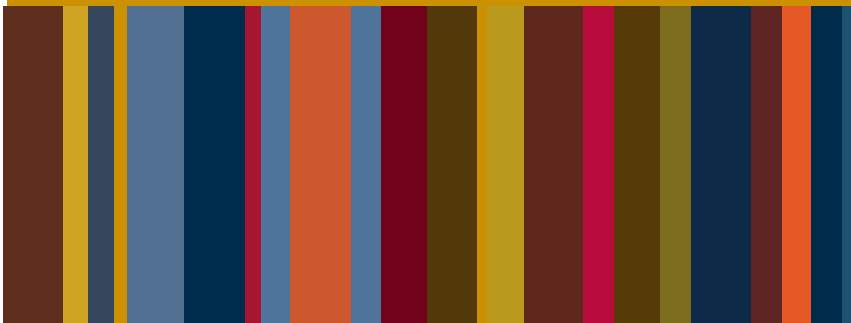


2009 - 2010



Annual Report

Immigrant Sector Council of Calgary

The Immigrant Sector Council of Calgary is made up of twenty one stakeholders from government, funding agencies, settlement agencies, public institutions, ethno-cultural organizations and multi-cultural centres. Through its membership, ISCC is able to influence, affect change and bring knowledgeable perspectives to influence public attitudes and knowledge on issues related to the settlement and integration of newcomers to Calgary. It is our collaborative model that enables us to bring together the key stakeholders to work towards the timely and equitable integration and settlement of newcomers to Calgary.

The ISCC is co-chaired by an immigrant agency representative and a funding body representative. Co-chairs are two year term voluntary positions with staggered rotation transitioning in May of each year. In May 2009 Djaka Blais-Amare (Citizenship and Immigration Canada, Multiculturalism Program) joined Beba Svirig (Calgary Immigrant Women's Association) as co-chair. Djaka replaced Jason Luan (The City of Calgary, Family & Community Support Services) whose 2 year term had expired. In May 2010 Fariborz Birjandian (Calgary Catholic Immigration Society) accepted the co-chair position to replace Beba Svirig and Jill Francis replaced Djaka Blais-Amare to complete Citizenship and Immigration's 2 year term.

Active since 2001, ISCC has continued to strengthen its role in the immigrant sector. Developing and coordinating the innovative CARE Strategy for children and youth of immigrant families, our almost exclusive involvement on the external advisory committee to The City's Welcoming Community Policy, our successful partnership with the City of Calgary to promote and catalyze immigrant employment and retention within The City of Calgary, and our coordination of the human resources compensation strategy for settlement workers, are just a few examples of our contribution in 2009/2010 to Calgary and its expanding immigrant community.

Table of Contents

Message from Co-Chairs	4
Members of ISCC	5
Governance Structure	6
Operational Structure	7
Strategic Plan	8
Standing Committees	9
• <i>Care Strategy (9 - 10)</i>	
Non Standing Committees	11
• <i>HR Compensation Strategy (11)</i>	
• <i>The City of Calgary and ISCC Employment Partnership Project (12 - 13)</i>	
• <i>Municipal Immigration Strategy (14)</i>	
• <i>Foreign Qualification Recognition of Newcomers (15)</i>	
• <i>Temporary Foreign Workers (16)</i>	
• <i>Refugee Claimants (17)</i>	
• <i>Every Vote Counts (18)</i>	
Events & Presentations	19
Self Evaluation	20
Thank You to Our Sponsors	24

Message from Co-Chairs

The last two years for ISCC have been both challenging and rewarding. In 2009 ISCC developed its first comprehensive Strategic Plan, giving ISCC more direction and focus to its work. The Council took the time to challenge themselves as ISCC members to truly reflect on the ISCC mission and vision and what they hoped to accomplish in 2010 – 2012. Looking back, we realize we made some important achievements and more importantly positive impacts in line with our mission statement, *'to provide leadership and resources to influence public attitudes and knowledge and support capacity of service providers in the immigrant sector'*.

As exclusive participants on The City of Calgary Welcoming Community Policy our members actively engaged in the development of The City's municipal immigrant integration policy which in the coming years will positively impact newcomers and immigrants to Calgary and the wider Calgary community. At the practical level, we developed a successful partnership with Human Resources of The City of Calgary, introducing concrete steps to increasing employment and retention of immigrants within The City of Calgary, and a productive working relationship with The City of Calgary CARE Strategy Network to improve core cultural competency with the goal to improve accessibility of services for children and youth of immigrant families.

