

Pathways to Prosperity 2025 National Conference

From Data to Strategy: Shaping Client-Centered Evaluation in Settlement Services

IMPRESS Program | YMCA of the National Capital Region

Presented by:

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**Immigration, Refugees
and Citizenship Canada**

**Immigration, Réfugiés
et Citoyenneté Canada**



Land Acknowledgment

The YMCA of the National Capital Region pay respect to the Anishinaabe Algonquin people, who are the traditional guardians of this land.

We acknowledge their longstanding relationship with this territory, which remains unceded. We pay respect to all Indigenous people in this region, from all nations across Canada, who call Ottawa home. We acknowledge the traditional knowledge keepers, both young and old and we honour their courageous leaders: past, present, and future.

It is our role as professionals to continue unlearning and uphold key principles such as those outlined by the Truth and Reconciliation Commission of Canada and United Nations Declaration on the Rights of Indigenous Peoples.

Our Team

Rinila Haridas
Program Manager

Master of Public Health - Community Health Equity

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Research Officer

Doctor of Philosophy - Financial Reporting Quality

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Research Officer

Doctor of Philosophy - Experimental Psychology

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Program Facilitator

Master of International Relations and Diplomatic Affairs

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Outreach Worker

Master of Linguistics

Agenda

1. The Need for Change: How IMPRESS Was Born
2. Building the Foundation: From gaps to WESO to IMPRESS
3. How IMPRESS Works in Practice
4. National Collaboration: Building Tools Together
5. Looking Ahead: Strengthening Evaluation Culture
6. Q & A – Your Turn to Engage

The YMCA of the National Capital Region

The **Y** contributes to a vibrant and inclusive community by providing individuals with equitable access to the services, supports and opportunities they need to thrive.



12,850

**people supported through
Employment Access
Centres**



19,399

**newcomers welcomed
through Newcomer
Services**



10,649

**children and youth
empowered through Y
Camps**



850

**participants gained skills
in Y Trades programs**



494

**individuals found stability
through Y Housing
Services**

Section 1 – The Need for Change: How IMPRESS Was Born

Evaluation Challenges Across the Settlement Sector

The settlement sector is facing increasing demand, complex client needs, and pressure to demonstrate impact, yet many organizations lack consistent tools to measure what works.

- Funders expect stronger evidence of outcomes
- Evaluation capacity varies widely between SPOs
- Data is often collected but not analyzed or used strategically
- Staff lack time, training, and shared frameworks

From Challenge to Change: **IMPRESS**

Integrated
Measurement for
Performance,
Revue, and
Enhanced
Settlement
Services

A program led by YMCA of the National Capital Region

A national program 3 years in length

A program funded by Immigration Refugee and Citizenship Canada (IRCC)

How IMPRESS Helps You Measure What Matters

- IMPRESS helps settlement organizations improve service quality through data-driven tools.
- IMPRESS helps organizations tell their story through numbers, document success with evidence, and continuously improve based on data.
- Provides **free, bilingual tools** to simplify data collection and evaluation.
- Collects data on **service quality and outcomes** to show what works.
- Enables SPOs to **gather and analyze client feedback** easily.
- Automatically generates **dashboards and reports** for evidence-based decisions.

Section 2 – Building the Foundation: From WESO to IMPRESS

Why is Evaluation Essential?



Tracks how services perform and where improvements are needed.



Shows whether services achieve desired results.



Helps determine if your programs create meaningful impact.

Gaps in SPO Evaluation Capacity

Gaps in SPOs Evaluation Capacity

Limited guidance for conducting evaluation

No systematic method of collecting feedback from clients

No standardized means of measuring of service quality

No standardized means of measuring IRCC outcomes

Language barriers with clients

Limited knowledge and experience with evaluation

Need to incorporate Gender-Based Analysis and ensure all clients needs are met



The IMPRESS Solution

Easy to use evaluation templates to plan your strategy

Online platform with ready-made customizable surveys

Ready-made service quality question banks

Ready-made question banks based on IRCC's Newcomer Outcomes Survey

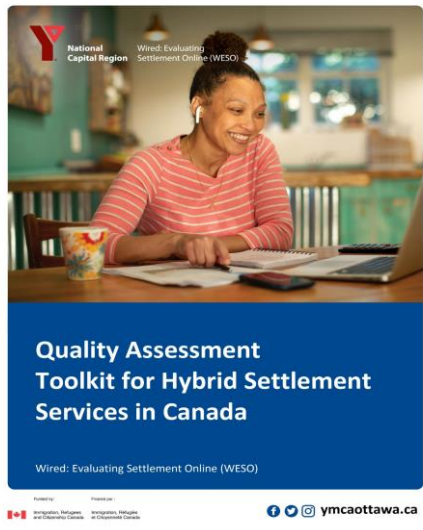
Surveys translated into 7 most common newcomer languages

