



Newcomer GPS: Exploring an Integrated Digital Pathway to Settlement

Early Learnings Report



Funded by:



Immigration, Refugees
and Citizenship Canada

Financé par :

Immigration, Réfugiés
et Citoyenneté Canada

Contents

Executive Summary	3
About OTEC	4
Introduction	6
Background	6
Newcomer GPS: Exploring an Integrated Digital Pathway to Settlement Research Project	7
Purpose of this Report	9
Methodology and Approach	10
Framing the Key Themes	11
Insights	12
The Canadian Newcomer Settlement Landscape	12
Socioeconomic Context	12
The Political Context	15
Roles in the Landscape	18
Emerging Trends	22
Situating Newcomer GPS in the Landscape	25
Responding to the Trends	25
Newcomer GPS in the Newcomer Journey	27
Conclusion and Next Steps	34
Looking Ahead with Newcomer GPS	35
Appendix A: Newcomer GPS Logic Model	37
References	38

Executive Summary

The COVID-19 pandemic had a significant impact on the newcomer settlement ecosystem in Canada. For many settlement Service Provider Organizations (SPOs), it was a pivotal moment in that it forced them to adapt very quickly to offer virtual support and resources to meet the urgent needs of their newcomer clients. This shift came with challenges related to accessibility and digital literacy for vulnerable groups, as well as other issues such as security and privacy-related considerations. Increasing trends toward digital service provision highlight a need to understand which technologies, under which circumstances, and for whom, can effectively deliver settlement services.



In response to this emerging need in the settlement landscape, [Ontario Tourism Education Corporation](#) (OTEC) received funding through [Immigration, Refugees and Citizenship Canada](#) (IRCC)'s Settlement Program, under the Service Delivery Improvements (SDI) funding stream to launch the Newcomer GPS: Exploring an Integrated Digital Pathway to Settlement (NCGPS) research project. The objective of the Newcomer GPS research project is to explore the ability of an integrated technology solution called CareerAtlas to enhance newcomers' decision-making and settlement outcomes. Specifically, the research project is evaluating how CareerAtlas can complement existing SPO services by offering assessments, career pathing, job matching, skills development tools, and the ability to conduct data analytics. NCGPS brings together multiple stakeholders to guide and inform its delivery. OTEC has partnered with a coalition of settlement and immigration partners that include [World Education Services](#) (WES), [Société Économique De L'Ontario](#) (SÉO) and

[ACCES Employment](#) and aims to deploy CareerAtlas to a range of other SPOs across Ontario's settlement services sector.

NCGPS will onboard partnerships and SPO staff to secure a total of up to 24 SPO partners to deliver the program to 2,000 newcomers during the funding cycle ending in 2024. The evidence produced through this research aims to inform IRCC and the sector's move towards a proactive implementation of technology-supported service delivery – one that is centered on the newcomer experience.

This research aims to inform IRCC and the sector's move towards a proactive implementation of technology-supported service delivery – one that is centered on the newcomer experience.

This Learning Report was prepared by [Blueprint](#), the evaluation partner for this project. The report consolidates insights from the early stages of the project's implementation and provides a snapshot of the Canadian newcomer settlement landscape, including trends impacting the newcomer experience and SPO service delivery.

Specifically, the report offers points to organizational, and systemic characteristics that inhibit or enhance adoption and innovation in the settlement services sector as well as the role that the technology solution, CareerAtlas could play in response to these patterns. Furthermore, the report illuminates possibilities for the further integration of CareerAtlas into existing service SPO service offerings and for the envisioned newcomer journey using CareerAtlas.

This report fits into a broader evaluation of the NCGPS program that will assess the relevance of CareerAtlas for SPOs and newcomer job seekers, the overall effectiveness of NCGPS' delivery, and the outcomes achieved by newcomers and SPO organizations.

About OTEC

The Ontario Tourism Education Corporation (OTEC) is a not-for-profit organization delivering award-winning skills training, consulting, research and insights – guiding workforce strategies and delivering evidence-based research projects for multiple industries, tourism destinations and sectors.

OTEC's social impact includes support to vulnerable populations – including refugees, newcomers, indigenous populations, workers without post-secondary education, and youth.

“Newcomer GPS: Exploring an Integrated Pathway to Settlement” is OTEC’s latest research project testing an integrated technology solution in collaboration with Service Provider Organizations (SPOs). It focuses on improving support for newcomers seeking career advice and employment solutions.

Newcomer GPS builds on OTEC’s earlier research in this area, Project Integrate¹ (2019-2021), a Future Skills Centre-funded initiative. Outcomes from Project Integrate also identified enablers and barriers to digital tool adoption at a user, operational and systemic level-its findings have informed the framework for Newcomer GPS.

Together, OTEC and our partners collaborate across industries, sectors, and with all levels of government to create workforce solutions that impact the lives, economic prosperity and resiliency of workers, their families and communities.



Introduction

Background

Every year, around 300,000 newcomers make Canada their home.² While Canada offers many services to welcome them, each newcomer has unique needs in their settlement journey – from pre- to post-arrival. Successful settlement looks different for everyone, but it is generally viewed as the achievement of certain social and economic outcomes that help newcomers thrive and feel at home in their new country.

Settlement can be a complex journey, and it has become even more complex due to COVID-19. The pandemic has significantly shifted the way that settlement supports are delivered. Service Provider Organizations (SPOs), who play an integral part in supporting newcomers, have had to shift their once primarily in-person programs and services to online offerings during the pandemic. The high demand for services and urgency for change meant that many SPOs shifted online without support and resources.³ Despite the challenges, these organizations have pivoted to develop digital resources and tools in order to offer consistent and accessible support to their newcomer clients. Many benefits and obstacles have emerged from the virtual shift, signalling the potential of a hybrid service delivery model that integrates digital tools with personalized supports for the successful settlement of diverse newcomers. There is a need for a clear understanding of which technologies, under which circumstances, and for whom, can support the effective delivery of settlement services in the COVID-19 recovery period and beyond.

In addition to the changing service delivery landscape, there is an increasing need for additional information and tools to support newcomers in securing meaningful employment. Employment is seen as a positive factor in newcomers' integration and success in Canada, but they often face institutional and systemic barriers to securing work when they first arrive.⁴ Access to tailored labour market information (LMI) can alleviate feelings of helplessness by offering insights for newcomers to feel empowered and informed in their career decision-making, however, many newcomers encounter challenges in accessing relevant and easy-to-understand LMI.⁵ Furthermore, LMI resources are often outdated and

only focused at the federal and provincial level,⁶ which limits SPOs in integrating LMI in their services.

Newcomer GPS: Exploring an Integrated Digital Pathway to Settlement Research Project

Recognizing the need for greater access to hybrid settlement services and improved digital supports and programming in the settlement landscape, [Ontario Tourism Education Corporation \(OTEC\)](#) received funding in 2021 from [Immigration, Refugees and Citizenship Canada \(IRCC\)](#) under the Service Delivery Improvements (SDI) funding stream to launch the Newcomer GPS: Exploring an Integrated Digital Pathway to Settlement (NCGPS) project.

NCGPS is a three-year pilot project (2021-2024) aimed at exploring whether an integrated technology solution called CareerAtlas (developed by [FutureFit AI](#)) effectively enhances newcomers' decision-making and integration outcomes in Canada. Specifically, NCGPS examines how CareerAtlas complements service offerings across various points in the newcomer settlement journey (e.g., both pre-arrival and via hybrid settlement services). Recognizing the diverse needs of newcomers throughout their settlement decision-making processes, the project will also explore whether CareerAtlas' dedicated coaching interface impacts newcomers' access, engagement and eventual outcomes with the tool. The evidence produced through this research project will allow the settlement sector and IRCC to move towards a proactive implementation of technology-supported service delivery – one that is centered on the newcomer experience.

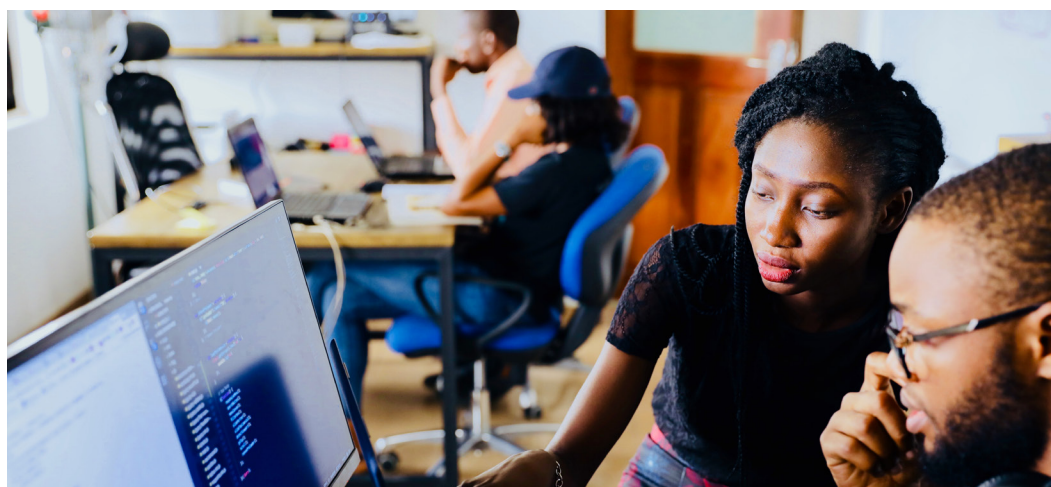
NCGPS brings together multiple stakeholders to guide and inform its delivery. OTEC has partnered with a coalition of settlement and immigration partners that include [World Education Services \(WES\)](#), [Société Économique De L'Ontario \(SÉO\)](#) and [ACCES Employment](#). WES, SÉO, and ACCES are tasked with providing strategic direction, piloting the integration of CareerAtlas within their own organization, and assisting with onboarding SPO partners to test CareerAtlas with up to 2,000 newcomers during the funding cycle ending in 2024. OTEC has engaged [Blueprint](#) as an evaluation partner to help gather learnings and track progress toward the project's overall objectives. The logic model for the NCGPS project can be found in Appendix A.