Our impact on the service providers was the commissioning of the Boland Report, which looked at an employment position classification structure for Alberta's immigrant sector, including a salary structure, aligning sector positions, and creating a career path in the immigrant sector. The impact of this report and the following actions taken by Alberta Association for Immigrant Serving Agencies (AAISA) is the professionalizing and strengthening of staff of settlement agencies.

We also want to mention the smaller initiatives that contributed to our vision that *'newcomers to Canada are provided with the opportunity for full and equitable participation in the Calgary community'*. In 2009, ISCC responded to a request from FCSS to assist them to develop recommendations to the provincial government on the temporary foreign worker program. In November 2009 the FCSS Association Annual Meeting passed a resolution with the ISCC proposed recommendations. ISCC continued to support FCSS in 2010 with this initiative, drafting supporting documentation and participating in high level influential meetings.

It is these efforts and others we have highlighted in this Annual Report that remind us why the work of ISCC is important. As mentioned in the 2001 Calgary Immigrant Services Evaluation and Systems Overview report, to have the best possible impact on the newcomers and immigrants to Calgary, increased coordination and collaboration is required in the sector, and that is what ISCC is working to achieve. We realize it isn't something that will be achieved overnight, collaboration and shared visions are never easy but that isn't to say they aren't necessary, because in our view, they are.

Fariborz Birjandian, Co-Chair

Jill Francis, Co-Chair

Members of ISCC

Funding Bodies

- Alberta Employment & Immigration, Community and Business Services
- Alberta Employment & Immigration, Settlement Services Integration Program or Immigration Policy and Programs
- Calgary Learns
- The City of Calgary, Family & Community Support Services
- United Way of Calgary and Area
- Citizenship & Immigration Canada, Settlement Program
- Citizenship & Immigration Canada, Multiculturalism Program
- Calgary & Area Child and Family Services

Immigrant Serving Agencies

- Calgary Bridge Foundation for Youth
- Calgary Catholic Immigration Society
- Calgary Immigrant Educational Society
- Calgary Immigrant Women's Association
- Centre d'accueil pour les nouveaux arrivants francophones (CANAF)
- Centre for Newcomers
- Immigrant Services Calgary
- Jewish Family Service Calgary

Public Sector Institutions

- Calgary Board of Education
- Calgary Catholic School District
- Alberta Health Services