Free national training for 800 staff

GBA+ integration with features designed to assess the needs of different groups

Where it Started: From WESO to IMPRESS

- WESO (Wired: Evaluation Settlement Online) was a three-year IRCC-funded innovation project that strengthened evaluation practices across the sector; helping SPOs improve hybrid and remote service delivery.
- Through WESO, over **200 organizations** and **600 staff** learned how to evaluate client needs, optimize service quality, and use data to drive improvement; and IMPRESS was built to expand on that success nationally.



600+

of Staff trained on the Quality Assessment Toolkit

200+

of participating Settlement Organizations

IMPRESS Program Objectives

Strengthen
newcomer
service
evaluation
across Canada

Enhance
service quality,
inclusion and
evidence-
informed
decision-
making

Equip SPOs
with evaluation
tools, training
and an online
platform

Build sector
readiness for
transparency,
shared learning
and enhanced
accountability

Address two
core
components of
evaluation:
service quality
and outcomes

IMPRESS Program Deliverables



**Multilingual
client
feedback
tools**



**Online
evaluation
platform**



**Performance
Measurement
Toolkit and
Training**



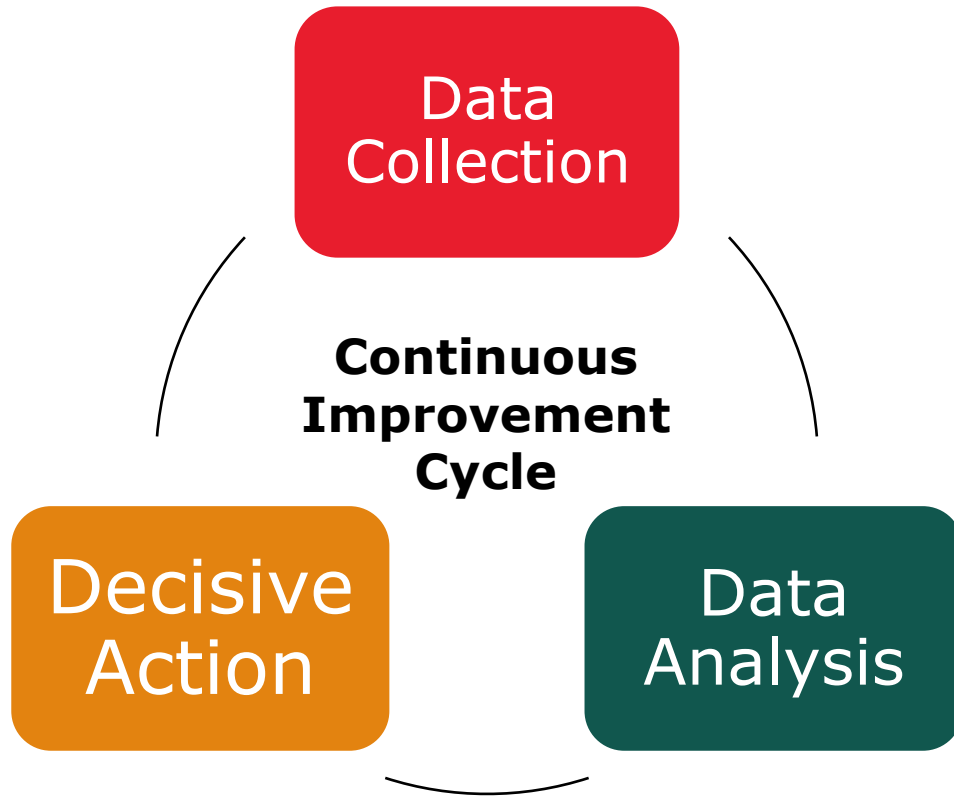
**Equity-
centered
tools**



**Train 800
SPO staff
across
Canada**

Section 3-How IMPRESS Works in Practice

Evaluation Plan: Our Continuous Improvement Cycle



→ *Collect data from clients and staff*

→ *Analyze service quality trends*

→ *Take action to enhance programs*

Our Participatory Evaluation Approach

Our Approach

- We use a Participatory Evaluation model where Service Provider Organizations (SPOs) and newcomer clients co-design the evaluation framework

