



Application guidelines

Settlement, Integration and Language Projects:
2021 Call for Proposals



Alberta Settlement and Integration Program

Settlement, Integration and Language Projects

Call for Proposals

Objective

Settlement, Integration and Language Projects (SILP) grant funding supports projects that contribute to Alberta's economic recovery by strengthening a diverse and inclusive workforce and supporting communities to attract, welcome and retain newcomers.

Department: Alberta Labour and Immigration

Contact: All inquiries pertaining to this call for proposals (CFP) should be directed to newcomersupports@gov.ab.ca.

Closing Date and Time: Applications must be received electronically by **11:59 p.m. on Friday, October 1, 2021**.

Applicants are responsible for ensuring they submit their application on time. An acknowledgement email will be sent upon receipt. If you do not receive an acknowledgement email, please email newcomersupports@gov.ab.ca to advise us.

Hard copies will not be accepted.

Total Duration: Grants are limited **up to 24 months** in duration.

Applicant's Information Call

There will be an opportunity for applicants to ask questions related to this CFP. Preference will be given to questions submitted in advance to newcomersupports@gov.ab.ca by **11:59 p.m. on Thursday, August 26, 2021**.

- **Date:** Wednesday, September 1, 2021
- **Time:** 9:30 - 11:00 a.m.
- **Registration Deadline:** Send email to newcomersupports@gov.ab.ca by 4:30 p.m. on Tuesday, August 31, 2021
- **Link:** A Microsoft Teams link will be provided to registered participants

To ensure fairness and transparency, the Applicant's Information Call will be a final opportunity to have questions answered directly prior to the submission deadline. If questions are submitted after this call, they may be responded to in writing and posted publicly to enable consistent information is available to all prospective applicants.

For those who are unable to submit questions or participate on the call, information will be posted on our website at <https://www.alberta.ca/alberta-settlement-and-integration-program.aspx>.

Application Guidelines

Mandate

As outlined in Section 95 of the Constitution Act (1867), immigration is an area of shared federal and provincial jurisdiction.

Government of Alberta

The Government of Alberta is committed to growing the economy so that all Albertans share in future prosperity. [Alberta's Recovery Plan](#) outlines bold actions that focus on building, diversifying and creating jobs. New Albertans support the Alberta Recovery Plan by bringing an entrepreneurial drive to start new businesses and skills that help employers address labour shortages and revitalize rural communities.

Diversity and inclusion in the workplace helps to support Alberta's economic recovery. The Government of Alberta is committed to supporting initiatives and programs that support intercultural awareness and understanding, including the Fairness for Newcomers Action Plan, recommendations from the [Alberta Anti-Racism Advisory Council](#), and implementation of the [French Policy](#). Through collaboration with diverse stakeholders, the province can better understand the unique needs to support labour market participation of diverse and underrepresented groups.

Immigration is about growing the economy and creating jobs for Albertans. Alberta has always been a destination of choice for talented and qualified people from around the world. The province will support immigrant-serving organizations to provide skills upgrading for unemployed and underemployed newcomers to attach to the labour market, strengthen the workforce and contribute to economic recovery. We are helping revitalize rural Alberta by removing barriers and supporting communities to attract, welcome and retain newcomers and entrepreneurs to address critical labour shortages and support rural economic growth. As part of Alberta's Recovery Plan, these changes will support our goal of getting Albertans back to work and supporting economic growth throughout the province.

The Ministry of Labour and Immigration ensures programs, services and processes effectively and efficiently support the government's priorities, meet the needs of job creators to support a thriving economy and ensure newcomers can fully participate.

Alberta Settlement and Integration Program (ASIP)

Alberta Settlement and Integration Program is intended to be responsive to emerging needs by providing funding for complementary projects and services to support government immigration priorities and direction.