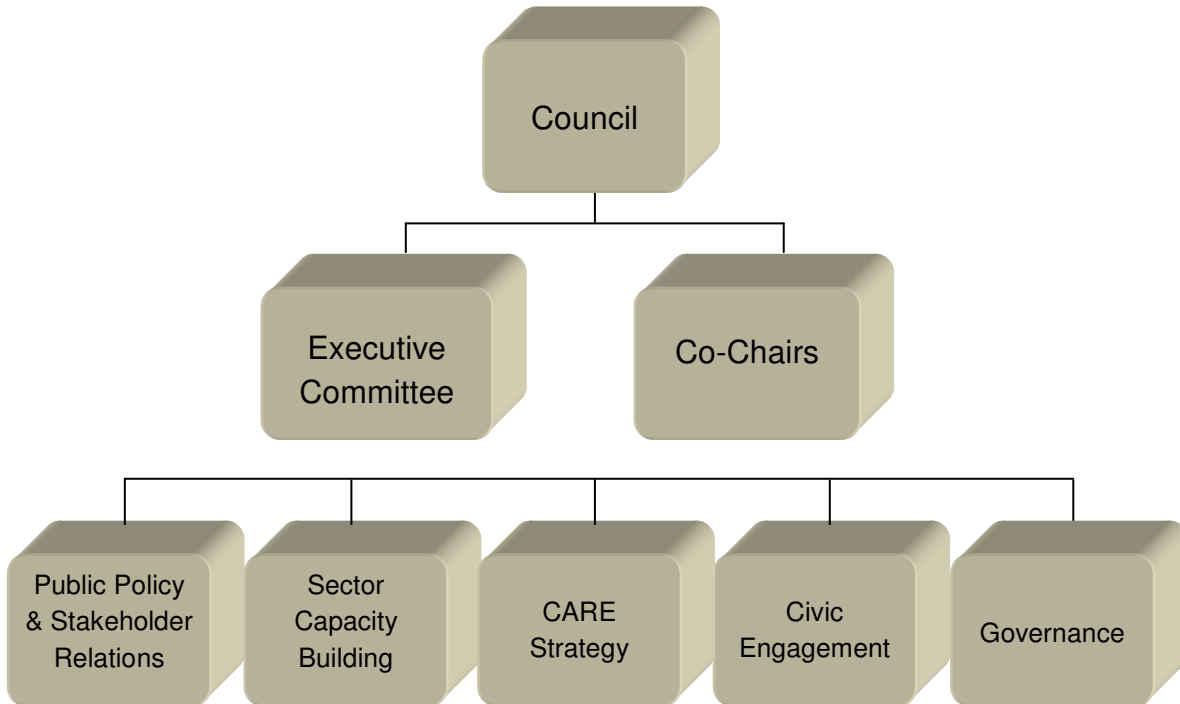
Multicultural/Ethno-Cultural Groups

- Calgary Multicultural Centre
- Ethno-Cultural Council of Calgary

Governance Structure

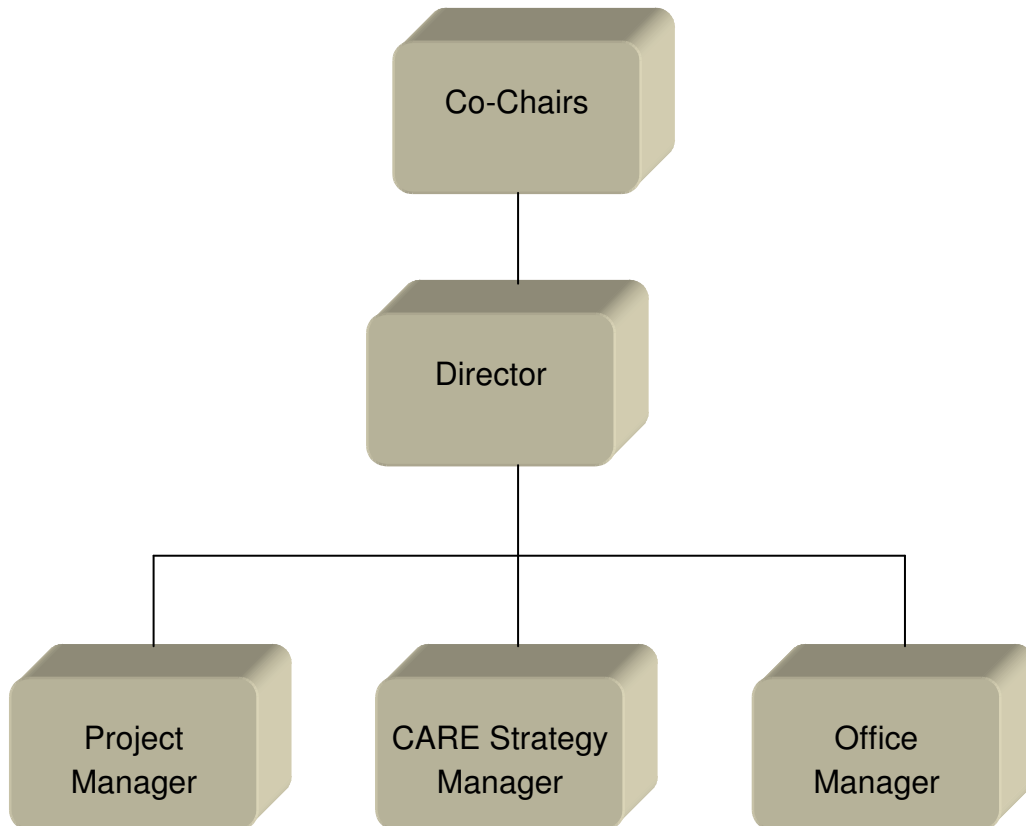
(as of December 31, 2010)

Governance was enhanced over the last two years with critical governance documents developed and approved. As of 2010, ISCC has an established membership policy, leadership structure, guidelines for committee types and roles and methods of engagement, a decision making structure, a financial policy, as well as guidelines for annual reporting and succession planning for the ISCC Co-chairing.



Operational Structure

(as of December 31, 2010)



Strategic Plan

ISCC is operating under its 2010 – 2012 Strategic Plan.

Vision

Newcomers to Canada are provided with the opportunity for full and equitable participation in the Calgary community.

Mission

To provide leadership and resources to influence public attitudes and knowledge and support capacity of service providers in the immigrant sector.