CareerAtlas Features:

- 24/7 access through an intelligent, online platform
- User-friendly interface that can be accessed remotely by clients
- A range of tools that complement job search assistance and career counseling
- A portal to manage client profiles and career pathways
- Insights into labour market data, job vacancies and skill requirements

What is CareerAtlas?

CareerAtlas is a unique digital tool that uses AI to help job seekers unlock their career potential. The tool supports newcomers` in assessing their skills against real-time, local labour market information and opportunities. Designed to complement and enhance SPO service employment offerings, CareerAtlas provides a dedicated coaching interface that leverages data and intelligence at a system level, which enables different levels of coaching staff across agencies to engage directly with the clients they are supporting.



Specifically, CareerAtlas:

- **Meets the job seeker where they are in their career journey:** CareerAtlas analyzes each job seeker's unique data profile, including skills, interests, and career preferences, to provide customized job advice and career guidance.
- **Recommends potential jobs:** CareerAtlas provides job seekers with personalized recommendations. This allows job seekers to quickly identify careers that are a good fit for their skills and experience.
- **Maps potential career pathways:** CareerAtlas supports job seekers in creating a learning plan to help them achieve their career goals. This includes identifying skill gaps and learning opportunities to address those gaps.
- **Provides active prompts to keep job seekers engaged:** With suggested 'next steps,' insights on the job market, and helpful tips

and tools, CareerAtlas guides a job seeker through their journey to meaningful employment.

- **Supports the vital work of Career Coaches:** CareerAtlas builds organizational capacity by complementing the work of career coaches, with tools to track client information and assign tasks or training. CareerAtlas' enhanced labour market data also highlights regional employment opportunities.

Purpose of this Report

This learning report provides a snapshot of the Canadian newcomer settlement landscape, including trends impacting the newcomer experience and SPO service delivery. Specifically, the report explores user, organizational, and systemic characteristics that inhibit or enhance technology adoption and innovation in the settlement services sector as well as the role that the findings under the research project NCGPS could play in response to these patterns. Currently, the three SPOs – WES, SÉO, and ACCES – are in the early stages of introducing CareerAtlas alongside their existing offerings for newcomers. This report captures lessons learned from NCGPS's early implementation, providing insight into how NCGPS responds to broader trends in the newcomer settlement landscape. Furthermore, the report sheds light on potential further integrations of CareerAtlas into existing SPO service offerings, as well as the envisioned newcomer journey using CareerAtlas.

This report fits into the broader evaluation of the NCGPS program, which aims at assessing the relevance of CareerAtlas for SPOs and newcomer, the overall effectiveness of NCGPS' delivery, and the outcomes achieved by newcomers and SPO organizations.

Methodology and Approach

Blueprint implemented a mixed methods approach to capture real-time insights from OTEC and SPOs and secondary data related to the broader newcomer settlement ecosystem. Data sources for the learning report are outlined in Table 1.

Table 1:
Methods for Learning
Report Data Collection

Environmental Scan: Analysis of academic and grey literature identifying trends, best practices, and needs in the newcomer settlement ecosystem to best position the delivery of NCGPS and CareerAtlas.

Document Review: Continuous review of documents developed by OTEC for NCGPS, as well as relevant material from SPOs.

Journey Mapping: Collaborative 1-hour exercises (N=4) with OTEC and SPOs to visually map out the integration of CareerAtlas into the newcomer journey.

Stakeholder Interviews: 1-hour virtual interviews were held with OTEC and SPOs staff (N=4) to gather insights related to overall trends in the newcomer settlement landscape and perceptions of the relevance and applicability of NCGPS in the landscape.

Framing the Key Themes

To further contextualize the applicability of NCGPS in the newcomer settlement ecosystem, Blueprint identified a series of key themes emerging from the research process. The themes, highlighted in the following sections, have emerged as impactful factors in the newcomer settlement journey. They include:

Key Themes:

Access to LMI: Insights on the relevance and/or applicability of LMI data to inform the newcomer journey, including decision-making related to employment and education.

Personalized Pathways: Insights about the need to better understand the diversity of experiences and needs in each newcomer's settlement journey, including the need for customizable and tailored supports for the newcomer job seeker.

Digital Supports: Insights about the applicability of digital/tech infrastructure in the newcomer job-seeking journey.

Planning and Coordination: Insights related to the need for greater collaboration and information-sharing in the ecosystem across SPOs, governments, and employers.

Insights

The Canadian Newcomer Settlement Landscape

An in-depth exploration of the Canadian newcomer settlement landscape reveals how the complexity of the socioeconomic and political context shapes the newcomer journey. Within this landscape, the roles of various stakeholders – SPOs, the government, and employers – are evolving, and several gaps, trends, and promising practices have emerged from their work. Informed by a comprehensive environmental scan, the following sections outline key trends in the landscape, along with insights shared by SPOs and OTEC demonstrating how the integrated technology solution, CareerAtlas, through the NCGPS research project will respond to these trends.

Socioeconomic Context

Key Themes:

 **Personalized Pathways**  **Access to LMI**

“most newcomers remain unaware of these services, have difficulty accessing them or are ineligible for them.”

The Newcomer Experience: Settlement Outcomes

Settlement is a function of many intersecting factors. At an individual level, factors such as a newcomer’s country of origin, race, age, gender, education, and work experience (among many others) greatly influence the settlement journey.⁷ Overlaying these are contextual factors (e.g., funding trends, shifts in service delivery, policy changes), which further shape a newcomer’s experience. Successful newcomer settlement thus depends upon a variety of social (e.g., wellbeing, connectivity) and economic (e.g., employment, housing) outcomes, and can look different for everyone depending on individual factors and context.

Newcomers arriving in Canada encounter a combination of direct and indirect supports at the federal, provincial, and territorial levels from settlement serving organizations across Canada.⁸ The overlapping responsibilities in the settlement system can prove highly complex for newcomers to navigate,⁹ and, as a result, can directly impact the degree to which newcomers can achieve settlement outcomes in a timely manner. While IRCC’s 2021 Settlement Outcomes Report found that settlement services play a significant role in newcomer integration and

success in Canada, “most newcomers remain unaware of these services, have difficulty accessing them or are ineligible for them.”¹⁰ The lack of awareness among newcomers is even higher for those facing conditions of vulnerability.¹¹

**60% of recent
immigrants use LMI.**

**90% of those who
used it found it
impactful in their
career journey.**

Relatedly, a 2019 study from the Labour Market Information Council (LMIC) showed that over 60% of recent immigrants use LMI, and 90% of those who used it found it impactful in their career journey.¹² LMIC also found that 45% of recent immigrants seek data on the cost of living in different parts of Canada, as this informs their decision on where to settle.¹³ While this information is vital to the settlement journey, many newcomers encounter challenges in accessing relevant and easy-to-understand LMI.¹⁴ Furthermore, LMI resources are often outdated and only focused at the federal and provincial level,¹⁵ which limits SPOs in integrating LMI in their services. This is where a personalized and tailored approach in the settlement journey becomes critical.



Across the landscape, there is an increasing emphasis of the importance of this personalized approach to settlement. This includes recognizing the importance of newcomers’ agency, decisions, and personal and financial contributions in their own settlement journey, while simultaneously recognizing the impact of the broader political and service context. Understanding the complexity of this landscape can help to reveal a multitude of other overlapping factors that might contribute to settlement outcomes for newcomers, including any critical gaps that could hinder successful settlement.

A more holistic view of settlement outcomes considers not only the more traditional and easy-to-measure outcomes related to the fulfilment of needs such as employment, language, and housing but more complex needs compounded by vulnerabilities related to safety, mental health and well-being, and social interaction.¹⁶ The broadening understanding of settlement raises the questions of how to offer more holistic services and how to measure the success of such services. These questions are top-of-mind for many players in the settlement landscape, including IRCC, especially when it comes to “soft programming,” or services that fall outside of the traditional realm of direct programming for newcomers.¹⁷

While this understanding of settlement asks the sector to broaden the focus beyond traditional outcomes such as employment, accessing employment continues to present one of the most pressing barriers to successful settlement in Canada.

Newcomer GPS: Exploring an Integrated Digital Pathway to Settlement

Services and supports for newcomers to Canada must be developed in recognition of the complexities that they face before they arrive, as well as during the adjustment, adaptation, and integration stages. With the complexity of the settlement landscape in mind, Newcomer GPS: Exploring an Integrated Digital Pathway to Settlement aims to:

- Support newcomers’ settlement planning and decision making and enable them to assess their skills and qualifications against real-time labor market information relative to employment opportunities in communities across Canada; and
- Provide a better understanding, both for SPO coaches and for other settlement players, of the newcomer settlement journey, including the search for employment and education.

The Political Context

Key Themes:  Access to LMI  Personalized Pathways  Planning + Coordination

According to the 2021 IRCC Settlement Outcomes Report, Canada's immigration and refugee protection system was seen globally as a successful model,¹⁸ with IRCC investing almost \$1 billion per year in supporting newcomers and refugees outside of Quebec.^{19,*} The Migrant Integration Policy Index identifies Canada as a leader in promoting rapid labour market integration, non-discrimination and newcomer belonging.²⁰

In keeping with its humanitarian and economic objectives, the Government of Canada has demonstrated a consistent trend of increasing its projected immigration levels on an annual basis, with over 1.3 million new immigrants settled permanently in Canada from 2016 to 2021.²¹

Immigration Levels

Canada has recently experienced its highest international migration rate on record, with immigration predicted to remain the biggest driver of population growth for decades.²² Projections from Statistics Canada indicated that if current trends continue, by 2041, half of the Canadian population will be made up of immigrants and their Canadian-born children.²³ This will be driven by the federal government's projected number of annual immigrants, with 431,645 new permanent residents anticipated to immigrate in 2022 through all immigration classes. This number is expected to increase to 500,000 immigrants per year by 2025.²⁴

The Humanitarian Perspective

As the top refugee resettlement country in the world,²⁵ Canada boasts a long tradition of refugee resettlement and has welcomed over 1,000,000 refugees since 1980.²⁶ In response to the crisis in Afghanistan, Canada committed in 2021 to welcoming at least 40,000 Afghan refugees and vulnerable people, with a particular emphasis on "individuals who supported Canada and our allies over the past two decades, women, LGBTQI people, human rights defenders, journalists, and members

* In the case of Quebec, The Government of Canada provides targeted transfer payments to Quebec, with the province providing settlement services under the Canada-Quebec Accord on Immigration.

of religious and ethnic minorities.”²⁷ As part of its special measures in response to the Russian invasion of Ukraine, the Government also offers Settlement Program services for temporary residents in Canada under the Canada-Ukraine authorization for emergency travel (CUAET). Humanitarian initiatives incorporating a specific focus on employment include the Resettlement Assistance Program (RAP)²⁸ and the Economic Mobility Pathways Pilot (EMPP).²⁹

The Economic Perspective


Canada currently faces a job vacancy rate that is 80% higher than before the pandemic and an ageing working population.