The program supports the following four prioritized areas of focus for maximum impact on improving the economic integration experience of newcomers and the immigration system:

- **Improve settlement information accessibility:** Improve information delivery of settlement services for more timely access and address gaps in settlement information.
- **Build communities' receptive capacity to better serve newcomers needs:** Develop the capacity of communities, which includes workplaces and service-providing organizations, to support newcomers as well as increase public awareness, knowledge and understanding of newcomer needs, and intercultural communications competence.
- **Respond to emerging needs and under-served clients:** Target supports to meet the needs of particular immigrant groups and regions that require unique or additional support.
- **Support initiatives that will result in improved newcomer labour market integration outcomes:** Improve information sharing among employers and organizations (third party and government), connect newcomers to appropriate existing programs and services, and support workplace integration.

From April 2019 to September 2020, the Alberta Association of Immigrant Serving Agencies (AAISA) engaged in focus group sessions and interviews with the sector to discuss gaps and challenges in each of the four ASIP areas of focus.

AAISA developed the [ASIP Stakeholder Engagement Report](#) that identifies ways to improve service delivery, sector capacity building activities, address systemic gaps and improve labour market attachment.

2021-2022 Settlement, Integration and Language Projects Call for Proposals

Through the annual call for proposals, Settlement, Integration and Language Projects (SILP) grant funding will support projects that align to the ASIP areas of focus and help Alberta's economic recovery by strengthening Alberta's workforce, as well as helping to build communities' capacity to attract, welcome and retain newcomers.

The 2021-2022 SILP CFP will include three streams:

- **Stream 1: Building Community Capacity**

- This stream will fund initiatives to help communities develop their capacity and readiness to attract, welcome and retain newcomers.

- **Stream 2: Supporting Labour Market Integration**

- This stream will fund training projects that provide skill development with a language component for underemployed or unemployed newcomers to attach to the labour market.

- **Stream 3: System Improvement**

- This stream will fund projects and initiatives that innovatively address gaps and improve efficiencies in the immigration system to support economic recovery needs.

Note: Applicants may submit a **maximum of two** applications in response to this CFP. Proposals must fit within one of the three funding streams identified above.

All projects are time-limited, up to a maximum of 24 months. The project start date must be within the 2021/22 fiscal year.

For detailed eligibility information, proceed to the following stream sections.

Stream 1: Building Community Capacity

This stream will fund projects that support rural communities' capacity to attract, welcome and retain newcomers to live, work and settle in rural Alberta. Developing welcoming and inclusive rural communities will help to fill labour gaps, promote settlement and increased stability, increase rural populations, stimulate the economy and foster newcomer success.

This stream may fund projects that increases the capacity and organizational development of unique communities, such as employers, ethno-cultural groups or the Francophonie community, to support newcomer integration. Interested applicants are encouraged to seek collaborative partnerships that will enhance their capacity building activities.

Applicants

Eligible applicants are:

- community organizations;
- municipalities, including municipal districts;
- non-profit organizations; or
- registered companies (e.g. consultants or business owner).

Applicants **must**:

- be a legal entity in Alberta;
- have the ability, including financial management, to implement a grant agreement; and
- demonstrate at least **two years of relevant experience** in related activities to those being proposed in the application.

For projects with partnerships, an applicant **must** be:

- an eligible applicant as listed above;
- the fiscal agent;
- the lead role in planning the project scope, timeline and outputs;
- the lead in the project coordination; and
- accountable for all project deliverables and reporting requirements.

Partner organizations must provide a letter that outlines their role in the project, and should actively contribute to the project goals, scope, outputs, and outcomes.

Eligible Beneficiaries

Eligible beneficiaries include:

- Communities
- Employers and workplaces
- Service providers

Financial Considerations

Eligible projects must not exceed the funding cap set for this stream.

Justification for all eligible costs **must** be included alongside each budget line item in the comments/explanation column on the budget sheet.