Objectives

- To increase the Council's leadership role in influencing public policy and public perception of the value of newcomers
- To support member organizations in building capacity, strengthening service delivery mechanisms and enhancing coordination of services
- To enhance newcomers experience and participation in the Calgary community and promote institutional change

Proposed Outcomes

- Informed decision making and more effective policies and policy-making process with regard to settlement and integration
- Broader public awareness of the opportunities and challenges facing newcomers, and more balanced reporting and discussion on the value of newcomers
- Increased capacity of member organizations to provide coordinated, culturally appropriate services for newcomers
- More equitable social, economic, and political opportunities for newcomers in the Calgary community

"Vision without action is a dream. Action without vision is simply passing the time.

Action with Vision is making a positive difference."

Joel Barker (Scholar and Futurist, popularized the concept of 'paradigm shifts)

Standing Committees

CARE Strategy

In 2009 and 2010 the CARE Strategy for children and youth of immigrant families raised its public profile in the Calgary community, strengthened relationships with community and government, worked with The City to incorporate the Care Strategy framework into the City's Community Services and Protective Services business units, and developed a strategic partnership to strengthen core cultural competencies to improve accessibility of services for children and youth.

At the *Calgary Research Symposium* hosted by the University of Calgary and the Prairie Metropolis Centre, the CARE Strategy was presented, raising awareness of the Strategy with stakeholders including: University of Calgary faculty, Metropolis affiliates and members, representatives of not-for-profit agencies, and government officials. CARE Strategy joined the Diversity Community Outreach of Pediatrics and Psychiatry in Education Committee (Diversity C.O.P.E.) which addresses the health and well-being of children and youth of immigrant families.

CARE Strategy worked with The City of Calgary's CARE Strategy Network to incorporate the CARE Strategy framework into nine Community Services and Protective Services business units. As a result, CARE Strategy is mentioned in the City of Calgary's Welcoming Community Policy as a current City initiative that strengthens core cultural competencies to improve accessibility and inclusiveness of services for children and youth of immigrant families at the City of Calgary.

In 2010, CARE Strategy developed a strategic partnership with the University of Calgary's Faculty of Education. The partnership will focus on service-learning opportunities that support pre-service teachers to understand the distinct needs of children and youth of immigrant and refugee families. CARE Strategy will work with the Faculty of Education and community agencies to offer community placements that engage and strengthen pre-service teachers' understanding of issues faced by children and youth of immigrant families.

....continued on page 10

CARE Strategy initiated and coordinated the addition of a children and youth directory on Inform Alberta, an online database of programs and services that can be accessed by individuals seeking assistance. 206 programs and services have been included in a directory specifically for children and youth.

In collaboration with the Coalition for Equal Access to Education, Calgary Bridge Foundation for Youth, Centre for Newcomers, and the YMCA, CARE Strategy hosted a variety of participatory learning events. Vote for Education engaged approximately 90 school-board Trustee candidates and community members in a discussion about effective English language learning, cultural competency in school practices, and family-school-community collaborations. CONNECTIONS I and CONNECTIONS II events provided approximately 100 service-provider staff with opportunities to develop coordinated strategies that reduce barriers faced by children and youth of immigrant families in accessing extracurricular opportunities. Eighty-eight percent (88%) of CONNECTIONS II participants felt their participation at CONNECTIONS II “slightly improved” or “significantly improved” their understanding of collaborative opportunities that would positively impact their work with children and youth of immigrant families.

Co-Chairs:

Patricia Bond, Director Strategic Initiatives, United Way of Calgary and Area

Harry Yee, Executive Director Calgary Bridge Foundation for Youth

Non Standing Committees

HR Compensation Strategy

The HR Compensation Strategy has been a project for ISCC since 2007. It was developed to address the need for professionalizing and strengthening the employee base within settlement agencies and to create a clear path of employment for individuals interested in a career in the immigrant sector.

ISCC's accomplishment under this strategy was the Immigrant Sector Compensation Review by Pat Rice and Peter T. Boland & Associates which looked at the gap between salaries earned at immigrant serving agencies and the rest of the non profit sector, and proposed strategies to respond to the HR issues with a longer term view and more systemic approach.

The report recognized the very real salary gap, proposing that funders acknowledge the salary gap and develop short and long term strategies to address the inequities. The report also recommended immediate funding adjustments and to work with funders to increase the funds to ensure competitive compensation. It was also suggested service agencies and funders together establish protocols to guide the adjustments including selecting the same comparison market and setting salary targets by position type for funding adjustment proposals. The report also recommended the development of appropriate HR systems which take into consideration other related initiatives.