What It Means

- Participatory evaluation actively involves community members throughout all phases of evaluation, from design to interpretation, ensuring their voices shape the process

Why It Matters

- Builds ownership and buy-in among SPOs as co-creators of knowledge.
- Enhances relevance, trust, and acceptance of evaluation findings

Section 4- National Collaboration: Building Tools Together

Collaborative Partnerships

Partnered with AMSSA's
National Engagement Team

Advisory Committee of **28**
National partners

Advisory Committee Members (Our Partners)

Ontario

Access Alliance
Catholic Centre for Immigrants Ottawa (CCI)
Conseil Économique et Social d'Ottawa Carleton (CESOC)
COSTI
Cross Cultural Learner Centre (CCLC)
FrancoQueer
Immigrant Women Services of Ottawa (IWSO)
Kabayan Multicultural Centre
LIP: Lanark & Renfrew
New Canadians Centre Peterborough (NCC)
Ottawa Chinese Community Service Centre (OCCSC)
Social Research and Demonstration Corporation (SRDC)
Somali Centre for Family Services (SCFS)
World Skills
YMCA of Southwestern Ontario

Manitoba

Eastman Immigrant Services

Northwest Territories

CDÉTNO (Conseil de Développement Economique des Territoires du Nord-Ouest)

British Columbia

Affiliation of Multicultural Societies and Service Agencies (AMSSA)
BC Construction Association (BCCA)
Multi-lingual Orientation Service Association for Immigrant Communities (MOSAIC)

Nova Scotia

Immigrant Services Association of Nova Scotia (ISANS)

New Brunswick

The Saint John Newcomers Centre

Alberta

Alberta Association of Immigrant Serving Agencies (AAISA)
Alberta Network of Immigrant Women (ANIW)
Calgary Catholic Immigration Society (CCIS)

Quebec

PROMIS (Promotion Intégration Société Nouvelle)

Saskatchewan

Regina Open Door Society

Prince Edward Island

Immigrant and Refugee Services Association - IRSA PEI

IMPRESS Program Overview

Ongoing community engagement from advisory committee, AMSSA partnership and conference presentations

Phase 1 (Completed)

1. Literature review
2. Focus groups with:
 - 104 SPO staff
 - 30 SPO clients

Phase 2 (Planned)