*Funding Cap for this Stream:
Up to \$300,000 per project*

Eligible costs include:

- Costs associated directly with the delivery of the project
- Costs associated with addressing barriers to accessing your project activities

- Administrative costs (up to 15% of grant budget)
- In-kind costs (if applicable)
- Childminding (if applicable) – see glossary for definition

Ineligible costs include:

- Learner Income Support and Skills Investment Bursary benefits
- Childcare (see glossary for definition)
- Hosting of conferences
- Parking fees

Eligible Activities

Examples of eligible activities include, but are not limited to:

- Projects that create or enhance partnerships between rural communities and immigrant service provider organizations to prepare for application to the Alberta Immigrant Nominee Program (AINP) Rural Renewal Immigration Stream;
- Development and implementation of diversity and inclusion activities to support communities to welcome, recognize, and use the skills of newcomers to contribute to the community and Alberta’s economy;
- Projects that support employers in welcoming and integrating newcomers into the workplace (intercultural competency, or diversity and inclusion activities);
- Development and implementation of a strategy for a welcoming community initiative; and,
- Information, supports or training for employers to better understand, assess and respond to the needs of newcomers in the workplace.

Ineligible Activities

Examples of ineligible activities include, but are not limited to:

- Direct settlement and integration services to newcomers (e.g. needs assessment, service plans, information and orientation sessions, etc.)
- Provision of English as a Second Language (ESL) classes
- Provision of language assessment services
- Labour market training for newcomers

Outcomes

Eligible projects must address at least one of the outcomes identified for the funding stream.

Service providers, employers and workplaces, and communities have:

- Increased awareness of resources and service/program opportunities to support newcomer settlement and integration;
- Increased awareness of current information and resources that support labour market integration
- Increased knowledge of newcomer needs; and,
- Improved ability to respond effectively to the needs of newcomers including knowledge, skill, and attitude.

Stream 2: Supporting Labour Market Attachment

This stream will fund employment-related training projects that support labour market attachment for successful economic integration of newcomers. Training projects should address labour market gaps and provide skills development for unemployed and underemployed newcomers to contribute to Alberta's economic recovery.

Applicants are encouraged to research current occupations with critical labour shortages to develop training projects that will meet the labour demand (e.g. [Job Market Forecasts](#) or [ALIS OCC Info](#)). Proposals should include evidence-based rationale of the need to support the application. This may include outcomes from previous iterations of a project

Training projects should be cohort-based with specific session dates (e.g. specific start and end dates) and should have a language component embedded into the curriculum for maximum newcomer economic integration success. This stream may fund all CLB levels.

Note: Funding for these projects will require additional data entry and reporting through the Mobius database.

Applicants

Eligible applicants are:

- non-profit organizations
- post-secondary institutions or
- registered companies (e.g. consultants or business owner).

Applicants **must**:

- be a legal entity in Alberta;
- have the ability, including financial management, to implement a grant agreement; and
- demonstrate at least **two years of relevant experience** in related activities (e.g. development of language/employment curriculum and training) to those being proposed in the application.

For projects with partnerships, an applicant **must** be:

- an eligible applicant as listed above;
- the fiscal agent;
- the lead role in planning the project scope, timeline and outputs;
- the lead in the project coordination; and
- accountable for all project deliverables and reporting requirements.

Partner organizations must provide a letter that outlines their role in the project, and should actively contribute to the project goals, scope, outputs, and outcomes.

Eligible Beneficiaries

Eligible beneficiaries include:

- Permanent residents, including Convention refugees
- Naturalized Canadian citizens

Note: Newcomers who are in receipt of, or eligible for, Employment Insurance benefits are **not eligible** to participate in these funded training projects.

Financial Considerations

Eligible projects must not exceed the funding cap set for this stream.

Justification for all eligible costs **must** be included alongside each budget line item in the comments/explanation column on the budget sheet.