Alongside its humanitarian commitment to welcome refugees, Canada’s immigration policies also focus on economic growth and prosperity, and specifically, on responding to current labour shortages.³⁰ As Canada currently faces a job vacancy rate that is 80% higher than before the pandemic and an ageing working population, maintaining high levels of immigration is important to the stability of the labour market.³¹ Since 2010, immigrant workers have accounted for over 84% of the growth in Canada’s total labour force.³² Furthermore, immigrant workers have accounted for 55% of the growth in high- and medium-skilled jobs and offset the decline in low-skilled jobs among Canadian-born workers.³³ The share of new and recent immigrant workers has grown the fastest in transportation and warehousing, professional services and accommodation and food services.³⁴



According to the 2023-2025 Immigration Levels Plan, economic immigration will account for over half of planned admissions to Canada. Half of these admissions will be through federal Express Entry programs (the Federal Skilled Worker Program, the Federal Skilled Trades Class, and the Canadian Experience Class).³⁵ While these initiatives are seen to be promising, Skills Next (2020) cautioned that there is a need for immigration policies to better reflect the **reality of the Canadian labour market**, as high immigration levels are only one facet of the current labour market shortage. In fact, the increase in immigration levels can hold risks for newcomers if not accompanied by deliberate policy choices regarding settlement services.³⁶ When it comes to employment outcomes in particular, policymakers have a significant role in facilitating skills and occupational matches between newcomers and gaps in the Canadian labour market.³⁷


Maintaining high levels of immigration is important to the stability of the labour market.

Skills and occupational matching is critical, as an individual being in a role that aligns with their skills and experiences contributes both to

overall social welfare and economic prosperity.^{38,39} While only about 13% of Canadian workers have skills mismatched to their jobs, the incidence of skills mismatch (both in cases of under- and over-skilling) is higher among new immigrants.⁴⁰ For newcomers who do experience a skills mismatch,  **personalized pathways** that identify tailored supports hold the potential to support them most effectively in finding a role and/or training that aligns their skills and aspirations.

Newcomer GPS: Exploring an Integrated Digital Pathway to Settlement

As unemployment continues to present one of the main barriers to a newcomer's successful settlement, the need for tools that incorporate  **timely, region-specific LMI**, becomes even more urgent. The project recognizes that responding to the diverse needs of a growing newcomer population will require sustained  **planning, coordination, and support** from the settlement sector. To that end, the implementation of an integrated technology solution relies on the building of lasting partnerships and capacity among SPOs, with regular touchpoints for these partners to share real-time insights and feedback based on what they're seeing and hearing from their newcomer clients.

The NCGPS research project also relies on the analysis of anonymized CareerAtlas user data, which provides further insights into how users are interacting with the tool and potential opportunities to strengthen the tool in the future. Incorporating a partnership model into the implementation of the integrated technology solution was believed to lead to a more responsive and relevant tool that will facilitate newcomer decision-making, while also equipping SPOs to provide  **personalized and timely support** across various stages of their clients' settlement journey.

Roles in the Landscape


Key Themes:  **Access to LMI**  **Personalized Pathways**  **Digital Supports**
 **Planning + Coordination**

Government

The Government of Canada's approach to settlement is driven by IRCC's Settlement Program funding for both direct services (e.g., needs assessments and referrals, Information and Orientation services, language assessments and training, employment services, and community connections) and indirect services (e.g., projects that support partnership development, capacity-building, and the sharing of best practices among SPOs).

While comprehensive, many point to limitations in services, primarily driven by "lack of public education about their availability and lack of accessibility."⁴¹ Current funding models are often focused on reaching the largest proportion of clients, which can limit the personalization and impact of settlement services.⁴² The importance of personalized or tailored services has begun to appear on IRCC's radar, and the Department has identified several areas of focus for the coming years, including exploring the outcomes of Francophone newcomers, the impact of gender and race on newcomer outcomes, the different settlement outcomes for newcomers in cities versus in rural settings, and the services that newcomers require after becoming permanent residents.⁴³

The shift to virtual service delivery brought forth challenges (access to technology, digital literacy among newcomers) and benefits (alleviating barriers to accessing services).

The above considerations must also be seen through the lens of COVID-19, which saw the Government of Canada and SPOs rallying very quickly to pivot their delivery of services from in-person to online modalities. The shift to virtual service delivery brought forth challenges (e.g., access to technology, digital literacy among newcomers) and benefits (e.g., alleviating barriers to accessing services),⁴⁴ all of which signal the importance of hybrid delivery models that respond to the diverse needs of newcomers at various stages in their settlement journey (a need further explored in Section 3.1.4). The gaps in social services revealed by COVID-19, along with its adverse economic impacts have further highlighted the importance of designing responsive, hybrid approaches to settlement that  **prioritize personalization** and skills matching between employers and newcomers.

Service-Provider Organizations (SPOs)




The provision of settlement services is dependent on close relationships between the federal government and newcomer settlement serving organizations across Canada; specifically in Ontario for this study. IRCC's Settlement Program funds over 500 SPOs outside Quebec, and these organizations, along with many others that do not receive federal funding, play a vital role in the newcomer settlement journey. In addition to the provision of services, many SPOs offer additional benefits such as linguistic/cultural compatibility with their clients, a caring ethos of settlement efforts, and the ability to converse in multiple languages.^{45, 46} IRCC-funded SPOs, specifically those that provide Information and Orientation (I&O) services, remain newcomers' top source of settlement information.⁴⁷ Many SPOs also provide employment support, and in 2020, Skills Next conducted a comprehensive stakeholder mapping exercise to identify organizations offering employment-related services. This research can be accessed [here](#). Employment-related training and services tailored to newcomers include alternate credential assessment (offered by organizations like WES), career mentoring (e.g., TRIEC's mentorship program), employer supports (e.g., IECBC's JobConnect tool), information and referral (e.g., settlement.org), and skills training (e.g., ComIT, Canada Learning Code).⁴⁸

SPOs have also expanded their approach to service delivery as many shifted to virtual methods during COVID-19. The plan included sharing how-to YouTube videos for digital tools, increasing their internet bandwidth to extend access to newcomer clients beyond the traditional SPO programs being offered in-person, and converting language assistants to digital literacy assistants.⁴⁹ The NCGPS's three core SPO

partners are seeing the role of their client servicing coaching staff shift to integrate a more digital support pathway for each client's settlement plans. While ideal for younger newcomers who are highly digitally literate, the shift could impact older populations or those with low digital literacy. For many organizations, hybrid services hold the key to ensuring that newcomers can access the support they need.⁵⁰


Despite the many positive contributions of SPOs, the sector is also characterized by a duplication of efforts, a need for more sharing across jurisdictions, and a slower adoption of new approaches.⁵¹ Many settlement workers observe a lack of communication and partnership between agencies, resulting in silos in the sector.⁵² With a goal to eliminate these silos and duplication and increase awareness of available services, the Workforce Innovation and Inclusion Project (WIIP) developed a database in 2021 in collaboration with TRIEC, Future Skills Centre, and the Association for Canadian Studies. The WIIP database (which can be accessed [here](#)) shares the results of an ecosystem mapping exercise, which identified 750 programs that provide newcomers with skills development and work-related training in British Columbia, Alberta, Saskatchewan, Ontario, Nova Scotia, and Manitoba.⁵³ The forthcoming WIIP research report will highlight trends related to the definition of innovation in service delivery improvement, the value of streamlining the user journey, challenges brought on by COVID-19, trends in responsive programming, and strategies to minimize duplication in the sector.

While efforts are emerging to avoid duplication, gaps remain in service delivery areas like employment, education, and health, as well as limitations related to eligibility requirements for services.⁵⁴ These issues often directly impact service delivery, and the high competition for funds and clients in the sector can lead to further duplication and fragmentation of services.⁵⁵ As a result, the sector applies case management inconsistently, which has a direct impact on newcomer awareness of services. According to IRCC, 70% of non-IRCC clients are unaware of free IRCC-funded services available to them.⁵⁶ These issues can leave many newcomers with  **gaps in personalized information.**

The COVID-19 pandemic revealed additional gaps in social safety nets, with IRCC's 2021 Settlement Outcomes Report predicting that in the years following the pandemic, "there will most likely be increased demand for community supports from newcomers, especially for those



who experience multiple barriers to integration, such as women, older people, racialized communities, those with disabilities, and LGBTQ2+ individuals.”⁵⁷

Employers

Employers have a pivotal role in actively seeking out and employing newcomers, yet they remain largely unengaged in newcomer labour market integration.⁵⁸ As earlier mentioned, concerns around employer bias against foreign education, international work experience, and language skills remain, along with a trend of employer reluctance to pay immigrants the same as employees with Canadian experience.⁵⁹ In response to these trends, there is a pressing need to integrate employers into the broader service delivery process in Canada and to bolster  **planning and coordination** across the ecosystem.

