on, and profile of, newcomer issues by effectively engaging non-traditional newcomer service providers.

Partnering outside the sector and inter-sectoral collaboration is important to explore, and is also not a new idea. Recent research also ties it to understanding why some newcomers don't access services. The [Peel Regional Diversity Roundtable released a report in 2018](#) seeking to answer why newcomers do not access formal settlement services in the region. Among other findings, they report that “The participants in our focus groups emphasized repeatedly that they turned to non-formal support systems in their settlement journey... While some sentiments that surfaced around formal newcomer settlement supports have varied, the overwhelming response shared has been around the fact that settlement services are not meeting the needs of newcomers.”

The authors recommend better and formal coordination between the two systems: “In addition to funding for the non-formal settlement supports, it is highly recommended that creative collaborations and partnerships be developed between the formal and non-formal bodies, with clear measurable deliverables.”

The [Hamilton Immigration Partnership Council identified](#) how “the formal sector serves all immigrants; however, the informal sector was able to meet the demands of specific subcategories with unique needs. Informal groups also worked to empower newcomers and contributed to their immediate and long-term success in Canada. This research identified various specific targeted actions along these lines, including helping women combat isolation, empowering youth to overcome stigma and oppressive cultural norms, and enabling newcomers to achieve education and economic success. The focus on combatting race-based issues has also led groups to take up advocacy work to equip newcomer communities with information and resources, particularly around legal issues.”

Ongoing collaboration and coordination is a theme that came up in [MANSO's 2016 Settlement & Integration Consultation](#). The conference report identified innovative models of multi-stakeholder coordination and settlement service delivery/regional best practices that could be replicated throughout the sector. MANSO also identified eight key action items to improve the integration outcomes of all newcomers. [SAISIA](#) and [AAISA's 2018](#) summits also focused on collaboration and coordination, along with a ‘reset’ to the working relationship with the sector: “IRCC has identified a need to re-think the nature of the Officer-SPO relationship since this is a central element of the integrated approach to the program management reset. This would require a culture change in the design, delivery, and management of how IRCC develops and implements contribution agreement management processes.”

There are interesting new examples of initiatives and funding efforts to expand on cross-sectoral collaboration and coordination that will benefit and impact the sector.

The [WES Mariam Assefa Fund's](#) grantee partners share our commitment to building inclusive, equitable economies where all immigrants and refugees can thrive. Our partners are champions for their communities and leaders in their fields. Ensuring that immigrant and refugee workers can access good jobs and advance in their careers requires a range of solutions and approaches. Our partners bring the needed expertise in workforce training and adult education; immigrant and refugee integration; innovation and social finance; worker organizing; financial inclusion and community wealth-building; policy development and advocacy; and much more. Alongside our partners, the Fund seeks to create a

community where organizations can collaborate, share knowledge and resources, and collectively work to drive lasting change in the U.S. and Canada.

The [Future Skills Centre](#) is dedicated to helping Canadians gain the skills they need to thrive in a changing labour market. They are doing [research](#) & [funding innovation projects](#) that may intersect with our sector's interests. Some funded projects of interest:

- [Career Advancement for Immigrant Professionals](#) (TRIEC)
- [FAST: Facilitating Access to Skilled Talent](#) (IEC-BC)
- [Defining Digital Competencies](#) (TECHNATION (formerly ITAC))

Discussing collaboration In its 2015 publication [Collaborative Innovation: Transforming Business, Driving Growth](#), the World Economic Forum define "'collaborative innovation' – where a young firm and an established firm share complementary resources and combine efforts to support innovative ideas – can create significant value for both parties as well as for the economies in which such collaborations take place."

How to invest in support systems in a new normal

Governments are at [various stages of their innovation capacity](#). Which means they tend to also be at different stages in their capacity to fund innovation.

It is important to acknowledge that different agencies are at different stages of capability and adoption. Researchers have created a model of [three phases of adoption of technology](#) (in their case social media) in government, which can be extrapolated to broader innovation practice: experimentation (informal adoption, decentralized among workers), constructive chaos (workers begin to recognize both benefits and risks of the technology use, organizations attempt to standardize technology use through practice or policy standards), and institutionalization (organizations establish standards, processes, and enforcement measures to control the use of the technology).

Most settlement agencies are in the experimentation phase, some have moved into constructive chaos, and a few have begun institutionalization. Like any organizational or institutional change process, this progression takes time, leadership (in order to move between stages), resources, capacity development (front-line, leadership, funder), flexibility (within the organization as well as negotiated with funders), continuous learning and room to learn.

What role can the emerging social finance sector play in funding innovation in the sector? The [2016 Social Finance for the Settlement and Integration Sector in Canada Market Assessment Report](#) looked at this question and concluded that the government will continue to have an important role to play in supporting the settlement and integration sector but the a social finance approach in the settlement & integration context can leverage new funding sources, improve the sustainability and impact of service provider organizations, and encourage partnerships with the private sector.

There is also a [growing recognition that funding to digital innovation is inconsistent, uninformed, and not well defined](#):

“while ensuring all Canadians are digitally connected has never been more important, Canada’s “digital philanthropy” sector is ill-defined when compared to other well-developed philanthropic sectors such as the environment, poverty and public health. The research finds that funding for internet-related projects is limited, complicated, and difficult to access, which leads to competition for resources amongst groups who share the same goals. Study participants also fear that the COVID-19 pandemic will place new pressures on the small number of funders in this area, stretching already thin funding across other needs and priorities.”

Consequences of using technology with settlement service

When it comes to technology innovation, the benefits and reality of technology use in migration, settlement, and by the newcomer serving sector is well documented in the [Settlement 2.0 Situational Analysis](#), including [Appendix 3: key research on the information practice of newcomers and ethniccommunities](#) and [Appendix 4: key research on newcomer technology use, and the essential role technology plays in navigating migration](#).

A [recent report on the Internetization of international migration](#) finds that the internet is “a key informational channel which helps to define clearer migration trajectories.. Our findings point to a consistently positive relationship between the diffusion of the Internet, migration intentions, and migration behaviors, supporting the idea that the Internet is not necessarily a driving force of migration per se, but rather an enabling ‘supportive agent.’ These associations are particularly relevant for economic migrants, at least for migration intentions.”

The recent [Settlement Sector & Technology Task Group Preliminary Report](#) “identified the importance of both customization and localization of digital service delivery, along with pan-sectoral strategies. These include ethical considerations and sector standardization on topics such as digital security, digital workplace collaboration and integration, and digital service competencies and policies.”

The report offers “narratives of settlement practitioners’ interactions with digital technologies and adaptation of remote/digital service delivery... For management, our findings emphasize their digital transformation organizational practices which encompass reflection on organizational difficulties and successes, institutional evaluation and measurement on digital transformation, as well as needed training and support in future settlement work. Importantly, we have developed a comprehensive understanding of digital equity. As many frontline practitioners work closely and directly with newcomers and support their settlement and integration, clients’ experiences with digital technologies are closely linked to settlement practitioners’ involvement with digital tools and service delivery. Our data analysis pinpoints barriers faced by settlement workers who also confront digital divide dilemmas.

“Organizations that appear positive about integrating a digital service framework indicated that COVID-19 expanded their exploration of digital modes of service delivery. These respondents also expressed optimism as serving clients online has allowed them to continue to stay connected with their communities, including newcomers who had previously not accessed their services, expanded service accessibility, and saved transportation costs. Moreover, informants pointed out that staff may not be comfortable moving back entirely to in-person programming since a blended service model has concretely accommodated many client needs (such as lack of childcare, inability to access in-person service hours, travel time, lack of services in their community (rural and small centre especially), mobility challenges, and client preferences for remote services).”

At the same time a spotlight has been focused on digital equity issues and the digital divide among newcomer and racialized communities, made more pressing by the pandemic shift to digital service delivery.

This [recent Toronto South Local Immigration Partnership \(TSLIP\) report](#) outlines how the “lack of equitable access to technology has been a long-standing issue for vulnerable and marginalized populations including newcomers, and along with other equity issues has been exacerbated by the COVID-19 pandemic. This report outlines how the transition to online service delivery by government and community agencies has impacted newcomers,

especially those in vulnerable situations, with the intent that findings be used to inform policy and drive social change.”

The report echoes concerns by researchers and advocates who study the demography of the digital divide.

[New internet performance data shows the staggering scale of Canada’s urban-rural digital divide](#): “The data demonstrates the massive gap in actual, measured internet speeds experienced by Canadian households in rural and urban areas. For example, in April, rural download speeds were nearly 12 times slower than those enjoyed by urban Canadians. Since the COVID-19 pandemic began, internet speeds have fallen for rural users, and increased for urban users, effectively widening Canada’s digital divide.”

[Barriers to Digital Equality in Canada](#) outlines many barriers contributing to Canada’s digital divide.

[The Digital Divide Between Canadian Cities](#) finds that “The shift to a highly digitalized world risks exacerbating the divergence in income and job opportunities between regions. This has been most pronounced in the U.S., where superstar cities that attract highly paid tech workers leave their smaller counterparts further and further behind... Policymakers have taken a number of steps to address regional divergence, however greater focus is required. Technology dynamics tend to form quickly and are hard to unwind once established. Strategies should seek to extend, and not stifle, the dynamism and efficiency of clustering to more regions and encourage convergence with the rising superstar cities.

[The impact of Ontario’s digital divide](#) finds that “our interactions with government and public services, workplaces, financial institutions and businesses [increasingly take place] online. But differences in income, age, education and immigration status, and whether we live in an urban or rural community, mean differences in our online access.¹ The resulting digital divide has three interrelated layers: differences in how people connect to the Internet; differences in what kind of online activities they engage in; and differences in how they benefit from their interactions with services, resources and networks that are only available online.

The [CRTC Communications Monitoring Report](#) provides an overview of the adoption of communications technologies by Canadian households from 2013-2017, and illustrates the trends in household communications expenditure.

[The Canadian Internet Use Survey](#) outlines how the internet is used by Canadians in their personal and work lives. For example, in 2018 “30% of employed Canadian Internet users reported that their employer expected them to use the Internet to stay connected outside of their regular work hours, and almost one-quarter (23%) of employed Canadians reported that they had done some telework.”

[Digital Inclusion Ottawa](#), as part of the Ottawa Neighbourhood Equity Index (a tool to assess and compare unnecessary and unfair differences at a neighbourhood level on factors impacting wellbeing) provides a snapshot of the digital divide in Ottawa, including recognizing how “the non-profit sector in Ottawa is facing its own digital divide, including issues with hardware, software, helpdesk supports and a skills gap in some agencies. In order to serve our residents effectively, the non-profit sector needs to assess its own digital health and ensure it’s keeping pace with evolving needs.

It is estimated that [91% of Canadians have access to the internet](#). However, [according to the Toronto Public Library](#) “The CRTC reports that only 59 percent of low income households have internet access at home. People who do not have internet access at home are at a disadvantage, and we have a role to play in helping to close the digital divide.”

ACORN Canada’s [research on internet use and accessibility for low-income Canadians](#) “reveal that the internet plays an important role in the everyday lives of low-income earners; however, the high costs of obtaining high-speed home internet connections can lead to unnecessary hardship. Respondents who struggle to afford home internet access detailed the detrimental effect this has on: job searching and job retention; school work (at the primary, secondary, and post-secondary levels) and related academic achievement benchmarks; access to information on healthcare and nutrition; access to and understanding of government forms and processes; and civic and social participation.” and they’ve helped advocate for the [Connecting Families program](#) [which] targets National Child Benefit recipients and provides 10mbps internet with 100gb usage for \$10 per month. Around 220,000 households – up to 600,000 people – are expected to benefit, keeping approximately \$80million in the pockets of low-income parents.”

It is [not a new issue in Canada](#), but one that requires constant vigilance as “low income Canadians... are being kept (or pushed) offline by unaffordable high-speed Internet fees, low speed targets and data capping, as well as cuts to adult and community literacy programs that were once hubs of digital learning.”

But what is digital inclusion? This is a [long quote from a relatively short article](#), but it provides useful insight:

“We traced the transformation of this conversation since the 1990s, when many still talked about a binary ‘Digital Divide,’ to the present day, when digital access inequality is thought of in terms of a more complex set of factors. Digital inequalities are still reflected in access to tools – for example, do you have always-on broadband connectivity in your home, workplace, and on your mobile device? Do you have occasional access to a slower connection, that’s more highly filtered (say, at school or in a public library)? Or perhaps your primary access point is via an internet cafe or a mobile phone? Jack Qiu talks about this in terms of the ‘Information Have-Less;’ he’s writing in the Chinese context, but many of his insights are applicable anywhere. However, the debates formerly framed in terms of the ‘Digital Divide’ have also shifted beyond tools, to emphasize the reality that there is a wide range of access in terms of digital media literacies, networks of friends and family who are able to support these literacies, and so on.

For Civic Media practitioners, persistent access inequality poses troubling questions. If we simply create digital tools and platforms that are designed to enable civic engagement without paying attention to digital inequality, we may end up reproducing, or even deepening, other forms of power inequality. We know that race, class, gender, age, and geographic location (among other factors) all shape people’s access to digital connectivity, tools, skills, and support networks; Ezster Hargittai points out in her article “The Digital Reproduction of Inequality” that if we’re not careful, digital inequalities are not only produced by, but also can reproduce, other kinds of inequality. For example, it might seem common sense that we would replace face to face registration systems with web-based ones; following this logic, we might build a beautiful web application that provides easy access to registration for services for elders. However, if we’re talking about a limited service and low-income elders aren’t on the broadband net, they may suddenly find themselves at the back of the line, behind middle- and upper-income folks who snapped up the best times using your oh-so-friendly web app.”

In their [Digital Principles for the Government of British Columbia](#), digital inclusion is not overtly defined, but recommends that in the development of digital products and services it is important to “Apply human-centered design practices, working directly with people who will use the product or service. Communicate in plain language. Strive to meet the highest standards of accessibility, inclusion and equity. Endeavour to create a seamless experience across the government’s various digital and physical channels.”

While not mentioning digital inclusion, the [Alberta](#) and [Saskatchewan](#) governments use co-design and user-centred design language in their digital standards/principles. The

[Department of Service Nova Scotia and Internal Services](#) does not mention digital inclusion, but discusses “[pivoting to putting people first](#).” Digital New Brunswick [outlines a “people-powered” approach that includes language which references digital inclusion](#).

There is room for a sector definition of digital inclusion and digital equity that should be national in scope and standardized. Given [income inequality and poverty trends among newcomers, especially those from racialized groups](#), along with trends towards increased digital service provision across sectors, it should be a concern to us that, [while newcomer clients can be among the most digitally literate and connected](#), they can be among the most vulnerable and remain digitally, socially, and economically isolated.

The International humanitarian sector suggests that addressing digital equity should [focus on the 5 A's of Technology Access](#):

- Availability – Availability is not only about availability of connectivity, it is also about availability of relevant content in local languages and the availability of adaptive and assistive technologies for people with disabilities
- Affordability – Even if technology access is available for some people, it may not be affordable.
- Awareness – be aware of digital governance initiatives, such as the Connecting Families program
- Ability – Even when availability, affordability, and awareness are high, a person's ability to make effective use of a technology can be limited by a lack of digital literacy, skills, or knowledge. Do you and your clients have the skills?
- Agency – Even for those marginalized people who experience civic technologies as available and affordable, and for whom awareness and abilities are no restriction, agency (the extent to which a person's feels able to act in the world to bring about change or what a person is able to do in line with their conception of the good) may remain a formidable barrier.

It is also a [public policy advocacy issue](#). From the Ontario Digital Inclusion Summit: “There's also a research and policy gap. It's not merely about knowing that digital divides are real, but understanding at the ground level how they affect particular groups, communities, regions and individuals so that governments and other stakeholders can adapt. In a world where people debate big and small government, it's about deciding, together, what our collective responsibility is to each other — and how digital provides both new opportunities and challenges in upholding that responsibility.”

If we don't take and ensure policy-makers uphold that responsibility. IRPP's Policy Options suggests that [we risk perpetuating existing inequalities](#): "Although technology benefits our societies, we must be wary of letting its effects play out unrestrained, especially given the current high levels of inequality around the world. To ensure technology delivers for all, people's well-being must be placed at the centre of public policy."

[Digital inclusion requires investments](#): "NetHope-led Syrian Refugee Connectivity Alliance installed internet and charging station solutions in 98 sites in Greece, Northern Macedonia, Slovenia, and Serbia, with the majority in Greece between November 2015 and December 2016. With initial funding, technical and equipment assistance and expertise provided by Cisco, Facebook, Google, Microsoft, and The Patterson Foundation, over 1 million users have benefited from these services which have been critical on these migrants' long and perilous journey to safety and normalcy."

Striving for digital inclusion of all newcomers is a key goal. However, it should not be assumed that once individuals have access to tech/internet, they will access services independently using the internet.

Are interventions making a difference?

Building on the notion of inclusion and equity, much time and research has been spent in the sector to establish the effectiveness of funded settlement interventions for newcomers. According to the [2017 IRCC Evaluation of the Settlement Program](#) the Settlement Program has been effective at meeting a growing demand as service usage has risen over recent years, providing settlement services to more and more newcomers along their integration path. In addition, Settlement services coverage is widespread, with IRCC-funded SPOs offering permanent and itinerant Settlement services in all provinces and territories, both rural and urban centres within IRCC's jurisdiction.

Previous IRCC-funded research also provides insights into the impact of settlement interventions. In most cases these reports identify how services are being accessed and the effectiveness of interventions, as well as making recommendations for improvements:

- [Alberta Outcomes Survey – 2013](#)
- [What are the Settlement Experiences of Newly Settled Newcomers to Western Canada – 2014](#)
- [Improving Pre-Arrival Information Uptake for Internationally Educated Professionals – 2016](#)
- [Evaluation of Pre-Arrival Settlement Services – IRCC 2018](#)

- [High level overview: Evaluation of Pre-Arrival Settlement Services – presentation slides to OLIP September 12, 2018](#)
- [PNSG Report on Peel Newcomers – March 2019](#)
- [RDR Report – Non settlement support for Peel newcomers – 2019](#)

Examples of recommendations to increase the potential for service effectiveness include:

- to set up, near public transit hubs, comprehensive service centres that provide one-stop service to recent immigrants.
- move settlement workers to places that people in need already visit instead of newcomers travelling to locations where services are provided. In addition to stationing settlement workers in libraries and schools, mobile models can include moving settlement services in motorized trucks and or providing services using the Internet.
- Ethno-cultural and faith institutions, friends and family networks, even social media, play an undeniably large role in newcomer settlement. However, the impact that these supports have, particularly on securing employment commensurate with one’s education, skills and work experience that is crucial to successful integration, could be enhanced if combined with the expertise of formal service providers.
- Formal service-providing organizations can establish better linkages with informal community-based supports not only to reflect more holistically of how settlement is facilitated in Peel, but also identify new collaborative opportunities to make supportive referrals and create a more cohesive community by bringing disparate systems together.
- Regarding pre-arrival services, both non-refugee and refugee pre-arrival service clients reported a high level of satisfaction with the services they received. Overall, 79% of non-refugees surveyed indicated that pre-arrival services were useful or very useful.
- Individuals in smaller northern communities find the services to be particularly helpful.
- In [one report](#), service users report relatively high levels of satisfaction with the services they have used, and perceive them to be highly effective, though employment services are seen as less effective than the other services. In [another](#), the overwhelming response shared has been around the fact that settlement services are not meeting the needs of newcomers. Interestingly, this [sentiment](#) appears similarly tied to employment service effectiveness: “Support around employment has been the top reason for newcomers to access services. They have expressed concern around the fact that settlement workers are not informed and

skilled sufficiently to understand their employment needs. Some have cited that their credentials were not understood by settlement workers, and hence the potential positions shared with them did not match their qualifications.”

More research and evaluation has been done in the language side of the settlement sector when looking at the effectiveness of blended learning. New Language Solutions has a number of reports that are worth further examination, such as [Researching the Effects of Blended Learning in LINC: A Demonstration Research](#). In this study, students expressed high satisfaction with the blended learning program approach and teaching. There were also important intangibles due to the use of technology: “Students noted their growing awareness and use of technology not only in day-to-day tasks but also in their learning of English.”

This was reflected in teacher assessments as well: “...teachers expressed confidence and a high degree of satisfaction in using the blended learning approach in teaching LINC. Each noted that learning language via technology empowered students both in their English language learning and in developing much-needed technology skills that would both serve them well in their settlement in Canada.”

Additional [evaluation reports can be found on the LearnIT2Teach site](#).

A recent Norquest College report for IRCC, [Moving LINC Online: Assessing the Impact of Emergency Remote Teaching \(ERT\) during the COVID-19 Pandemic](#), found that “Despite challenges, the majority of students felt their class helped them learn about studying online (90%), improve their English (87%), and improve their computer skills (85%). A majority (83%) also feel that their learning skills are improving. When asked about overall satisfaction, more than three-in-four (77%) respondents were either happy or very happy about taking LINC online. Student participants were also asked about how they feel about online learning compared to before the transition. A majority of students reported they either feel the same (30%) or like it more (31%). Close to three-quarters (72%) reported they would take LINC online again.”

Similarly to New Language Solutions’ findings this study found that while there were challenges related to digital literacy among language learners “the remote teaching/learning experience has helped enhance digital literacy among students and increase instructor confidence related to online teaching.”

There is not yet extensive evaluation of the current shift to remote/digital learning during the pandemic in the settlement sector. However, there are emerging conversations and practices that are worth evaluating for possible replication in the sector. A few are outlined for consideration here.

Evaluating digital projects

Webinar recordings from other sectors that provide useful information about evaluating digital service delivery during COVID and beyond. A strong focus is on evaluating and measuring digital services.

[#BuildBackBetter: Building a Tech and Data Savvy Social Sector](#)

On November 3, Future of Good with support of Community Foundations of Canada and United Way Centraide Canada brought together speakers from across Canada to explore supporting a tech and data savvy social sector to #BuildBackBetter.

[Ontario Centre for Excellence for Child & Youth Mental Health \[Webinar: Evaluation of virtual care in response to COVID-19 \\(2020-10-28\\)\]\(#\)](#)

Evaluation of virtual care in response to COVID-19: What's working, what's not and where do we go from here

[Data Literacy Webinar: Introductory Concepts and Problem Identification](#)

This webinar focuses on two broad questions: How do I know if I have a problem? Why is data literacy important, and how can it help to solve the problem?

[The Virtual Client Experience Survey - A Validated Tool to Measure Quality of Care](#)

The Virtual Client Experience Survey (VCES) takes a person-centered approach to considering all dimensions of health care quality, including safety, timeliness, effectiveness, efficiency and equity.

As a result of the COVID-19 pandemic, many organizations have shifted to providing a range of virtual health care services. It is important to evaluate the virtual care experience to ensure it:

- facilitates access to care
- meets client/patient expectations of high quality care
- meets the needs of clients/patients.

The VCES offers organizations a tool to do this.

[Webinar: Finding Digital Mental Health Tools During the Pandemic](#)

The mental health of many Canadians is suffering during the COVID-19 pandemic. Join us to learn about research on digital mental health tools that can support the mental wellbeing of Canadians.

This webinar will:

- identify impacts of the COVID-19 pandemic on the mental health of Canadians
- describe a study that identified digital mental health tools that might help people during the pandemic
- outline the preliminary results of the study and where you can find out more about the research
- describe a resource that can help you locate digital mental health tools.

Smaller Centre unique needs and opportunities

The immigrant and refugee-serving sector is diverse in many ways. The experience and service levels at a large urban service provider differs from those of service providers in smaller centres. There are unique challenges and opportunities of immigrant attraction and retention in small, medium and regional communities in Canada.

Recent projects illuminate and explore those challenges and opportunities in some detail.

Cities of Migration's recent Immigrant Futures project developed a toolkit and have featured many promising practices (what they call Good Ideas) [focused on creating welcoming communities in smaller centres](#).

This is also complemented by P2P's work on welcoming communities, including the [Welcoming Communities Initiative](#). [More here, evaluated in 2010](#).

The [Building Migrant Resilience in Cities project](#) is Ontario/Quebec focused, but relevant nationally. As they explore "the concept of social resilience to examine how institutions can facilitate migrant settlement in urban areas across Quebec and Ontario," there may be some useful bits in their work.

The Ryerson Canada Excellence Research Chair (CERC) in Migration and Integration (where Cities of Migration is now housed) may have some useful research in their [Cities, Migration, Asylum research stream](#).