The HR Compensation Strategy committee worked with the findings and explored ways to introduce an employment position classification structure, attaching a salary structure to the classification structure, aligning sector positions, and creating a clear path of employment for individuals interested in a career in the immigrant sector.

Towards the end of 2010, the ISCC HR Compensation Committee reviewed its role in light of a complementary provincial-wide process being undertaken by Alberta Association of Immigrant Serving Agencies (AAISA) to work with post-secondary institutions to create a formal program and accreditation process within their institutions for settlement agency employees.

Looking ahead to 2011, a decision will be taken by the committee on how best to proceed to ensure there is practical follow up and implementation, and that funders continue to be involved in the discussions concerning the adjustment process.

Co-Chair: Din Ladak, CEO, Immigrant Services Calgary

The City of Calgary-ISCC Immigrant Employment Partnership Program

In 2008, ISCC formed a partnership with the City of Calgary to promote and catalyze immigrant employment and retention within The City of Calgary and to support The City of Calgary to be a leader in this respect amongst Calgary employers.

The 3 year (2009 – 2011) strategic plan for the partnership has 3 focus areas:

- communications and outreach;
- recruitment policies, procedures and practices;
- internships, work experience and bridging programs.

The committee made progress in all three areas.

Communications and Outreach

Two Employer Forums were held by The City – one for career practitioners, May 2009 and one for newcomers, December 2009. The purpose of the forums were to provide information about The City's recruitment processes, targeted business units, qualifications necessary for various positions, and to facilitate and promote the employment of newcomers by The City, as one of the largest employers in Calgary.

For The City's Seasonal Career Fair held in Feb 2010 the partnership had input into creating a poster which reflected diversity and also translated the poster for use in ethnic communities and immigrant serving agencies.

Also, under the Partnership, The City of Calgary recognized the need to simplify the on-line job application system to make applying for jobs with The City accessible for all Calgarians. An evaluation of The City's on-line job application program was performed at which immigrants who had never before applied on The City of Calgary website were asked to apply for a job on line. The participants completed an assessment form as they went through the steps and were observed by a facilitator. The City of Calgary modified the job application system in 2011 based on the evaluation findings.

In 2010, the Partnership initiated the development of a communication plan to facilitate a dialogue with employers about their hiring processes and to consider the under-employed pool of labour in our newcomer and immigrant communities. The Plan will be completed in 2011.

...continued on page 13

The Partnership also launched a Toastmasters Initiative focused on highlighting Toastmasters International's development opportunities which may be ideal for immigrants including practicing public speaking in English, learning leadership skills, and networking and supporting others. The Toastmaster's Club held a meeting with representatives from the immigrant serving agencies and introduced them to the Toastmaster concept so that this information could be passed on to their clients.

Recruitment policies, procedures and practices

In September 2010, the partnership participated in a SWOT (strengths/weaknesses/opportunities/threats) analysis as part of The City of Calgary's Diversity & Inclusion in the Workplace Project. The project will be completed in 2011 with a Diversity & Inclusion in Workplace Framework and Action Plan for 2011 and 2012-2014. The Framework will inform employees, leadership, potential candidates, external stakeholders, volunteers, contractors, and vendors of The City of Calgary's focus and commitment to building a diverse workforce and an inclusive workplace. The Action Plan is a high level plan that will guide the annual work plan for The City's Outreach team of Corporate Recruitment & Staffing and the Diversity & Inclusion team of Organizational Effectiveness in partnership with other HR divisions, and internal and external partners.

Internships, work experience and bridging programs

Transit Operator Workplace English and Literacy program (T.O.W.E.L.)

In 2009 the Calgary Transit requested assistance for their Pre-Employment Program. Input was provided and a curriculum for the TOWEL program was finalized in 2009. In Dec 2009, immigrant serving agencies started their work with Calgary Transit to identify, screen and interview job candidates. 20 candidates undertook the program, and 18 of 20 successfully completed the program.

Co-Chairs:

Cheryl Goldsmith, HR Advisor – Outreach Corporate Recruitment & Staffing, The City of Calgary 2009 – 2010

Tacita Lewars, HR Advisor – Outreach Corporate Recruitment & Staffing, The City of Calgary 2010 – 2011

Lorraine Moulding, Employment Services Coordinator, Centre For Newcomers, 2009 - 2011

Municipal Immigration Strategy

In 2009 ISCC prioritized the importance of developing a municipal immigration strategy. It was the result of a collective concern about the impact of the economic downturn on newcomers to Calgary. A taskforce was formed to develop a strategy to influence The City to adopt a new approach. An ISCC report with policy recommendations was submitted and discussed with Aldermen Joe Ceci, Ric McIver and Bob Hawkesworth. Days before the meeting, City Council adopted a motion to develop a settlement and immigration policy framework.

In 2010, ISCC was invited to participate on the External Advisory Team for the development of The City's municipal immigration policy, a policy that *'gives direction to The City to continue its engagement with senior governments and the local community in providing successful integration for immigrants to Calgary and addressing their needs as they relate to the municipal mandate of creating a welcoming and inclusive community'*. In December 2010 The City Council approved their policy with the revised name, Welcoming Community Policy with the broader inclusive mandate to respond to all Calgarians. The Policy has 5 key areas: economic and social integration; intergovernmental relations; service access and equity; advocacy, communication, public awareness and education; special populations.

In parallel to The City policy, ISCC facilitated the development of a complementary Community Strategy with a vision for The City's Policy and the Community Strategy to be mutually beneficial. The goal of the Community Strategy is to enable stakeholders in the immigrant sector to discover synergies and opportunities for collaboration. It is envisaged it will be implemented through collaborative actions of multiple stakeholders including immigrant serving sector agencies, public services, public institutions, broad-based agencies, funders, ethno cultural organizations, etc. The Community Plan has the same 5 key areas as the Welcoming Community Policy: economic and social integration; Intergovernmental relations; service access and equity; advocacy, communication, public awareness and education; special populations.

Foreign Qualification Recognition of Newcomers

ISCC members identified the issue of foreign qualification recognition for immigrants back in 2008, and in 2009 upgraded it to a priority issue, recognizing the need for skilled immigrants coming to Calgary to secure and retain employment commensurate with their skill and experience. ISCC worked with Calgary Region Immigrant Employment Council (CRIEC), formerly Calgary Coalition for Meaningful Employment (CCME), to develop their strategic plan, funding proposals, action plans, and engaging with community stakeholders. One of the highlights of the work with CRIEC was the mentorship initiative which involved an environmental scan of existing mentorship programs in Calgary to identify how CRIEC could play a role as a central supportive body for mentorship programs in Calgary.

Committee:

ISCC Project Manager

Eunice Mahama, Alberta Network of Immigration Women

Amal Umar, Canadian Heritage/Community Member

Djaka Blais-Amare, Citizenship and Immigration Canada

Dianne Fehr, Immigrant Access Fund

Barb Rioux, Brendin Institue, Centre for Learning

Kamal Seghal, Alberta Network of Immigrant Women

Jaime Enachescu, United Way of Calgary and Area

Krista Taldorf, Community Member

Yared Belayneh, United Way of Calgary and Area

Julie Ball, Talent Pool

Emmy Mukasa, Alberta Employment and Immigration (Edmonton)

Debbie Wershler, Bowen Workforce Solutions

Elsbeth Mehrer, Calgary Economic Development

Wayne Gill, Alberta Employment and Immigration

Temporary Foreign Workers

In 2009 FCSS Calgary requested ISCC to assist them to develop recommendations to the provincial government on the temporary foreign worker program. This request was a result of concerns regarding the impact of the economic downturn on temporary foreign workers in Calgary.

ISCC responded to the request, organizing a focus group discussion with senior managers of the three temporary foreign workers programs provided by immigrant serving agencies in Calgary. In addition to the focus group, ISCC reviewed and analyzed reports and statistics on the topic, from which a Policy Recommendation Report was developed for FCSS.

In November 2009 the FCSS Association Annual Meeting passed a resolution on the Temporary Foreign Worker Program in Alberta with the following recommendations:

- To expand and make permanent the TFW pilot program so that continued services can be provided to meet the growing needs of TFW in Alberta
- To establish a protocol with Service Canada to publicize employers who have applied for a Labour Market Opinion (LMO), to help TFW find re-employment after being laid off
- To establish a pool of funds to support TFW for short-term income needs for those not eligible for Employment Insurance

In 2010, ISCC continued to support FCSS on this issue, drafting supporting documentation, participating in a meeting with Minister Thomas Lukaszuk, Alberta Employment and Immigration, and a meeting with the City Calgary Alderman Joe Ceci, and MLA representative, Teresa Woo-Paw.