Employer solutions include providing training opportunities for under-skilled workers and appropriately assigning tasks to minimize skills mismatches.⁶⁰ Additionally, there is a role for employers in identifying and addressing organization-wide barriers for newcomers, introducing more objective, inclusive, and transparent hiring processes, taking a flexible and individualized approach to assessing applicant skills, using competency-based methods to assess applicants’ suitability, considering all relevant work experience, and making efforts to empower newcomers both within and outside of their organization.⁶¹


Newcomer GPS: Exploring an Integrated Digital Pathway to Settlement

Responding to these trends will require  **greater coordination between SPOs and the government**, as well as employers, to facilitate the effective integration of newcomers in the workplace.⁶² Furthermore, supports and services offered in the post-pandemic settlement ecosystem need to embrace hybrid models that respond to increased interest in digital tools while ensuring that a  **personalized approach** remains central and accessible to those who face barriers to accessing technology. The NCGPS technology solution CareerAtlas is emerging as a resource that goes beyond a standalone digital tool; the project builds into its implementation consistent support and capacity-building for SPOs as they accompany their newcomer clients not only in their search for employment and education, but in their broader settlement journey.

Emerging Trends


Key Themes:  **Access to LMI**  **Personalized Pathways**  **Digital Supports**
 **Planning + Coordination**

Digital Infrastructure in the Settlement Journey

Research indicates that newcomers rely on technology to mitigate settlement stressors, connect with communities, and learn English.⁶³ For youth, social media is an essential tool in the settlement journey from the perspective of transculturality.⁶⁴ While stakeholders began exploring digital responses to newcomer needs pre-2020, the trend toward offering  **digital support** took off when the pandemic hit, and many services moved online. Many in the sector viewed the pandemic as a pivot point to explore more innovative collaboration and service delivery models.⁶⁵ The pandemic also catalyzed IRCC's efforts to streamline, address backlogs, and respond to new requirements via digital solutions.⁶⁶ Canada has begun to experiment with AI to help automate decision-making in the immigration and refugee system. While this trend has the potential to further expedite the settlement process,⁶⁷ it has also introduced new concerns related to human rights, oversight, and accountability.⁶⁸

In many ways, building the digital capacity of SPOs holds the potential to enhance service delivery,  **planning, communication, and coordination**, with many exploring new technology and virtual infrastructure in these contexts (see Table 4 below). Furthermore, digital inclusion has become an important priority in settlement circles, especially as many newcomer clients are among the most vulnerable and isolated members of society.⁶⁹

SPOs will need to be flexible in localizing and customizing different digital programs and supports to best meet the needs of diverse newcomers.

That said, there is no one way to address the digital inclusion of the newcomer population, as not all newcomers have access to technology and internet. A hybrid delivery model that incorporates both digital and non-digital approaches is seen to be promising, but SPOs will need to be flexible in localizing and customizing different digital programs and supports to provide  **personalized pathways** that best meet the needs of diverse newcomers.⁷⁰ Furthermore, there is a need to recognize how the role of frontline settlement workers has evolved since March 2020; members of NCGPS service provider partners indicate that many of their employees have become digital tour guides and online navigation coaches for their clients.⁷¹ Ultimately, there is a need for multi-platform

and multi-channel communications strategies that have curated information for newcomers and service providers.⁷²







The Affiliation of Multicultural Societies and Service Agencies of BC (AMSSA) recommends applying a social justice and service lens to any new technology and ensuring that SPOs offer consistent training for their staff and clients on using the technology. AMSSA also emphasizes the need for a sector evaluation of emerging technologies to identify the most valuable tools in hybrid service models.⁷³

Digital Tools for Newcomer Jobseekers

As the shift toward online settlement offerings continues to evolve, an urgent need for digital resources to support newcomer decision-making in their search for a job or education has emerged. LMIC's 2019 research uncovered that recent newcomers prefer to receive updates on the job market from websites dedicated to providing labour market information and require guidance on navigating these websites.⁷⁴ Many SPOs have responded to this with offerings in a variety of categories (e.g., websites, online learning, smartphone apps, AI, chatbots) and service contexts (e.g., I&O, Assessment and Referral, Intake, Language Services).

In 2019, Marco Campana, a communications and digital strategist for the settlement sector, compiled a comprehensive list of these programs and projects, which can be found [here](#).⁷⁵ The list is open-source and is updated on a regular basis by organizations looking to share information on their digital offerings.

Newcomer GPS: Exploring an Integrated Digital Pathway to Settlement

In keeping with the scope and focus of NCGPS, Blueprint identified a variety of digital tools specifically targeted to newcomer job seekers to offer a comparison with CareerAtlas. While the breadth of available tools is impressive, we did not encounter a tool dedicated specifically to newcomer employment that offers a responsive platform for both client and SPO needs. CareerAtlas presents a unique  **digital support** through its integration of  **real-time LMI**, its Canada-wide scope, and its built-in coaching interface. Rather than directing newcomers to a static list of resources related to a specific location of interest, CareerAtlas allows them to get a full, accurate picture of all options across Canada that might be available to them. This, in turn, facilitates a  **personalized engagement** between coaches and their clients. The integration of these features (along with many more) into one streamlined tool positions NCGPS as a promising response to the sector's need to  **coordinate more effectively** to reduce duplication and offer hybrid delivery solutions.




Situating Newcomer GPS in the Landscape

CareerAtlas goes beyond a workforce focus.

Responding to the Trends


The early stages of the NCGPS research project have pointed to the potential of CareerAtlas to respond effectively to the needs and priorities of the sector. SPO core project partners point to early signs that the technology solution CareerAtlas can help their clients, especially newcomer women who are interested in entering the labour force, to explore opportunities and to guide them step-by-step toward developing skills and securing employment. Partners also signal that CareerAtlas goes beyond a workforce focus thanks to its emphasis on enhancing the overall decision-making experience for newcomers throughout their settlement journey. Table 5 outlines further insights related to how the project responds to gaps in the settlement landscape.

Newcomer GPS and the Key Themes

 **Access to LMI:** Recognizing the importance of real-time, relevant LMI data in newcomer decision-making processes and the current barriers to accessing this, CareerAtlas provides users access to relevant data from across Canada.

With the cost of living an important determinant of newcomer settlement decision-making, CareerAtlas offers the Explore Cities dashboard, which illustrates the labour market needs in Canada. This allows newcomers to explore demand, salary distribution, work experience and education requirements, certifications, and skills for careers across provinces and territories as well as industries.

Additionally, the Skills Gap feature allows newcomers to identify their current skills and those required to meet the requirements of careers of interest to them.

 **Personalized Pathways:** CareerAtlas leverages AI to assist clients in mapping out a journey customized to their unique situation and needs. The tool is designed to accompany clients through a step-by-step process to gather the information they need to decide on their job search or pursue further education.

In addition to LMI, CareerAtlas serves as a repository for additional external resources that help to inform the newcomer's journey.

Via My Career Passport, clients have an at-a-glance look at their progress,

Newcomer GPS and the Key Themes (continued)

including their work experience, resume, certifications, skills profile, and interests. The coaching interface allows coaches to monitor their clients' progress, which can inform a more personalized and targeted approach to each unique client.

🔗 **Digital Supports:** CareerAtlas is an intuitive digital tool available in English and French. It is designed to complement existing SPO activities and can be offered as either a self-serve modality or with coaching support from SPOs. These two streams allow for newcomers to engage with the tool in a way that is meaningful and effective to them.

From a user experience (UX) perspective, CareerAtlas relies on imagery and graphics to ensure that all features are accessible to users with various capacity and language levels. Each CareerAtlas feature is distinguished by its own unique icon, and visually depicts user progress across a series of steps. FutureFit AI, the developer of CareerAtlas, relied on human-centered design to ensure the most user-friendly, intuitive, and approachable format possible that directly incorporates user insights into product development. FutureFit AI captures user behaviour to monitor and correct usability issues, and conducts consistent user research to identify any additional opportunities to make CareerAtlas more accessible and user-friendly to a diversity of job seekers. In addition, FutureFit AI has ensured that CareerAtlas meets current accessibility standards, including 2.1 AA standards outlined by the WCAG.

💬 **Planning and Coordination:** Navigating the settlement ecosystem is complex, and CareerAtlas is a helpful resource that consolidates a wide variety of information in one location.

Importantly, the tool helps newcomers to identify their needs and goals, which allows coaches to streamline their preliminary needs assessments with clients and move in a timely fashion toward concrete job- and education-seeking activities. CareerAtlas is designed for SPOs to receive more in-depth insights into their clients' journeys, providing much-needed data to inform referral decisions and programming improvements.

Newcomer GPS in the Newcomer Journey

In preparation for the external launch for testing the technology solution CareerAtlas through the NCGPS project, Blueprint worked with OTEC, ACCES, WES, and SÉO to develop participant service delivery journey maps. These maps are designed to provide a visual reference to depict a client's pathway using CareerAtlas with each SPO and highlights specific client, coaching staff, and overall SPO activities throughout the journey. This exercise also helped to contextualize the potential integration of CareerAtlas in various SPO contexts and approaches and demonstrates how the tool fits in with or supplements SPOs' existing initiatives.