*Funding Cap for this Stream:
Up to \$300,000 per project*

Eligible costs include:

- Costs associated directly with the delivery of the project
- Costs associated with addressing barriers to accessing your project activities
- Administrative costs (up to 15% of grant budget)
- In-kind costs (if applicable)
- Childminding – see glossary for definition (if applicable)

Ineligible Costs Include:

- Learner Income Support and Skills Investment Bursary benefits
- Childcare (see glossary for definition)
- Hosting of conferences
- Parking fees

Eligible Activities

Examples of eligible activities include, but are not limited to:

- Workplace culture, essential skills and communication skills training
- Training that includes networking, mentoring or volunteering components
- Training that includes direct work placement opportunities with employers
- Training that provides laddering to further occupational training opportunities
- Intercultural competency training
- Occupation and/or sector specific language training
- Training initiatives that build upon previous workforce initiative projects (if still in demand and fulfill a gap)

Ineligible Activities

Examples of ineligible activities include, but are not limited to:

- Employment services (e.g. career counselling, resume writing, service plan, etc.)
- Ongoing or continuous intake classes
- Non-curriculum-based workshops and presentations

Outcomes

Eligible projects must address at least one of the outcomes identified in the funding stream.

Newcomers have:

- Increased awareness of labour market integration resources, programs and services;
- Improved ability to access labour market integration services;
- Improved ability to connect with workplaces; and/or
- Increased knowledge, skills and opportunities.

Stream 3: System Improvements

This stream will fund projects that address one or more of the four ASIP areas of focus and support system improvements within the settlement and integration sector to align to government priorities.

'System Improvement' is defined as a process by which new and improved strategies, products and/or learning platforms are researched, developed and piloted.

Applicants are encouraged to focus on the development new strategies that will strengthen newcomer integration by improving efficiencies, addressing gaps and emerging trends in the immigration and settlement system.

Applicants

Eligible applicants are:

- community organizations;
- municipalities, including municipal districts;
- non-profit organizations;
- post-secondary institutions; or
- registered companies (e.g. consultants or business owner).

Applicants **must**:

- be a legal entity in Alberta;
- have the ability, including financial management, to implement a grant agreement; and
- demonstrate at least **two years of relevant experience** in related activities to those being proposed in the application.

For projects with partnerships, an applicant **must** be:

- an eligible applicant as listed above;
- the fiscal agent;
- the lead role in planning the project scope, timeline and outputs;
- the lead in the project coordination; and
- accountable for all project deliverables and reporting requirements.

Partner organizations must provide a letter that outlines their role in the project, and should actively contribute to the project goals, scope, outputs, and outcomes.

Eligible Beneficiaries

Eligible beneficiaries include:

- Permanent residents including Convention refugees
- Naturalized Canadian citizens
- Communities
- Employers and workplaces
- Service providers

Financial Considerations

Eligible projects must not exceed the funding cap set for this stream.

Justification for all eligible costs **must** be included alongside each budget line item in the comments/explanation column on the budget sheet.

*Funding Cap for this Stream:
Up to \$450,000 per project*

Eligible costs include:

- Costs associated directly with the delivery of the project
- Costs associated with addressing barriers to accessing your project activities
- Administrative costs (up to 15% of grant budget)
- In-kind costs (if applicable)
- Childminding – see glossary for definition (if applicable)

Ineligible costs Include:

- Learner Income Support and Skills Investment Bursary benefits
- Childcare (see glossary for definition)
- Hosting of conferences.
- Parking fees

Examples of Eligible Activities

Examples of eligible activities/ideas include, but are not limited to the following:

- Improve efficiency in the settlement, language and integration system by:
 - Proposing or piloting or implementing new teaching/assessment methods or models of service delivery or learning resources to respond to unique and diverse client needs.
 - Ensuring that immigrant-serving organizations (in both large and small centres) are well connected with each other to build upon the awareness and coordinated referrals of appropriate services and programming within the communities to support newcomers.
- Develop initiatives that build upon previous projects (i.e. phase two, continuation, or new development in the area previously examined).
- Provide supports that involve coordination of resources through new or emerging collaborative community and/or workplace engagement that will result in improved newcomers' labour market integration outcomes.