Committee:

ISCC Senior Manager

ISCC Project Manager

Family and Community Support Services Association of Alberta



Refugee Claimants

In Fall 2008, ISCC identified the lack of a community support system for refugee claimants as a priority issue.

In response to this identification, in 2009 ISCC met with representatives of Citizenship and Immigration Canada to discuss reducing the waiting period between making a claim and receiving a hearing. The waiting period has since been significantly reduced.

ISCC secured funding from the United Way to hold a multi-stakeholder roundtable with key community leaders in order to raise awareness and identify the issues, share information and create a community-based plan to enhance the support system for refugee claimants in Calgary. The roundtable was attended by 33 community leaders representing government departments, including Rob Ferguson of Citizenship and Immigration Canada and Alberta, the housing and homelessness sector, the legal sector, mainstream non-profit organizations and immigrant serving agencies.

ISCC hosted “Settlement Workers Networking and Informative Presentations” event. Representatives from Citizenship and Immigration Canada (Calgary) presented the “Balanced Refugee Reform Act.” The presentation highlighted changes to the Refugee Claimants process. The event also strengthened inter-agency collaboration and knowledge-sharing.

Committee:

ISCC Senior Manager

Kate Lucas (external participant)

Victoria Coffin (external participant)

Every Vote Counts

The Every Vote Counts project started in May 2010 as a joint venture with Ethno Cultural Council of Calgary (ECCC). It was an initiative to explore why immigrants do or do not vote in local elections, and what could be done to engage more immigrants in municipal voting in Calgary.

The project was comprised of two primary avenues of participatory action based research, a survey and a community forum. To gain an understanding of immigrant community members' perspectives pre and post election, the research team conducted a survey and community forum in May and June before the municipal election, and after the election in November and December.

In addition to the surveys and forums, several other significant activities were undertaken. In August, a Community Action Planning Session was held for members of the immigrant community to develop action plans for the ideas raised in the survey and during the forum. A Mayoral Town Hall was also organized in response to ideas raised by participants during the forum and survey. 11 of the 15 candidates participated, and 150 community members attended the event. ISCC and ECCC developed questions for the candidates based on ideas submitted by participants. The question themes covered: accessibility of services, affordable housing, affordable transportation, immigrant seniors' issues, forthcoming municipal immigration policy, immigrant youth, diversity and racial discrimination, civic participation of ethno-cultural communities.

An unexpected outcome of this project was its contribution towards participants ongoing integration process. Individuals involved in the project were inspired to engage their neighbours in dialogue about the election, to participate in campaigns, and to volunteer in the community. Participants reflected on their level of civic engagement and evaluated their role in civic society; they worked with others to mobilize their own communities. The project also gave participants the tools to become engaged in the municipal election process by becoming ward leaders, informing their communities about the municipal election, submitting questions for the Mayoral Town Hall, and voting in the election.

Thank you FCSS and Stepping Stones of The Calgary Foundation for funding this initiative.

Committee:

ISCC Project Manager

Marichu Antonio, Ethno Cultural Council of Calgary

Debbie Belgrave, Community & Neighbourhood Services, The City of Calgary

Events & Presentations

ISCC also hosted a number of events. Foreign Qualifications Recognition Community Consultation, CARE Connections I and II events, Settlement Informational Network forum, Vote for Education forum, and coordinated and facilitated with Ethno Cultural Council of Calgary the Every Vote Counts Mayoral Forum. ISCC also contributed to discussions with CRIEC, Coalition for Equal Access to Education, and The City of Calgary CARE Strategy Network. Also, CARE Strategy presented to over 20 community partners including broad-based agencies and public institutions.



Self Evaluation Survey

The objective of the Self Evaluation Survey was to encourage members to self reflect on ISCC as a collaborative approach to contributing to providing newcomers to Canada the opportunity for full and equitable participation in the Calgary community.

The evaluation was undertaken in April 2011 over the course of 21 days. It was an on-line survey allowing anonymity of the participants. 14 of the 21 members participated in the survey.

The evaluation had 6 key areas of inquiry: governance, committee work, effectiveness, efficiency, relevance, and sustainability. These areas of inquiry provided ISCC with a broad understanding of ISCC members' views of their work in the context of ISCC's operations and achievements.

Governance: The evaluation asked members to consider the governance documents currently operational and what other documents, if any, are still required. The majority of respondents considered ISCC to have a full set of governance documents.