1. Surveys with 180 SPO clients
2. Focus groups with:
 - 30 SPO staff
 - 30 SPO clients

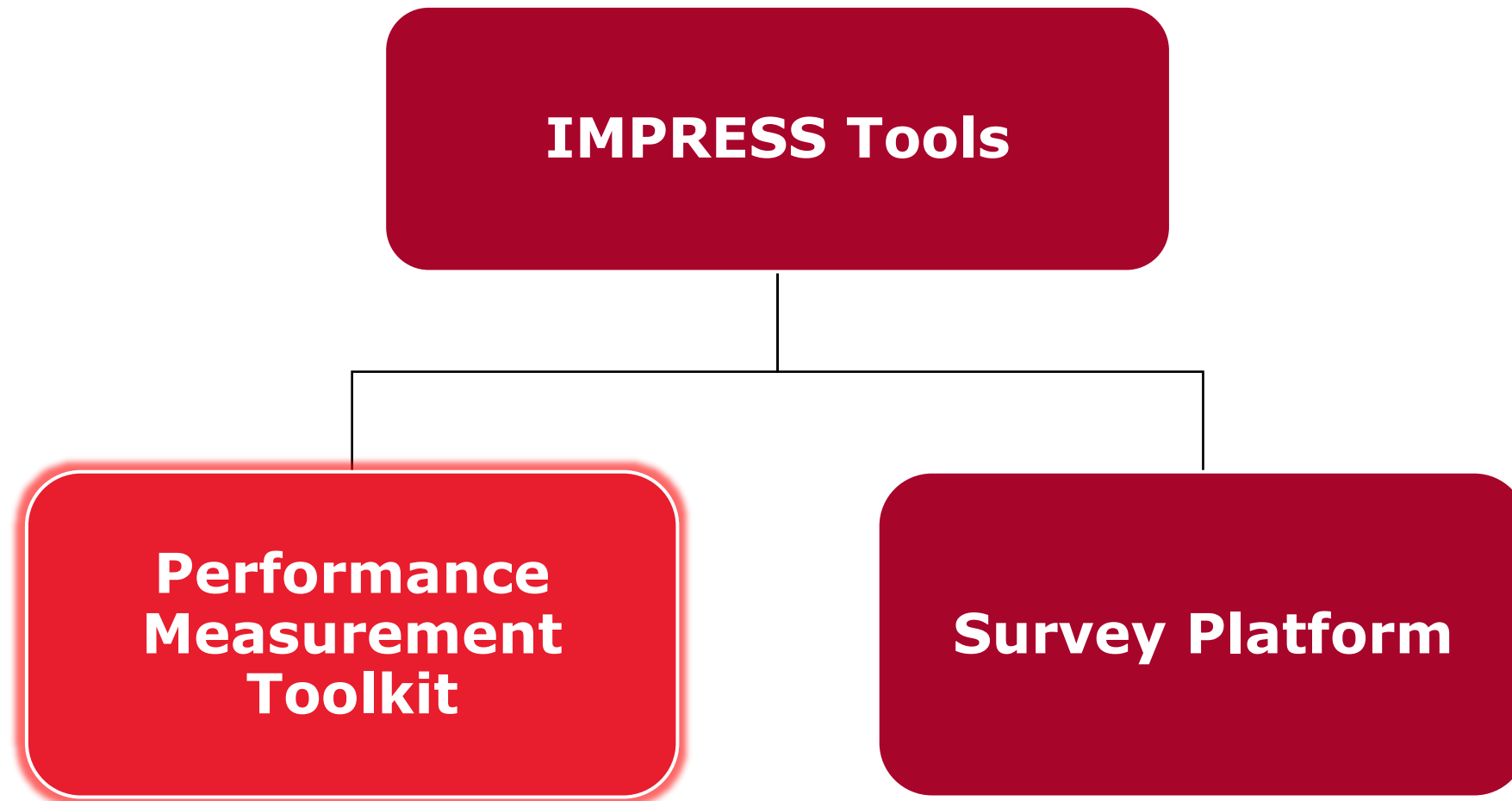
IMPRESS Tools

Performance Measurement Toolkit:

- Fillable Templates + customization
- Guidebook
- Training for 400 SPO staff

Online Platform:

- Question banks
- User guides
- Training for 400 SPO staff



Performance Measurement Toolkit

An easy guide to help SPOs conduct evaluations.

With ready-made templates, SPOs will simply need to input their relevant information to start building a plan.

The Toolkit will guide SPOs to fill in their own:

- Logic Model
- Performance Measurement Framework and list of Key Performance Indicators
- Continuous Improvement Plan

Defining The Toolkit

Logic Model: A visual representation linking program resources, activities, outputs and intended outcomes.

Performance Measurement Framework and a List of Key Performance Indicators: A structured approach defining how program/service performance will be tracked and assessed through indicators.

Continuous Improvement Plan: A systematic process using performance data and feedback to identify areas of improvement over time.