Ineligible Activities

Examples of ineligible activities include, but are not limited to:

- Direct ongoing settlement and integration services to newcomers (e.g. needs assessment, service plans, information and orientation sessions, etc.)
- Provision of English as a Second Language (ESL) classes
- Provision of language assessment service

Outcomes

System Improvement projects will benefit the settlement and integration sector by contributing to new strategies to support newcomer integration.

- Evaluation of the strategy
 - For projects that involve a new approach to the delivery of services or training to newcomer or community beneficiaries, the degree of their success at achieving the desired outcomes will be one measure of the success of the new approach.
 - Conclusions regarding feasibility of the strategy.
- Conclusions and recommendations for next steps in developing or implementing the strategy
- Implications of the project results for the settlement and integration system

Application Requirements

Only complete applications will be considered. A complete application consists of **six** mandatory components:

- Application Form
- Project Description
- Implementation Plan
- Outcomes and Measures Table
- Budget
- Supporting Documents (one scanned PDF document)
 - Signed Application Form
 - Signed letter(s) from other funding source(s) or email from funder(s) acknowledging their funds for the proposed project, if applicable
 - Signed letter of commitment from partner(s) or email from partner(s) outlining their role and support for the proposed project, if applicable
 - One (or two maximum) signed reference letter(s) or email(s) speaking to the applicant's knowledge and experience regarding the proposed project
 - Organizational Chart and/or Staff List
 - Certificate of Insurance
 - Diversity and Inclusion statement (an informal statement may be submitted if the organization does not have a formal diversity and inclusion statement)

Evaluation & Selection

Applications received by the submission deadline will be screened for eligibility. A review committee, whose recommendations will be considered by department staff, will score eligible applications. All applicants will be notified of the results of their application.

Complete proposals will be scored based on the following criteria:

- Demonstrated need for the project – 10 points
- Project components and design – 20 points
- Capacity of organization(s) to deliver project – 15 points
- Risk identification and management – 10 points
- Implementation plan – 15 points
- Outcomes measurement plan – 15 points
- Budget and project costs – 15 points

Expectations of Successful Applicants

Upon project approval, successful grant recipients agree to:

- demonstrate sound financial and personnel management
- submit complete, timely and accurate reports
- respond to further information requests regarding the project
- assist department staff with verification of agreement compliance (file audits, client follow-up)
- comply with the terms and conditions of the grant agreement

If the project will develop resources or materials, these should be sent to Alberta Labour and Immigration, and may be posted on the [ATESL](#) website, [Tutela Resource](#) database, or [AAISA](#) website.

Note: It is expected that all SILP projects will result in a public report that contains the insights gained through the project activities and any information, resources and recommendations for others who may wish to repeat or build on the work done.

Freedom of Information and Protection of Privacy (FOIP) Acknowledgement

The grant recipient must comply with the privacy requirements of the *Freedom of Information and Protection of Privacy (FOIP) Act* insofar as it applies to the recipient's operations and the personal information the recipient has access to, collects, or uses in providing the services under the agreement. The grant recipient is required to protect the confidentiality and privacy of personal information accessible to the recipient or collected under the agreement.

All documents submitted to Alberta Labour and Immigration become the property of the Government of Alberta, and are subject to the disclosure provisions of FOIP. This Act allows any person right of access to records in the custody or under the control of the department subject to specific exceptions. To learn more about the application of the Act to your proposal, visit: <http://www.servicealberta.ca/foip/resources/guidelines-and-practices.cfm>