The journey maps are also designed to illustrate the potential path newcomers may take depending upon when CareerAtlas is integrated into their engagement with the SPOs. Recognizing the unique context of each SPO, the journey maps three different potential models:

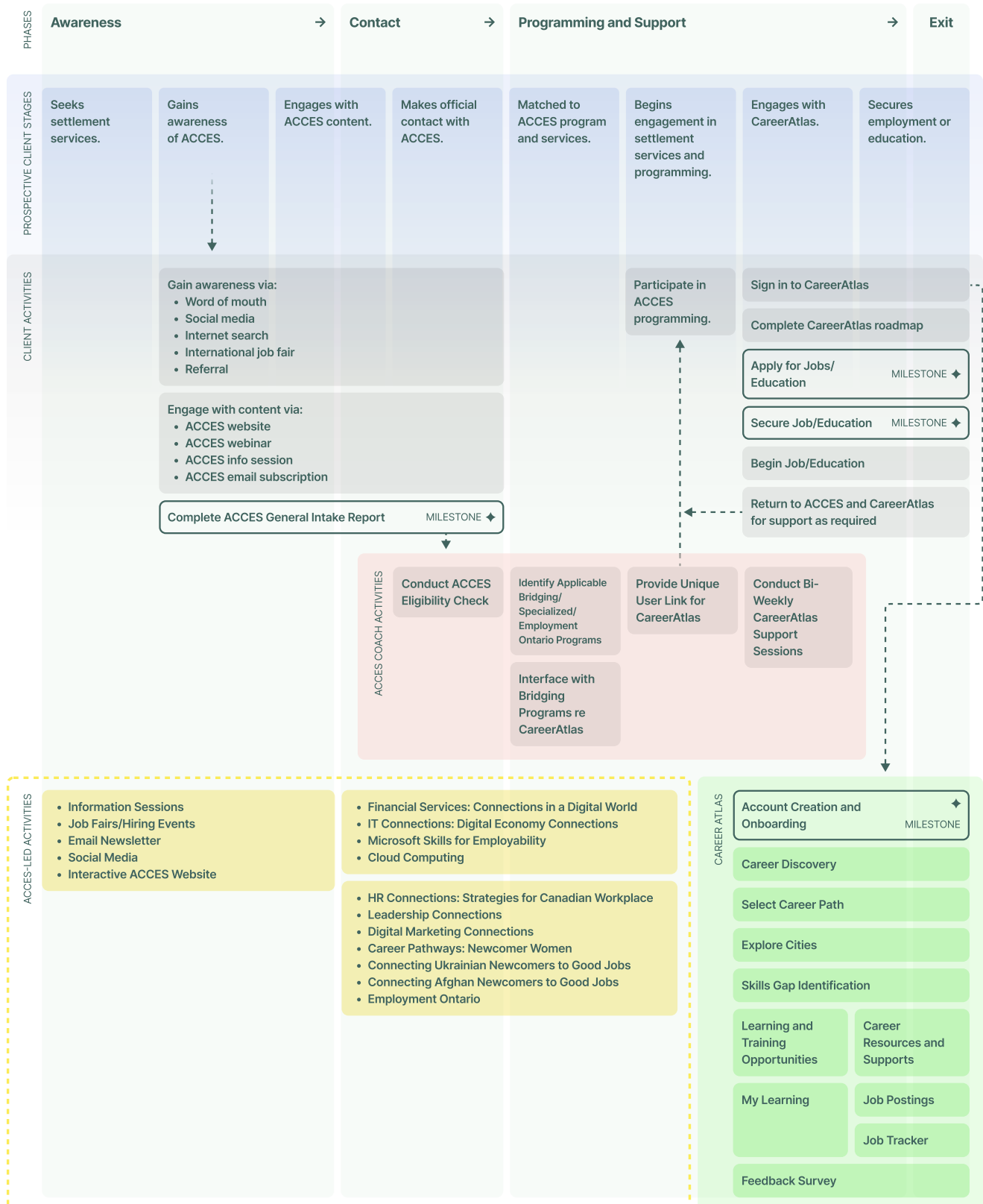
- Centralized, Self-Directed with Bi-Weekly CareerAtlas Information Sessions (ACCES Employment)
- Fully Self-Directed (WES)
- Coaching Support, Francophone Clientèle (SÉO)

Reader's Note: The following pages contain the journey maps for each SPO.

- Key milestones in the journey, depicted by stars, are important moments that either propel a client toward CareerAtlas or represent moments of major progress/success for the client.
- The gray section represents the activities the client conducts, while the red section corresponds to SPO coaching staff actions. The yellow section represents activities, such as programming or resources, led by the SPO. The green section represents activities that happen within the CareerAtlas interface.

Journey Map · ACCES Employment

PRE- AND POST-ARRIVAL → JOB/EDUCATION SEARCH → ACTIVE EMPLOYMENT/EDUCATION →



1. ACCES Employment: Centralized, Self-Directed with Bi-Weekly Information Sessions

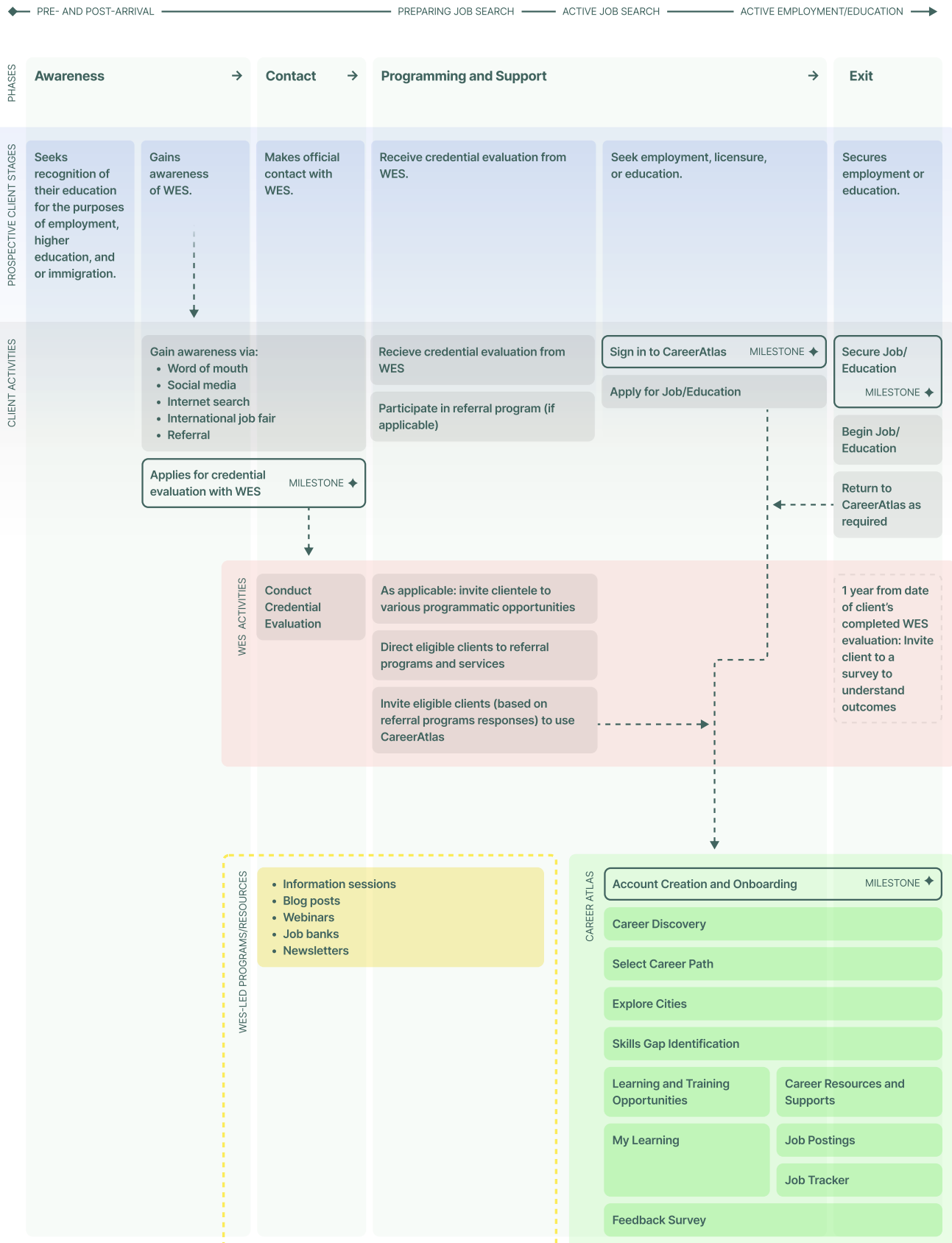


About ACCES Employment: ACCES Employment assists job seekers from diverse backgrounds who are facing barriers to employment to integrate into the Canadian job market. With seven locations throughout the Greater Toronto Area, ACCES Employment provides various online services available to job seekers locally, nationally, and internationally for approved pre-arrival immigrants.

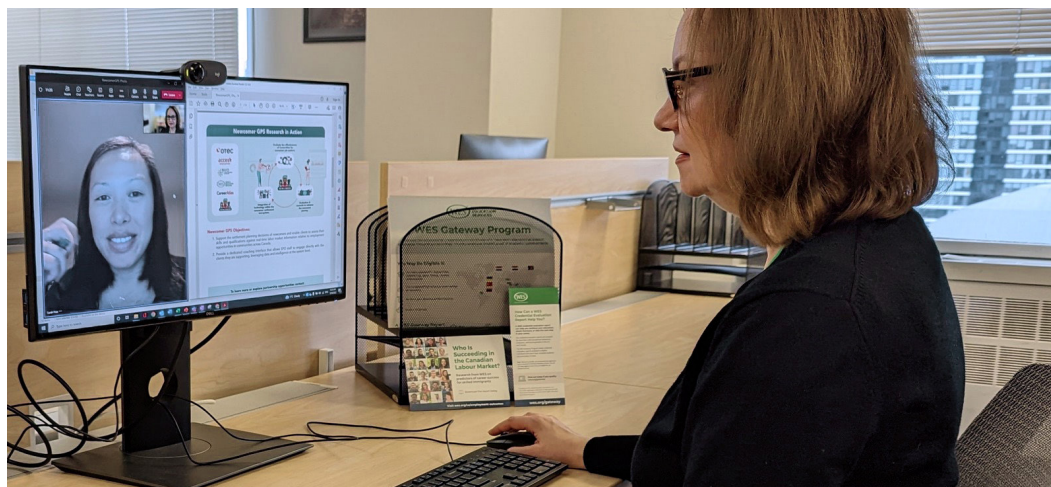
Service Model: ACCES provides direct services to newcomers. For CareerAtlas, ACCES takes a centralized approach, connecting clients to CareerAtlas via the ACCES Coordinator of Programs and Services as opposed to individually through coaches. CareerAtlas is offered as a resource to post-arrival clients that are eligible for ACCES specialized programs and Employment Ontario programs. CareerAtlas is positioned as most helpful to newcomers that are in the very early stages of their career decision-making, as opposed to clients who already have a set career path in mind. Clients are invited by the Coordinator to self-direct their navigation through the tool, with bi-weekly CareerAtlas support sessions from ACCES.