Standing and Non Standing Committees: The questions in this section explored the members' considered views of the effectiveness of the various standing and non-standing committees operational in 2009 and 2010. There were six committees operational in 2009 and 2010: CARE Strategy; HR Compensation Strategy; The City of Calgary/ISCC Immigrant Employment Partnership Project; Temporary Foreign Workers; Refugee Claimants; and Every Vote Counts.

CARE Strategy committee was considered an effective committee, with 36.4% rating it *effective* and 36.4% considering it *very effective*. The HR Compensation Strategy committee was considered overall to be effective, with 77.7% evaluating it as *effective* or *somewhat effective*. The City of Calgary/ISCC Immigrant Employment Partnership Project also fared well with 9.1% considering it *very effective*, 45.5% *effective*, and 36.4% *somewhat effective*. 44.4% considered the Temporary Foreign Workers committee *effective* and 34.2% considered it *somewhat effective*. Refugee Claimants Committee was deemed less effective but none of the responses deemed it ineffective. Lastly, the Every Vote Counts committee was considered effective, with 25% considering it *very effective*, 50% *effective*, and 8.3% *ineffective*.

....continued on page 21

Effectiveness (of ISCC): The questions in this section explored the members' views on the effectiveness of ISCC. 71.4% agreed or somewhat agreed compared to 21.4% who disagreed that ISCC provides Council with the information required to make an informed decision. The members comments on how it could be more effective included: to harness ISCC's potential; ISCC to provide information in an organized and effective manner. Other respondents mentioned that ISCC has done a credible job of providing information and ISCC is very effective in providing necessary information.

72.7% confirmed ISCC's response to various committee decisions met their expectations, and the majority of respondents considered ISCC had enhanced the capacity of the sector.

Efficiency: Of the 13 respondents to the question of whether ISCC responds efficiently to requests and emerging issues, 2 strongly agreed, 6 agreed, 4 somewhat agreed, and 1 disagreed. Comments included "I think ISCC does respond efficiently and this is one of its strengths", and "everyone is doing their best with the time allotted to the projects". On ways to improve efficiency, suggestions included; to better differentiate between ISCC approaches to communication issues and emerging issues, and to improve the response time to emerging issues.

Relevance: The questions in this section explored members' views on the relevance of ISCC's work to their individual work and their organization's work. 84.6% believe the ISCC mission statement continues to be relevant to the member organizations' objectives. 53.8% stated they were satisfied with their personal level of involvement with ISCC, for example, 'I am glad to be a part of making change and supporting the sector". For the 38.5% who were somewhat satisfied, ways to increase their satisfaction included: to be involved in one of the standing committees and more efforts required by ISCC to encourage meaningful participation from members. For the 15.4% who were not satisfied, one stated "ISCC putting some support to the capacity of service providers would probably engage me more".

On the broader question of ISCC's impact or contribution to the members' own work or personal development, 90.9% confirmed ISCC had positively impacted their own work or personal development, citing "being involved in discussions, meetings has enhanced my knowledge and understanding of the sector", "the involvement with ISCC opens up a higher level of involvement for me with immigrant services", and "assists (me) in understanding emerging issues for (the) immigrant sector".

....continued on page 22



10 of the 12 respondents confirmed ISCC contributes to their organization's goals, "Yes, being a funder we need to know current trends, issues and challenges faced by the immigrant sector to make informed decisions". As to how ISCC could improve its contribution to the sector, suggestions included: further encourage the cooperation and communication among all the stakeholders, keep generating evidence-based recommendations and best practices to improve program design and service delivery, more strategic focus on increasing capacity of service providers, particularly in the employment field".

Sustainability: The purpose of this section was to assist ISCC to understand in addition to personal and organizational motivation, the requirements for ISCC sustainability. When asked what would increase their personal involvement with ISCC, they mentioned when ISCC issues are closer to their organization's mandate, with increased ISCC engagement and leadership with employers, and with increased involvement of ethno-cultural organizations. When asked what would increase their organization's engagement, they mentioned the need for ISCC to be more engaged in activities that contribute to the overall objective of assisting newcomers to successfully settle in Calgary, to have more effective governance, and increased representation of key and active ethno cultural organizations.

ISCC's added value to the immigrant sector was considered to be: provides a higher profile for immigrant servicing agencies in presenting emerging and current issues, provides a common ground for influential immigrant serving agencies, funder, and public authorities to better collaborate and coordinate services for immigrants; improving collaboration and cooperation.



Thank you to the Funders of Immigrant Sector Council of Calgary



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

Government of Alberta ■