Appendix A: Glossary

Term	Definition
Alberta Immigrant Nominee Program	The Alberta Immigrant Nominee Program is an economic immigration program operated by the Government of Alberta with the Government of Canada's department of Immigration, Refugees and Citizenship Canada. Individuals, together with their spouse/common-law partner and dependent children, who apply to the program and are successful, will receive a nomination certificate.
Beneficiary	Newcomer, employer, service provider or a community who/that gains an advantage as a result of ASIP intervention. Each stream of ASIP CFP has different beneficiaries; always refer to its specific section to learn about eligible beneficiaries.
Child care	The ongoing care of children by a day-care centre, babysitter or other provider while parents are working.
Childminding	<p>This is non-licensed babysitting service for newcomer parents who are enrolled and participating in ASIP training activities. Parents must be on-site with their children to qualify for childminding services. This service is only provided during daily class activities, excluding breaks and lunchtime. Parents are responsible to take care of their children during all daily breaks and at all times when off the premises.</p> <p>When labour market access participants are off-site for job placements or similar activities, service providers will not provide this service and should encourage parents to secure regular licensed care for children placed in childminding during class training.</p>
Community	Locations and/or groups comprised of people with similar characteristics or goals (e.g. shared sense of belonging).
Community organization	Community organizations are non-profit organizations that are created to support and revitalize communities or areas in which they are located (e.g. Economic Development Organization).
Connect	To make contact with a person, group, or service to gain information, access services or develop a relationship/network.
Convention Refugees	Convention refugees are outside their home country or the country they normally live in. They are not able to return because of a well-founded fear of persecution based on: race, religion, political opinion, nationality, or membership in a social group, such as women or people of a particular sexual orientation. The Immigration and Refugee Board of Canada is responsible for accepting/rejecting claims for refugee status.

Employment Insurance (EI) Eligibility	Criteria that pertains to individuals who have paid premiums in the past year and meet qualifying and entitlement conditions. Refer to https://www.canada.ca/en/services/benefits/ei.html
In-kind Contributions	Contributions of goods or services, other than cash, such as space, equipment or financial services.
Implementation Plan	Description and timeline of the steps that must be taken in order to achieve the proposed program's goals and objectives. It gives the reader an idea of how the program will unfold and it often illustrates the breakdown of smaller and more manageable goals.
Integration	A two-way process that involves commitment on the part of newcomers to engage in life in Canada as well as on the part of Canadians to welcome and give value to the rich cultural diversity that newcomers bring.
Intersecting identity factors	Identity factors refer to characteristics such as gender, age, culture, language, sexual orientation, education ability, geographic location, migration status, faith, ethnicity and socio-economic status. The overlapping of these characteristics contributes to one's experiences and influences the achievement of intended outcomes of an initiative.
Learner Income Support and Skills Investment Bursary Benefit	<p>A financial support program managed by the Government of Alberta that provides support to Alberta residents to access adult education as a pathway to gain sustainable employment. This financial initiative helps people who have no other way to pay for the basics like food, clothing and shelter while taking a GoA approved training/program.</p> <p>ASIP newcomer learners are not eligible for this financial benefit.</p>
Measurement Plan	A plan for measuring the outcomes of your project. The plan identifies what will be measured, how (survey, focus group, pre/post-test, etc.), when and by whom.
Mobius Database	Mobius is a web-based integrated information technology system used within Government of Alberta. It supports Individual Service Management, Employer Service Management, and Program, Service and Benefit Management. Providers across Alberta use this data system to deliver programs and services and to report on their outcomes.
Logic Model	Tool used by funders, managers and evaluators of the programs to evaluate the effectiveness of a program or to guide the organization during planning and implementation phases. Logic models are usually a graphical depiction of the logical relationships between the resources, activities, outputs and outcomes of a program. The fundamental purpose of constructing a logic model is to assess the "if-then" (causal) relationships between the elements of the program; if the resources are available for a program, then the activities can be implemented, if the activities are implemented successfully then certain outputs and outcomes can be expected.