Journey Map: This visual depicts a client's pathway of engagement with an SPO, from pre-arrival to active employment or education. The map highlights client, coach, and organizational activities before, during, and after their use of CareerAtlas.

Journey Map · World Education Services (WES)



2. WES: Fully Self-Directed



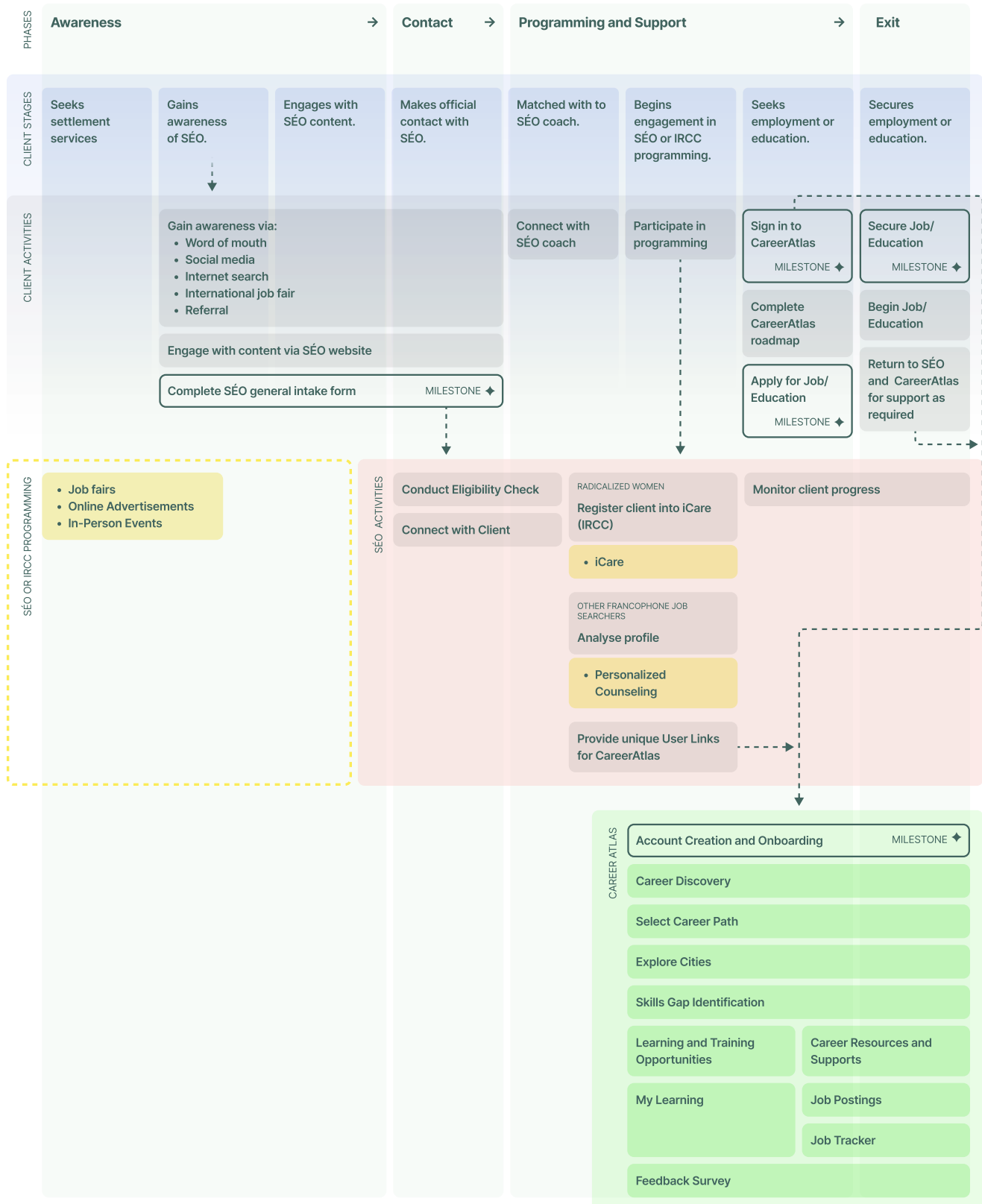
About WES: [World Education Services \(WES\)](#) is a non-profit social enterprise that supports the educational, economic, and social inclusion of immigrants, refugees, and international students. From evaluating academic credentials to shaping policy, designing programs, and providing philanthropic funding, we partner with a diverse set of organizations, leaders, and networks to uplift individuals and drive systems change.

Service Model: As a credential evaluation provider, WES does not provide direct settlement services to newcomers through a coaching model. Once their clients receive a credential evaluation, WES invites eligible clients to use CareerAtlas. Clients then proceed to use the tool on a self-directed basis.

Journey Map: This visual depicts a client's pathway from pre-arrival to active employment or education using CareerAtlas at WES. The map highlights client, coach, and organizational activities before, during, and after their use of the online platform.

Journey Map · Société Économique de l'Ontario (SÉO)

PRE-ARRIVAL — ARRIVAL — ACTIVE JOB/EDUCATION SEARCH — ACTIVE EMPLOYMENT/EDUCATION →



3. SÉO: Coaching Support, Francophone Clientele

About SÉO: The Société Économique de l'Ontario (SÉO) is a provincial network that takes an innovative and dynamic approach to economic development, entrepreneurship, employability and immigration to consolidate Ontario's Francophone and bilingual economic space. SÉO engages the Francophone and bilingual community's stakeholders in fostering the prosperity of Ontario and Canada.

Model: SÉO is a direct service organization. Eligible clients are connected with SÉO coaches, who invite clients to participate in programs corresponding to their unique needs. Coaches share CareerAtlas with their eligible clients as a resource and continuously monitor client progress in the tool via the coaching interface.

Journey Map: This visual depicts a client's pathway from pre-arrival to active employment or education using CareerAtlas at SÉO. The map highlights client, coach, and organizational activities before, during, and after their use of the online platform.

Conclusion and Next Steps

Newcomers face a complex settlement ecosystem, and often encounter hurdles in their journey toward successful settlement. This complexity, exacerbated by service gaps and COVID-19, accentuates the need for streamlined and personalized supports that empower newcomers with the information they require to make informed decisions in their settlement journey. Many settlement players have recognized and have begun to respond to these needs, but enhanced planning, coordination, and information-sharing across the ecosystem will be essential in closing service gaps and building a more integrated and responsive support system.



Through the NCGPS research project, CareerAtlas responds directly to these needs, offering a user-friendly digital tool that is integrated within an intentional and responsive implementation process. With partnership- and capacity-building at its core, the project holds the promise to hand newcomers the keys to make decisions informed by the reality of the Canadian labour market while complementing the valuable services that SPOs already offer. As the NCGPS partners continue to carry out its implementation, the trends outlined in this report, and any others that emerge, will remain central.

Looking Ahead with Newcomer GPS

Currently, WES, SÉO, and ACCES are in the early stages of integrating CareerAtlas in their service offerings, with 117 current users. OTEC is conducting outreach to additional SPOs to identify 24 newcomer service delivery partners. The aim is to deliver the program to 2,000 newcomers during the funding cycle ending in 2024.

Throughout this process, partners will continue to leverage the learnings from this report, as well as real-time data and insights from SPOs, their coaches, and users. To this end, NCGPS will rely on the following data to inform its implementation and success:

Stakeholders expressed a desire for more facilitated conversations to foster peer-to-peer learning and greater collaboration.

- **Monthly Coach Reflection:** On a monthly basis, SPO coaches are invited to complete a reflection on their experience using CareerAtlas. These insights are used to monitor the project's success indicators, and to gather feedback to inform the continuous improvement of the tool.
- **User Survey:** CareerAtlas users are invited to complete an online survey as part of their journey within the tool. These data are used to monitor the project's success indicators, the user experience, and to gather feedback to inform the continuous improvement of the tool.
- **Focus Groups:** NCGPS will conduct focus groups (N=6) with SPOs, coaches, and job-seekers in order to gather insights on the NCGPS experience, including successes and areas for improvement.
- **Stakeholder Interviews:** NCGPS will conduct additional stakeholder interviews at the midway-point of implementation (N=5-7) as well as at the end of the project (N=10-12) to gather indicator data on the relevance and effectiveness of NCGPS in responding to job seeker and SPO needs.
- **Journey Mapping:** Near the end of the project, NCGPS will conduct a second round of journey mapping exercises with WES, SÉO, and ACCES, in order to reflect any shifts in SPOs' integration of CareerAtlas in their service offerings.