Toolkit Prototype and Navigation

Toolkit

Quick Start

Logic Model

**Performance
Measurement Framework**

**Continuous
Improvement Plan**

Guidebook

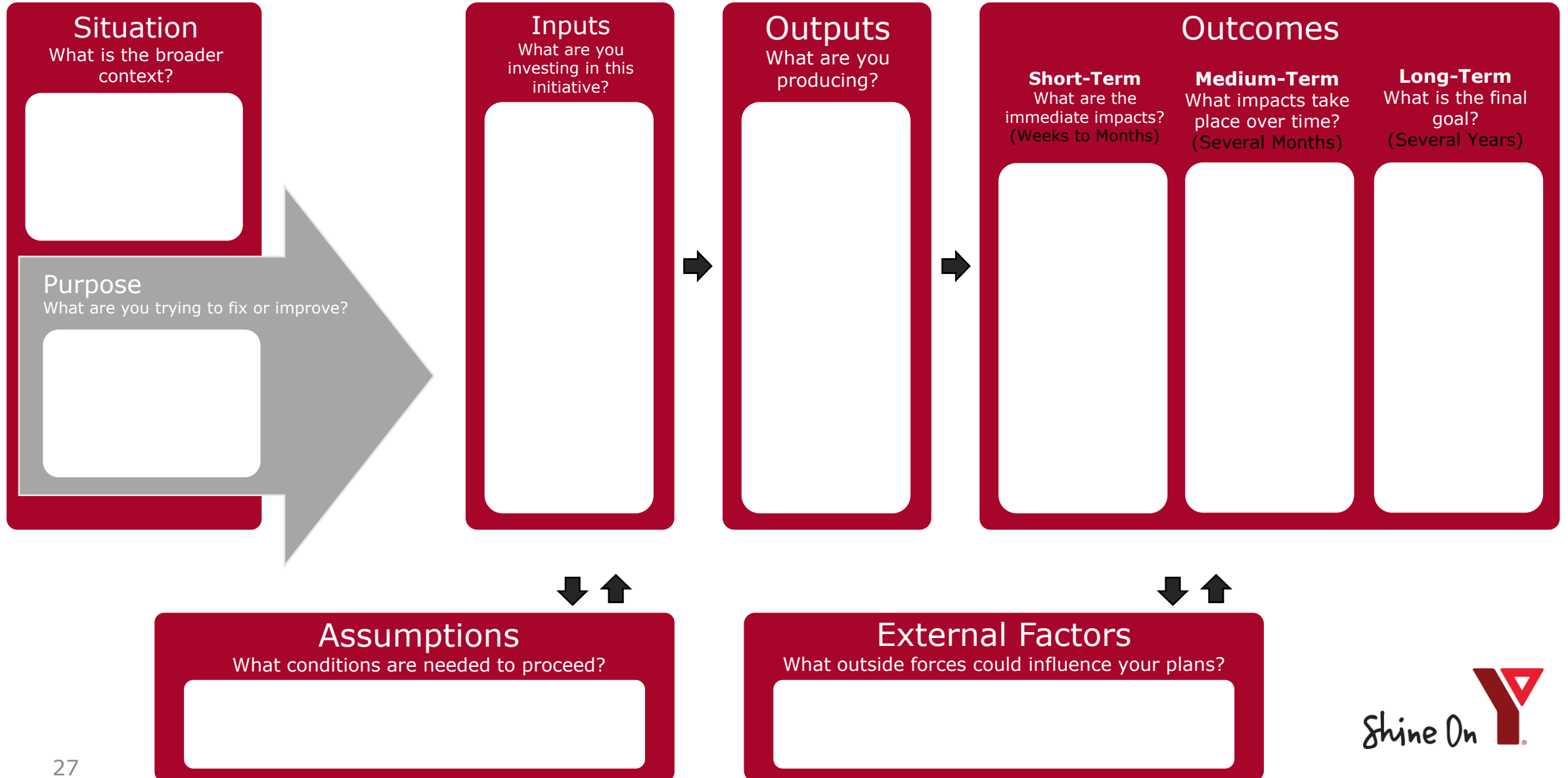
Welcome

**Introduction to Performance
Measurement**

Using the Toolkit

Additional Information

Logic Model Template

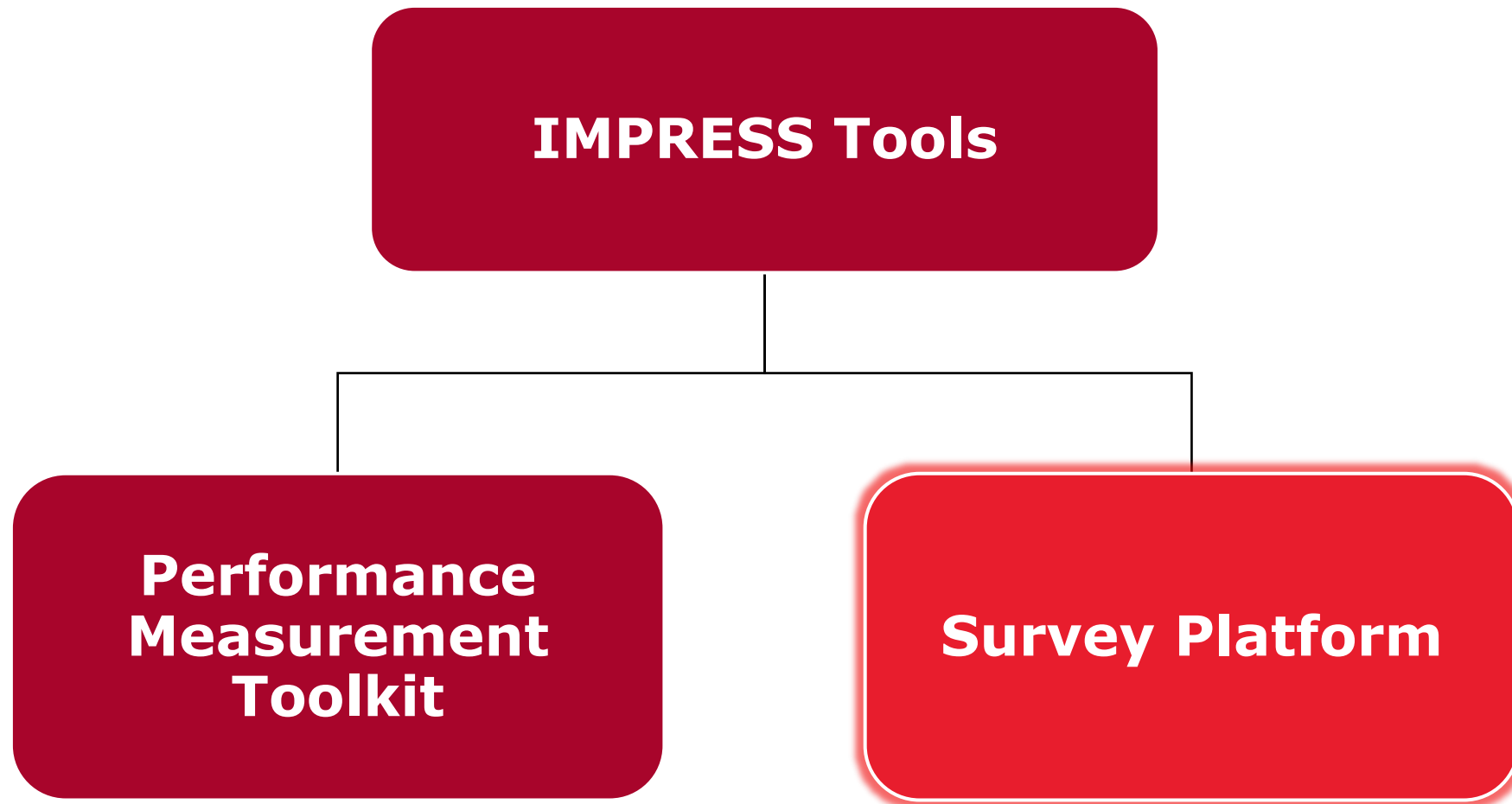


Performance Measurement Framework Template

Outcome	Indicator	Data Source	Baseline	Target	Collection Frequency	Completion Date	Responsible Parties
What is the desired outcome? Immediate Outcome: Clients improve labour market knowledge, employment-related language skills, job search skills, connections, and acquire Canadian work experience	How are you going to measure success? % of clients who indicated changes in knowledge of the Canadian labour market % of clients who improved connections to the labour market % of clients who gained job experience % of clients who improved job-related language skills	Where will we get the data to track the indicator? IMPRESS Platform	Where will the indicator be at the beginning of the initiative? Enter response	Where should the indicator be at the end of the initiative? Enter response	How often will the data be collected? Enter response	By when must the data collection be complete? Enter response	Who is responsible for collecting the data? Enter response

Continuous Improvement Plan Template

Outcome	Indicator	Actual Result (Platform)	Baseline	Target	Action Required	Completion Date	Assigned Personnel
What is the desired outcome? Immediate Outcome: Clients improve labour market knowledge, employment-related language skills, job search skills, connections, and acquire Canadian work experience	How are you going to measure success? % of clients who indicated changes in knowledge of the Canadian labour market % of clients who improved connections to the labour market % of clients who gained job experience % of clients who improved job-related language skills	What are the actual measured indicators? Enter response	How do actual results compare with the Baseline? Enter response	Did we achieve our set target? Enter response	What action is needed to improve services? Enter response	By when must the action be complete? Enter response	Who is responsible for the action? Enter response



IMPRESS Platform

- Is a user-friendly digital tool that helps SPOs collect, analyze, and use data to improve newcomer services
- Simplifies evaluation and performance measurement across all IRCC Service Categories
- Allows for SPOs to create an account, customize their surveys, and start data collection
- Contains a question bank tailored to the six settlement services with service quality and outcome measurement survey questions