Naturalized Canadian Citizen	Naturalization is the process through which immigrants acquire Canadian citizenship. Landed immigrants who have met certain criteria are eligible for Canadian citizenship by naturalization. The criteria for acquiring citizenship generally include a residency requirement, knowledge of English or French and basic knowledge of Canada.
Newcomers	Individuals born outside of Canada destined for or living in Alberta, either temporarily or permanently; an individual self-identifies as a newcomer until he/she identifies as integrated.
Outcome	<p>An outcome is the impact or consequence from the products or services produced. It addresses the questions: What has been achieved by the project?</p> <p>Immediate outcomes: generally changes in awareness, attitude, knowledge or skill that result from the products or services produced.</p> <p>Examples: Clients who complete the program will demonstrate increased confidence in job interviews or increased acceptance of mental health issues, etc.</p> <p>Intermediate outcomes: changes in behaviour as a consequence of achieving one or more of the immediate outcomes.</p> <p>Examples: Clients have more successful job interviews or clients access mental health services when needed.</p>
Outcome Measure	<p>The per cent (%) change in the target population/group that “results” from the products and/or services delivered. Measurement tools include: administering a follow up procedure with each learner/client, administering a knowledge test to demonstrate improvement as a result of direct instruction, conducting a survey, or organizing a focus group.</p> <p><u>Good example:</u> The number and per cent (%) of learners who complete the program who increase their score by 10 or more points on pre-/post-questionnaire.</p> <p><u>Poor example:</u> the number of learners attending the program. This is not an outcome measure because we do not know what impact the program had on the learners. This would be an example of an “output” (total number of clients) rather than an outcome. (See Output and Output measure for clarity).</p>
Output/Output Measures	<p>The number of products and services produced by the activities (deliverables).</p> <p><u>Examples include:</u> number of materials or resources developed, number of clients served, number of workshops delivered, or number of community members who attended the workshops.</p>
Parking Fees	Employer-paid permanent parking costs for employees during an employment, contract, or project. If an employee incurs parking fees due to attending stand-alone meetings required for the project, such expense can be claimed against travel costs indicated in the project’s budget.

Permanent Resident (PR)	Permanent Resident is someone who has been given legal, permanent resident status by immigrating to Canada, but is not a Canadian citizen. Permanent Residents are citizens of other countries
Professions	Regulated NOC 0, A & B occupations and trades. The ALIS website https://alis.alberta.ca/occinfo/certifications-in-alberta/ has examples.
Service Provider	Any person or organization in the public or private sector that provides services to newcomers including Immigrant Serving Organizations, ESL providers, employment services and mainstream service providers.
Smaller Centres and Rural Areas	All territory lying outside of the Calgary and Edmonton metropolitan areas.
Surplus	Surplus is the difference between the total expenses and the total revenue when the expenses are less than the revenue. Surplus funds are considered grant dollars and are restricted by the Settlement and Language Programs (SLP). If there are unused (surplus) funds that the recipient wishes to use for a different purpose from what was originally agreed upon, the recipient must submit a written request to the Minister before the end of the grant agreement term. Surplus grant funds cannot be put in a reserve fund or transferred between different programs.
System Improvement	A process by which new and improved strategies, products and/or services are researched, developed and piloted.
Training	Instructor-led educational experiences that focus on addressing participants' learning goals through relevant, structured curriculum. The content of each individual session should build on the content of each previous session to ensure learners make steady progress towards the learning goals of the course. Learners' progress is typically measured by instructors through assessing the extent to which learners meet the goals of the course.
Training/Educational Provider	An organization that specializes in the development and delivery of programs that improve one's knowledge, skills, and abilities. It should demonstrate expertise and at least 2 years of direct experience in planning, provision, and delivery of training programs for Albertans (Newcomer expertise is an asset in ASIP training).
Welcoming	Involves a continuum of activities (awareness, education) that create opportunities for the integration of newcomers.

Appendix B: Resources for Writing Proposals

The following resources are provided to support the development of proposals:

- <https://hygger.io/blog/how-to-write-project-proposal/>
- <https://proposalsforngos.com/top-10-tips-to-write-a-great-project-proposal/>
- <https://open.alberta.ca/dataset/83bc6043-7973-4d89-83c7-490b7dde4776/resource/13e61382-6299-4678-a974-f1662da03ea0/download/2010-writing-grant-proposal-information-bulletin.pdf>
- <https://www.grandchallenges.ca/funding-opportunities/innovator-toolbox/write-your-proposal/>
- <https://landusekn.ca/resource/writing-grant-proposal-alberta-culture-tourism-board-development-program>