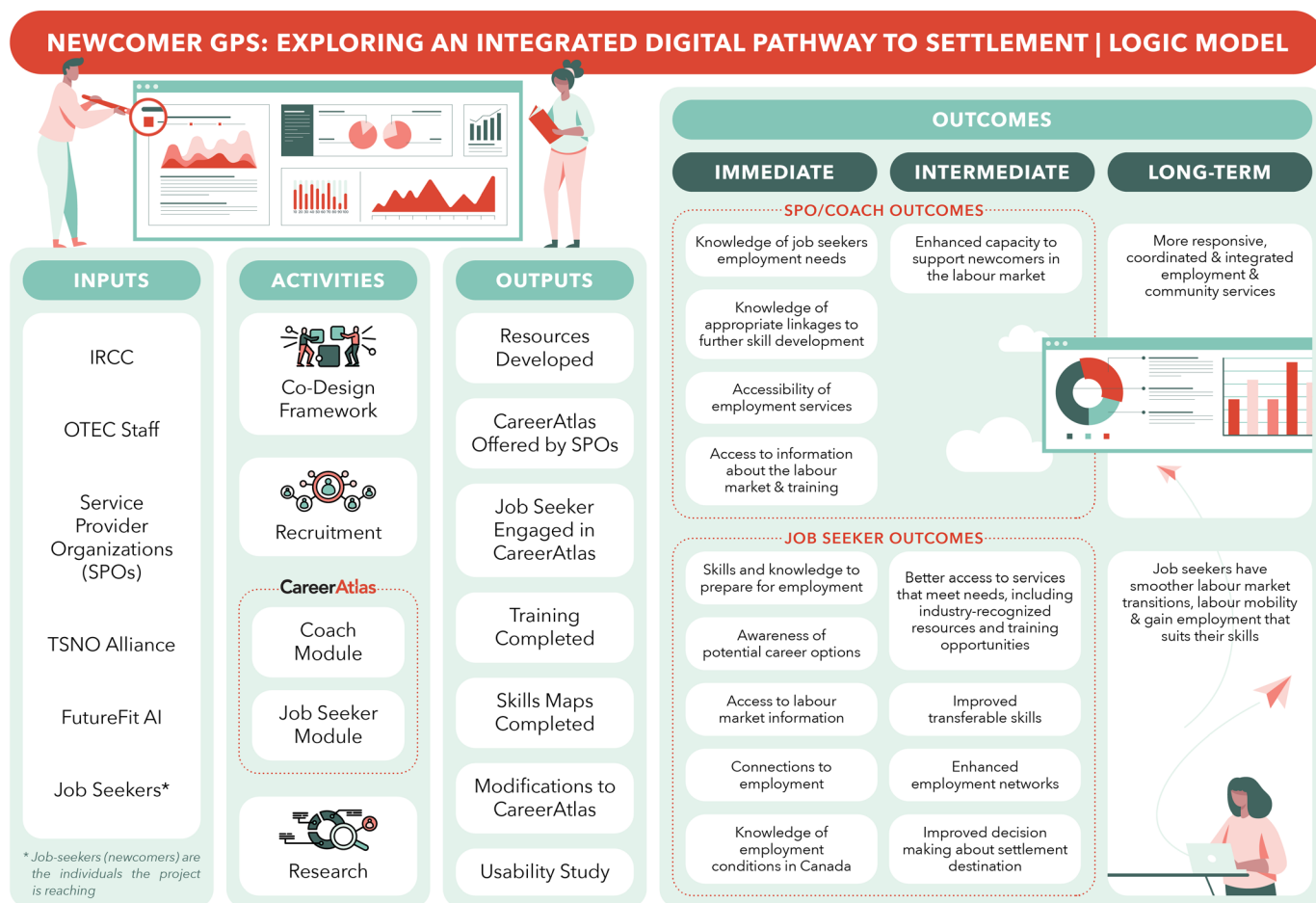
In addition to these data points, stakeholders from SPOs interviewed as part of this process expressed a desire for more facilitated conversations over the course of NCGPS implementation to foster peer-to-peer

learning and greater collaboration. In keeping with its emphasis on enhancing the planning and coordination of SPOs, it will be important to prioritize these learning conversations moving forward.

As additional SPOs begin delivery and adopt CareerAtlas, the project will continue its focus on complementing SPO offerings by customizing, refining, and testing the tool's ability to conduct data analytics, assessments, career pathing, job matching and skills development tools



Appendix A: Newcomer GPS Logic Model



References

- ¹ Youth Employment Pathways. nd. Blueprint for Digital Employment Services for Youth An Executive Summary of Project Integrate. Retrieved from: https://www.youthemploymentpathways.ca/wp-content/uploads/sites/2/2021/02/OTEC-Digital_Employment_Services_for_Youth-v7-FinalJan2021.pdf
- ² Statista. 2022. Number of immigrants in Canada from 2000 to 2022. Retrieved from: <https://www.statista.com/statistics/443063/number-of-immigrants-in-canada/>
- ³ Inam, T. 2020. Pandemic Leads to Hybrid Model for Settlement Sector. New Canadian Media. Retrieved from: <https://newcanadianmedia.ca/18940-2-pandemic-leads-to-hybrid-online-services-blended-model-settlement-sect/>
- ⁴ Sandy, S. 2021. Breaking down barriers to newcomers' success is key to Canada's recovery. CareerWise by CERIC. Retrieved from: <https://careerwise.ceric.ca/2021/06/30/breaking-down-barriers-to-newcomers-success-is-key-to-canadas-recovery/#.Y3vjC3bMI2w>
- ⁵ Labour Market Information Council. 2019. Settling Down: Recent Immigrants and Labour Market Information. Retrieved from: <https://lmic-cimt.ca/publications-all/lmi-insight-report-no-19-settling-down-recent-immigrants-and-labour-market-information/#toc-1>
- ⁶ Ibid.
- ⁷ Türegün, A. et al. 2019. The Immigrant Settlement Ecosystem in Canada: An Ontario Case Study Primary Research Report. CERIS. Retrieved from: <https://ocasi.org/sites/default/files/iwys-primary-research-composite-final-report.pdf>
- ⁸ Immigration, Refugees and Citizenship Canada. 2021. Settlement Outcomes Highlights Report. Retrieved from: <https://www.canada.ca/content/dam/ircc/documents/pdf/english/corporate/publications-manuals/settlement-outcomes-highlights-report-2021.pdf>
- ⁹ Moscrop, D. 2022. Canada must support the migrants it's letting in to fill jobs. Washington Post. Retrieved from: <https://www.washingtonpost.com/opinions/2022/11/18/canada-migrants-economy-jobs/>
- ¹⁰ Immigration, Refugees and Citizenship Canada. 2021. Settlement Outcomes.
- ¹¹ Ibid.
- ¹² Labour Market Information Council. 2019. Settling Down: Recent Immigrants and Labour Market Information. Retrieved from: <https://lmic-cimt.ca/publications-all/lmi-insight-report-no-19-settling-down-recent-immigrants-and-labour-market-information/#toc-1>
- ¹³ Ibid.
- ¹⁴ Türegün, A. et al. 2019. The Immigrant Settlement Ecosystem in Canada: An Ontario Case Study Primary Research Report. CERIS. Retrieved from: <https://ocasi.org/sites/default/files/iwys-primary-research-composite-final-report.pdf>
- ¹⁵ Labour Market Information Council. 2019. Settling Down: Recent Immigrants and Labour Market Information. Retrieved from: <https://lmic-cimt.ca/publications-all/lmi-insight-report-no-19-settling-down-recent-immigrants-and-labour-market-information/#toc-1>
- ¹⁶ Türegün, A. et al. 2019. The Immigrant Settlement Ecosystem in Canada: An Ontario Case Study Primary Research Report. CERIS. Retrieved from: <https://ocasi.org/sites/default/files/iwys-primary-research-composite-final-report.pdf>
- ¹⁷ Ibid.
- ¹⁸ Ibid.
- ¹⁹ Ibid.
- ²⁰ Ibid.
- ²¹ Immigration, Refugees and Citizenship Canada. 2022. An Immigration Plan to Grow the Economy. <https://www.canada.ca/en/immigration-refugees-citizenship/news/2022/11/an-immigration-plan-to-grow-the-economy.html>
- ²² Al-Hakim, A. 2022. Canada sees fastest population growth since 1957, driven mostly by immigration: StatCan. Global News. Retrieved from: <https://globalnews.ca/news/9162216/canada-population-growth-statistics-canada-sept-2022/>
- ²³ Statistics Canada. 2022. Canada in 2041: A larger, more diverse population with greater differences between regions. Retrieved from: https://www150.statcan.gc.ca/n1/daily-quotidien/220908/dq220908a-eng.htm?utm_source=rddt&utm_medium=smo&utm_campaign=statcan-population-22-23
- ²⁴ Immigration, Refugees and Citizenship Canada. 2022. 2022 Annual Report to Parliament on Immigration. Retrieved from: <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/annual-report-parliament-immigration-2022.html>