IMPRESS Platform Features



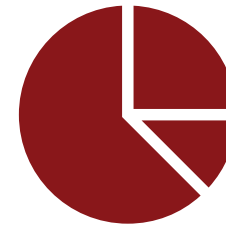
Easy data collection for surveys using our multilingual Question Bank



Automated outcome reports and insights from collected surveys



GBA+ integration for equity-focused analysis within surveys

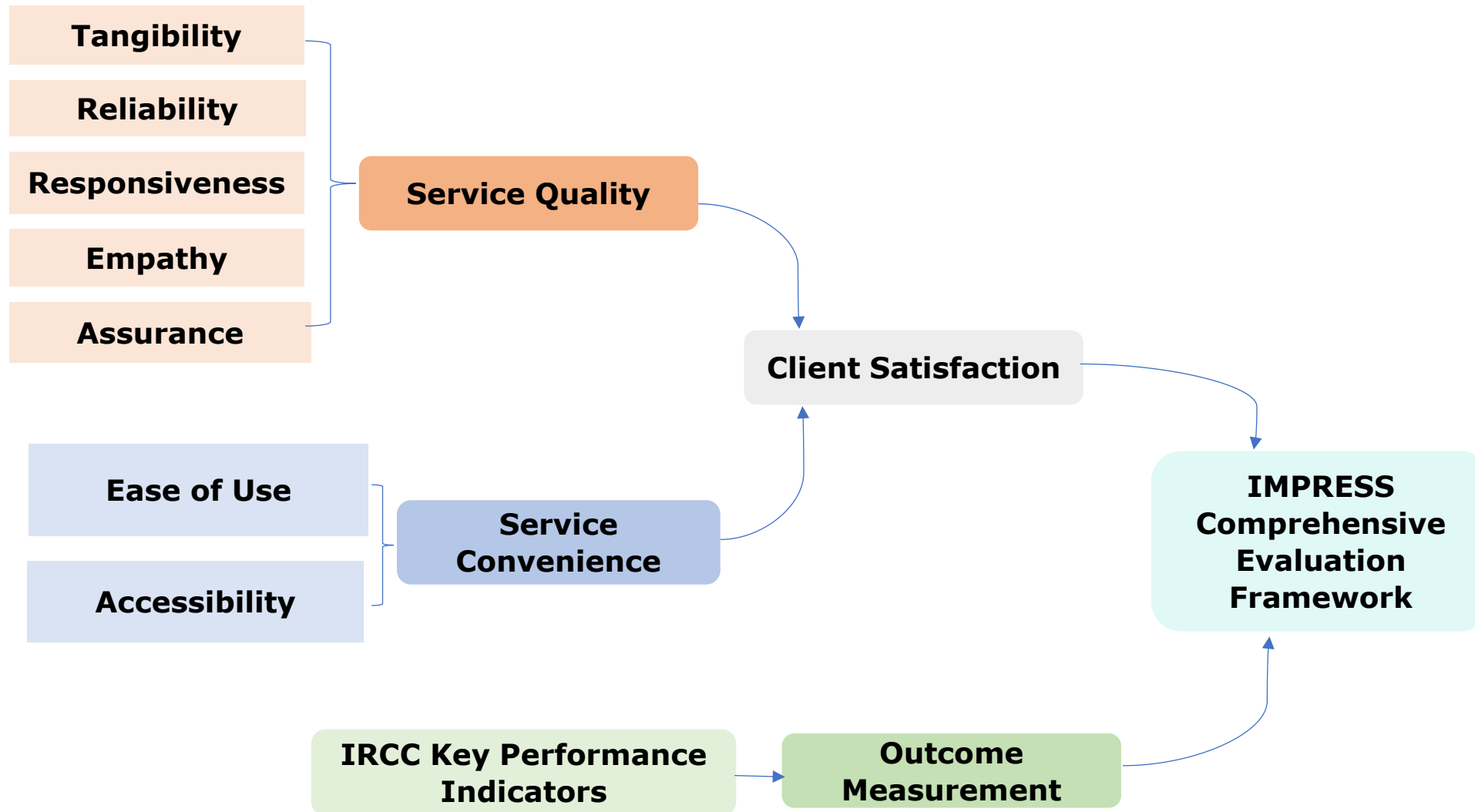


Dashboards with visual analytics and trends of collected data



Secure data handling with privacy protection

Question Bank Structure

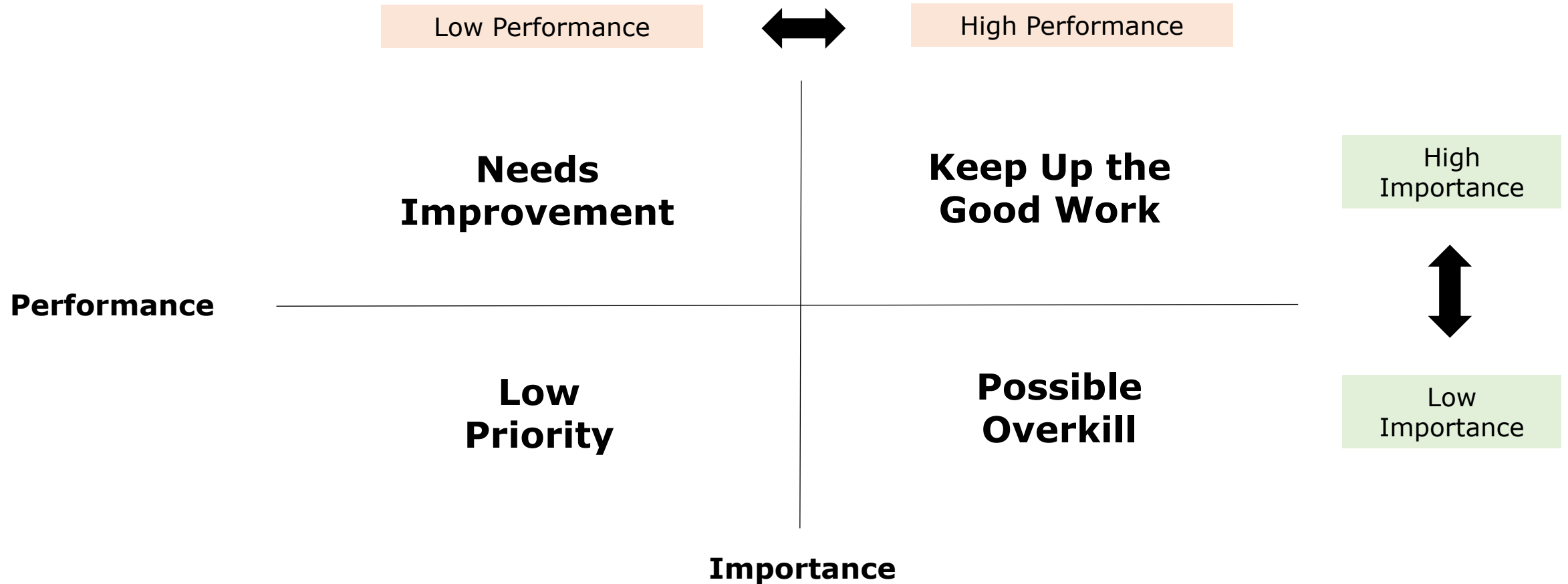


Importance Performance Analysis (IPA)

The surveys created on our platform use IPA, which rates the service delivery acceptance and importance. This allows for a thorough assessment of impact.

		Performance						Importance to you					
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Applicable	Not at all important	Slightly Important	Moderately Important	Very Important	Extremely Important	Not Sure
1	The space was clean and comfortable	1	2	3	4	5	0	1	2	3	4	5	0
2	The quality of sound and video during the online appointment was good for clear communication.	1	2	3	4	5	0	1	2	3	4	5	0
3	The equipment (e.g., computers, printers) worked well.	1	2	3	4	5	0	1	2	3	4	5	0
4	The materials provided (e.g. handouts, guides, books) were helpful and easy to understand.	1	2	3	4	5	0	1	2	3	4	5	0

Why is IPA Important?



Online Platform Dashboard Prototype



Section 5- Looking Ahead: Strengthening Evaluation Culture

Interested in Participating?

Our upcoming activities in November include:

**Focus groups with 30 SPO clients
and 30 SPO staff**

Surveys with 180 SPO clients

Section 6- Q & A – Your Turn to Engage

Thank you!

We Welcome Any Questions or Comments!

Email Our Team: impress@ymcaottawa.ca