- ²⁵ Ibid.
- ²⁶ United Nations Refugee Agency. nd. Refugees in Canada. Retrieved from: <https://www.unhcr.ca/in-canada/refugees-in-canada/>
- ²⁷ Immigration, Refugees and Citizenship Canada. 2022. Immigration, Refugees and Citizenship Canada Departmental Plan 2022-2023. Retrieved from: <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/departmental-plan-2022-2023/departmental-plan.html>
- ²⁸ Government of Canada. nd. What Kind of Support do government-assisted refugees get? Retrieved from: <https://www.cic.gc.ca/english/helpcentre/answer.asp?qnum=098&top=11>
- ²⁹ Immigration, Refugees and Citizenship Canada. 2022. 2022 Annual Report to Parliament on Immigration. Retrieved from: <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/annual-report-parliament-immigration-2022.html>
- ³⁰ Turcotte, M. 2019. Educational and labour market outcomes of children with an immigrant background by their region of origin. Statistics Canada. Retrieved from: <https://www150.statcan.gc.ca/n1/pub/89-657-x/89-657-x2019018-eng.htm>
- ³¹ Statistics Canada. 2022. Immigration as a source of labour supply. The Daily. Retrieved from: <https://www150.statcan.gc.ca/n1/daily-quotidien/220622/dq220622c-eng.htm>
- ³² Statistics Canada. 2022. Research to Insights: Immigration as a Source of Labour Supply. Retrieved from: <https://www150.statcan.gc.ca/n1/en/pub/11-631-x/11-631-x2022003-eng.pdf?st=N8xEwToO>
- ³³ Ibid.
- ³⁴ Ibid.
- ³⁵ Immigration, Refugees and Citizenship Canada. 2022. 2022 Annual Report to Parliament on Immigration. Retrieved from: <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/annual-report-parliament-immigration-2022.html>
- ³⁶ The Conference Board of Canada. 2021. Counting on Immigration: Assessing COVID-19's Impact and Planning for the Future. Retrieved from: <https://www.conferenceboard.ca/temp/13fd9747-76bf-42d3-beb4-ac2ddc9c2359/11163-ib-counting-on-immigration.pdf>
- ³⁷ Ng, E. and Gagnon, S. 2020. Employment Gaps and Underemployment for Racialized Groups and Immigrants in Canada. Skills Next. Retrieved from: <https://fsc-ccf.ca/wp-content/uploads/2020/01/EmploymentGaps-Immigrants-PPF-JAN2020-EN.pdf>
- ³⁸ OECD. 2015. Hot Issues: Skills Mismatch. Retrieved from <http://skills.oecd.org/hotissues/skillsmismatch.html>
- ³⁹ OECD. 2011. Literacy for Life: Further Results from the Adult Literacy and Life Skills Survey. Retrieved from: <https://www.oecd.org/publications/literacy-for-life-9789264091269-en.htm>
- ⁴⁰ Mahboui, P. 2019. Bad Fits: The Causes, Extent and Costs of Job Skills Mismatch in Canada. C.D. Howe Institute. Retrieved from: <https://www.cdhowe.org/public-policy-research/bad-fits-causes-extent-and-costs-job-skills-mismatch-canada#:~:text=In%20%E2%80%9CBad%20Fits%3A%20The%20Causes,half%20fitting%20into%20each%20category.>
- ⁴¹ Hayder, R. 2021. Study Points to Gaps in Settlement Services for Newcomers. New Canadian Media. Retrieved from: <https://newcanadianmedia.ca/study-points-to-gaps-in-settlement-services-for-newcomers/>
- ⁴² Ibid.
- ⁴³ Ibid.
- ⁴⁴ Immigration, Refugees and Citizenship Canada. 2021. Settlement Outcomes Highlights Report. Retrieved from: <https://www.canada.ca/content/dam/ircc/documents/pdf/english/corporate/publications-manuals/settlement-outcomes-highlights-report-2021.pdf>
- ⁴⁵ Türegün, A. et al. 2019. The Immigrant Settlement Ecosystem in Canada: An Ontario Case Study Primary Research Report. CERIS. Retrieved from: <https://ocasi.org/sites/default/files/iwys-primary-research-composite-final-report.pdf>
- ⁴⁶ Bushell, R. and Shields, J. 2018. Immigrant Settlement Agencies in Canada: A Critical Review of the Literature through the Lens of Resilience. Retrieved from: <https://bmrc-irmu.info.yorku.ca/files/2018/10/ISAs-A-Critical-Review-2018-JSRB-edits-Oct-9-2018.pdf>
- ⁴⁷ Immigration, Refugees and Citizenship Canada. 2021. Settlement Outcomes Highlights Report. Retrieved from: <https://www.canada.ca/content/dam/ircc/documents/pdf/english/corporate/publications-manuals/settlement-outcomes-highlights-report-2021.pdf>
- ⁴⁸ Ng, E. and Gagnon, S. 2020. Employment Gaps and Underemployment for Racialized Groups and Immigrants in Canada. Skills Next. Retrieved from: <https://fsc-ccf.ca/wp-content/uploads/2020/01/EmploymentGaps-Immigrants-PPF-JAN2020-EN.pdf>

- ⁴⁹ Inam, T. 2020. Pandemic Leads to Hybrid Model for Settlement Sector. Retrieved from: <https://newcanadianmedia.ca/18940-2-pandemic-leads-to-hybrid-online-services-blended-model-settlement-sect/>
- ⁵⁰ Ibid.
- ⁵¹ Ng, E. and Gagnon, S. 2020. Employment Gaps and Underemployment for Racialized Groups and Immigrants in Canada. Skills Next. Retrieved from: <https://fsc-ccf.ca/wp-content/uploads/2020/01/EmploymentGaps-Immigrants-PPF-JAN2020-EN.pdf>
- ⁵² Association for Canadian Studies. 2021. Focus Group Narrative Report. Retrieved from: <https://acs-aec.ca/wp-content/uploads/2021/10/Focus-Group-Narrative-Report-1.pdf>
- ⁵³ Workforce Innovation and Inclusion Project. nd. Workforce Innovation and Inclusion Project: Research. Retrieved from: <https://wiip.ca/our-research/>
- ⁵⁴ Türeğün, A. et al. 2019. The Immigrant Settlement Ecosystem in Canada: An Ontario Case Study Primary Research Report. CERIS. Retrieved from: <https://ocasi.org/sites/default/files/iwys-primary-research-composite-final-report.pdf>
- ⁵⁵ Ibid.
- ⁵⁶ Immigration, Refugees and Citizenship Canada. 2021. Settlement Outcomes Highlights Report. Retrieved from: <https://www.canada.ca/content/dam/ircc/documents/pdf/english/corporate/publications-manuals/settlement-outcomes-highlights-report-2021.pdf>
- ⁵⁷ Ibid.
- ⁵⁸ Drolet, J. et al. 2014. The Role of Employers in Bridging Newcomers' Absorption and Integration in the Canadian Labour Market. Pathways to Prosperity. Retrieved from: <http://p2pcanada.ca/wp-content/blogs.dir/1/files/2014/03/The-Role-of-Employers-in-Bridging-Newcomers-Absorption-and-Integration-in-the-Canadian-Labour-Market-A-Knowledge-Synthesis-Project.pdf>
- ⁵⁹ Aziz, S. 2022. As Canada boosts immigration, skills mismatch 'discouraging' newcomers. Global News. Retrieved from: <https://globalnews.ca/news/9282840/canada-immigration-plan-skills-mismatch/>
- ⁶⁰ Mahboui, P. 2019. Bad Fits: The Causes, Extent and Costs of Job Skills Mismatch in Canada. C.D. Howe Institute. Retrieved from: <https://www.cdhowe.org/public-policy-research/bad-fits-causes-extent-and-costs-job-skills-mismatch-canada#:~:text=In%20%E2%80%9CBad%20Fits%3A%20The%20Causes,half%20fitting%20into%20each%20category.>
- ⁶¹ Ontario Human Rights Commission. 2013. Policy on Removing the "Canadian experience" barrier. Retrieved from: http://www3.ohrc.on.ca/sites/default/files/policy%20on%20removing%20the%20Canadian%20experience%20barrier_accessible.pdf
- ⁶² Drolet, J. et al. 2014. The Role of Employers in Bridging Newcomers' Absorption and Integration in the Canadian Labour Market. Pathways to Prosperity. Retrieved from: <http://p2pcanada.ca/wp-content/blogs.dir/1/files/2014/03/The-Role-of-Employers-in-Bridging-Newcomers-Absorption-and-Integration-in-the-Canadian-Labour-Market-A-Knowledge-Synthesis-Project.pdf>
- ⁶³ McCaffrey, K. T., and Taha, M. C. 2019. Rethinking the Digital Divide: Smartphones as Translanguaging Tools Among Middle Eastern Refugees in New Jersey. Annals of Anthropological Practice. Retrieved from: <https://anthrosource.onlinelibrary.wiley.com/doi/abs/10.1111/napa.12126>
- ⁶⁴ Tabler et al. 2018. Syrian Refugee Youth Use Social Media: Building Transcultural Spaces and Connections for Resettlement in Ottawa, Canada. Canadian Ethnic Studies. Retrieved from: https://www.researchgate.net/publication/327109389_Syrian_Refugee_Youth_Use_Social_Media_Building_Transcultural_Spaces_and_Connections_for_Resettlement_in_Ottawa_Canada
- ⁶⁵ AMSSA. 2021. From Silos to Solutions: Toward Sustainable and Equitable Hybrid Service Delivery in the Immigrant & Refugee-Serving Sector in Canada. Retrieved from: <https://www.amssa.org/wp-content/uploads/2021/10/EN-Settlement-Sector-Technology-Task-Group-final-report-and-recommendations.pdf>
- ⁶⁶ Lambert, M. and Jadavji, Z. 2022. A digital transformation can make Canada's immigration system world-class. Policy Options. Retrieved from: <https://policyoptions.irpp.org/magazines/august-2022/digital-transformation-immigration-system/>
- ⁶⁷ Molnar, P. 2019. Governments' use of AI in immigration and refugee system needs oversight. Policy Options. Retrieved from: <https://policyoptions.irpp.org/magazines/october-2018/governments-use-of-ai-in-immigration-and-refugee-system-needs-oversight/>
- ⁶⁸ Molnar, P. 2019. Governments' use of AI in immigration and refugee system needs oversight. Policy Options. Retrieved from: <https://policyoptions.irpp.org/magazines/october-2018/governments-use-of-ai-in-immigration-and-refugee-system-needs-oversight/>
- ⁶⁹ Campana, M. 2020. Digital inclusion and the digital divide. Retrieved from: <https://marcopolis.org/blog/2020/06/18/digital-inclusion-and-the-digital-divide/>

⁷⁰ AMSSA. 2021. From Silos to Solutions: Toward Sustainable and Equitable Hybrid Service Delivery in the Immigrant & Refugee-Serving Sector in Canada. Retrieved from: <https://www.amssa.org/wp-content/uploads/2021/10/EN-Settlement-Sector-Technology-Task-Group-final-report-and-recommendations.pdf>

⁷¹ Ibid.

⁷² Ibid.

⁷³ Ibid.

⁷⁴ Labour Market Information Council. 2019. Settling Down: Recent Immigrants and Labour Market Information. Retrieved from: <https://lmic-cimt.ca/publications-all/lmi-insight-report-no-19-settling-down-recent-immigrants-and-labour-market-information/#toc-1>

⁷⁵ Campana, M. 2019. Interesting digital programs/projects in the immigrant and refugee-serving sector. Retrieved from: <https://marcopolis.org/blog/2019/04/24/interesting-digital-programs-projects-in-the-immigrant-and-refugee-serving-sector/>

A special thank you to our project partners for your support along the way, we look forward to continuing our work to enhance the journey for Newcomers to Canada.

Led by



Core Partners



Product Development



Measurement and Evaluation



Funded by / Financé par :



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada