Lessons Learned from the Syrian Refugee Project:
Engaging the Saskatchewan Settlement System
for Better Outcomes for all Newcomers
May 9th - 10th 2016
Cosmo Civic Centre, 3130 Laurier Drive, Saskatoon

MEETING REPORT

Organized and Facilitated by:
Saskatchewan Association of Immigrant Settlement and Integration Agencies
in collaboration with
Immigration, Refugees and Citizenship Canada
and
The Government of Saskatchewan, Ministry of the Economy

Funded by / Financé par:
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Introduction

The Federal Government’s Syrian refugee initiative brought 26,140 Syrian refugees to Canada between November of 2015 and March of 2016. Of these, over 1000 were destined to Saskatchewan in addition to the regular arrivals of Government Assisted and Privately Sponsored Refugees. To ensure a smooth and seamless process, the three levels of government supported Saskatchewan’s Resettlement Assistance Program (RAP) centres and Sponsorship Agreement Holders (SAHs) by initiating planning and collaboration efforts. This fostered strong partnerships between the SAHs, Settlement Service Providers, and the larger community.

A two-day meeting was held on May 9th and 10th at the Cosmo Civic Centre in Saskatoon. The purpose of the meeting was to engage the Resettlement and Settlement sectors to discuss what worked well, what didn’t work well, and what lessons could be applied to improve the general (re)settlement process.

Objectives:

1. Take stock of how the Syrian refugee movement worked in SK.
2. Examine what we could do differently for the (re)settlement system in SK for all categories of newcomers (Syrian population and all newcomers).
   a. What do we want to do moving forward?
   b. What are the challenges and opportunities?
   c. Opportunities for regular meetings to facilitate better settlement outcomes in Saskatchewan.

Day 1 discussions focused on the Syrian refugee resettlement process in Saskatchewan and participants were drawn from those organizations and government departments directly involved in Syrian resettlement. Thirty-three participants shared their views on best practices, opportunities, challenges and collaborative partnerships. The day ended with discussions on how the sector would like to proceed with the coordination of RAP services moving forward.

Day 2 activities focused on the settlement process (Objective 2) and drew participants from settlement service providers across the province. There were about 60 participants in attendance. The day included various presentations, facilitated discussions, and wrapped up with an open discussion on how to effectively engage the whole sector and report in a coordinated and consistent manner.
Summary of Key Outcomes

Day 1
1. Saskatchewan did well in settling the large number of Syrian refugees in a short period.
2. Key success factors include but are not limited to:
   a. Effective communication, coordination, community engagement and collaboration
   b. Community and public response, which was very positive and overwhelming
   c. Increased focus on private sponsorship.
   d. Partnerships with the community and private sector
   e. Experienced and competent settlement staff, and supportive boards of directors
   f. Innovation and creativity e.g. Moose Jaw’s Area Lead Model
   g. Province-wide conference calls and information sharing through the dashboard.
3. Opportunities emerged to create new partnerships and strengthen existing ones.
4. IRCC to continue working with communities and settlement agencies to ensure successful long-term integration.
5. Challenges include:
   a. The high numbers and short time frame were daunting.
   b. Delays in start-up cheques.
   c. Managing the special treatment given to the Syrian refugees – needs follow-up.
   d. Managing expectations of the Syrian refugees – needs follow-up
   e. Managing religious and cultural communities – needs follow-up
   f. Managing the public outpouring of support.
   g. Clarifying expectations, roles and responsibilities of community agencies

Day 2
1. Wealth of spatial information to be soon available for settlement and integration – Immigration Research West [IRW] need volunteers to test the Geographical Information System [GIS] map.
2. Federal government is committed to increasing immigration levels requiring systems approach to service delivery in order to ensure effective use of the limited funds toward achieving better outcomes for newcomers.
3. Evidence based funding will continue to be the norm, making it very important to telling our story in a coordinated and succinct manner. The more comprehensive the system approach, the better the strategy for identifying newcomer needs and ensuring proper allocation of funds. There is a need to find ways to better measure success.
4. The performance based immigrant settlement and integration framework being developed by the provincial, territorial and federal governments, titled, “Helping Immigrants Succeed”, also shows how important it is to be able to tell our stories with evidence.
5. Lessons learned from the Syrian refugee settlement to be applied to the whole settlement sector:
   a. Provincial coordination to be extended to whole sector, potentially through quarterly meetings
   b. Dashboard to be adapted and used for telling the story of all categories of newcomers
   c. Development of a province-wide data collection system that captures information on all categories of newcomers. This to include narrative reporting and needs assessment tools for
employment, language training settlement, social connection, community connections, health care, youth family etc.
d. Province-wide Working Groups to be actively engaged in working on these tools to ensure bottom-up input model.

6. In terms of programming, the following came up:

<table>
<thead>
<tr>
<th>Key Emerging Issues</th>
<th>Programming Emerging Initiatives/projects</th>
<th>Approaches/partnerships that could be useful</th>
</tr>
</thead>
</table>
| **Rural/ small communities** | • Child care  
• Limited job opportunities  
• Weak public transportation system  
• Volunteer recruitment and retention challenge  
• Mental health and family violence  
• Limited English limiting community participation | • Partnerships with local agency to engage kids in activities  
• Increased partnership to address family violence  
• Community inclusion through community tours | • Partnership with school divisions, health regions and other agencies  
• Additional staffing needed to support the large rural areas services  
• Community feedback mechanism could help |

| **Language Assessment/ Training** | • Child care – stringent provincial and Care for Newcomer Children [CNC] regulations prohibitive  
• Need for interpreters increasing for registration  
• Transportation  
• Limited assessors – wait time increasing  
• Low level English including literacy  
• New Canadian Language Benchmarks [CLB] document not aligning with language training program | • High level needs in the rural area – more upper level students than lower level. Need for blended learning – IT2Teach Model  
• Improved access to post-secondary  
• CLB boot camp - PBLA for classroom teachers from CCLB – 2 programs for rural teachers  
• Remote assessment pilot is available for rural areas. | • Remote services can be set up out of LARC, specify a day/ venue when LARC assessors do assessment, another option of setting of a centre with invigilators and assessed by LARC. LARC doesn’t have a licence at this time to set up a remote centre. |

| **Children and Youth** | • Some schools lack knowledge about refugee children eligibility for programs and needs  
• No English as an Additional Language [EAL] access in rural communities  
• Programs for single moms – need for wraparound approach to support single parents  
• Mental health issues, dental issues – lack of attention, adaptation; integration takes time  
• Some children displaying symptoms of violence: psychological trauma from warzone  
• Some children are running away  
• Young kids not participating in programs  
• Need to focus on preschool age, preparing children for school | • Drop-in kids program and summer peace camp for preschoolers  
• Summer youth programs  
• Children and youth program to include language training such as French and English and making video about their experience  
• Youth employment camp  
• Francophone community is looking at doing bilingual summer programming  
• All programs need to be culturally sensitive  
• Preventative programs addressing health care needs of children and youth  
• LINC Daycare – looking into hiring staff to do research on daycare spaces in the community of Regina and to connect parents’ services. | |

| **Vulnerable Population/Case Management** | • Health – ongoing high chronic disabilities  
• Domestic violence – cultural difference  
• Language – low language levels parenting/childcare; need for interpretation  
• High expectations of clients for dependency of support services  
• High child-minding needs – culturally, mixed gender classroom system is a barrier | • Refugee health collaborative partnership – Refugee health clinic in Saskatoon  
• Regina health partnerships  
• Other regions accessing existing supports for health such as Providing Access To Health [PATH]  
• Training of staff on case management in Regina  
• Enhanced Life skill  
• Summer programming for youth  
• Pre-arrival services to set realistic expectations  
• Need for more interpreters | |
DAY ONE:
Taking stock of how the Syrian refugee movement worked in Saskatchewan.

1. Best Practices

1.1. National Overview

Presentation by Deborah Tunis, Special Coordinator, Syrian Refugee Resettlement, Immigration, Refugees and Citizenship Canada

“Lessons learned is only the end of the beginning, because the bulk of the work continues with communities and settlement organizations ensuring successful longer-term settlement and integration process for the Syrian refugees”.

As of March 1st, the total number of Syrian refugees resettled in Canada was 26,140. Saskatchewan received and settled more Syrian refugees than Manitoba and though the plan, in terms of timeline and numbers, was ambitious, the new government’s commitment made it possible. Syrian resettlement became a priority and all levels of government, local communities, the public, and the private sector were fully engaged and very supportive. Even the media attention was positive.

When the federal government announced its plan to bring in 25,000 Syrians by the end of December 2015, various government operations across different departments were activated including government operation centres and emergency management systems all across the country. The federal government’s plan for Syrian resettlement was organized into five phases:

• Phases 1 and 2 – Identification and processing overseas
• Phases 3, 4 and 5 – Welcome, longer-term settlement and integration.

Success factors:

• Diversification of private sponsorship – Recruitment of new sponsors, new programs, and new stakeholders (e.g. Groups of 5 (G5), Blended Visa Office Referrals (BVOR), and the Syrian Family Links Program). Various groups across the country began actively encouraging the private sponsorship of Syrian refugees from the onset of the Syrian crisis. The new government’s focus on encouraging private sponsors was also successful in inspiring new sponsorships. Prior to this, BVORs represented only a small portion of the numbers coming to Canada. In addition, the outpouring of compassion and interest from civil society to sponsor and support Syrian refugees resulted in an increase in sponsorship applications. Central processing in Winnipeg saw a spike in applications. To harness this outpouring of interest into sustainable future programming, the department is currently in consultations on developing a strategy on how to reach out to Sponsorship Agreement Holders.
• **Technology** - The department partnered with the United Nations High Commissioner for Refugees (UNHCR) to transfer Syrian files to the department while maintaining necessary security processes and procedures. The UNHCR sent over 60,000 text messages to potential applicants.

• **Partnerships** - Collaborating with international partners enabled streamlined processing. Partners included National Defence, Public Health, the International Organization for Migration (IOM), and the UNHCR overseas. Their support services were tremendously helpful.

• **Security** - Full completion of medicals and security clearances were completed and ensured before travel to Canada. Security was tightened and the security clearances were completed overseas, thus removing the need to hold people in military bases upon their arrival in Canada.

• **Charters** - Transportation was arranged via privately chartered aircraft and military airlift for the initial flights. There were 99 Chartered flights in 86 days. The first flight, a military airlift, was destined for Montreal and Toronto. The other airlines that participated had their costs subsidized. This drastically reduced government’s estimated travel cost.

• **Communication** – Information about arrivals was shared in a timely manner through the government website and media. The communication network put in place by the department has been phenomenal and was made possible by the new government’s commitment to transparency and openness. The Federal Minister of Immigration, Refugees and Citizenship, John McCallum, has done well with media relations, interviews, technical briefings and open conversations with people.

• **Welcome Centres** – These were truly heart-warming places that witnessed collaborations between several government departments such as immigration, customs, airport authorities, Service Canada, and so on, all working together toward a common goal. It required coordination of destination centres, the provinces, and municipalities, and each was remarkable in how well it performed. The provincial governments, for example, did a great job providing leadership on education, health, and social services. Headquarters’ role in planning and preparing has been remarkable.

• **Reception Capacity** – Onward destining of refugees at the matching centre was informed by real-time information from service providers on reception capacity at each location. The mobilization of individuals, corporations, and community-based organizations all contributed to the success of the initiative. Community support and funds from organizations such as the United Way and the Red Cross were significantly helpful.

**Settlement and integration take time and require support:**

• IRCC Resettlement Assistance and Settlement programs address a continuum of needs and priorities;

• Other federal departments focus on affordable housing strategies, employment, public health, and child and family benefits;

• Provinces take the lead on education, health, and social services; and

• Municipal governments deliver key services related to housing, transportation, childcare, recreation, and policing.

**Key challenges:**

• The pace and scale was daunting and exhausting for everyone;
• The high-needs profile of this Syrian population—most have little or no English language ability. English levels range from literacy to CLB level 2; and
• Maintaining support and engagement while worrying about a potential backlash and longer-term integration.

1.2. Provincial Overview
Presentation by Mary Didowycz, Director, Settlement Policy and Programs, Ministry of the Economy

“It was an exciting, challenging and rewarding opportunity to work together with internal and external stakeholders. The passion brought to the project has been phenomenal”.

The province of Saskatchewan implemented a virtual centre, the Refugee Settlement Center, modelled after the emergency operation centre used for the forest fires. Refugee resettlement at this scale was a new initiative for the province. Through the Emergency Operation Centre (EOC), various ministries were consulted via conference calls on how to go about meeting needs.

The model is now being evaluated to identify best practices and is being used in other circumstances. For instance, in La Loche, a school shooting required different ministries to come together to deal with the situation. The Syrian refugee emergency operation model became a viable tool and resource.

One particularly great success was how communities and provincial ministries learned about the services provided by settlement agencies across the province. Many were unaware of these prior to the Syrian initiative. Now, they have begun to understand that this is not necessarily an emergency operation, but rather continuity of services already provided by the settlement agencies. It was a ‘Resettlement 101’ that really helped to educate government officials on how settlement works.

• An opportunity for coordination and collaboration as we worked to ensure that those involved had access to the same information.
• An avenue for learning about the work being carried out by the government and others, including the Saskatchewan Association of Immigrant Settlement and Integration Agencies (SAISIA), and settlement agencies across the province.
• Partnerships begin to develop within ministries in the government sectors i.e. Social service, health, employment, education, housing etc.

Over all, there were more good things that emerged as a result of this process than there were bumps along the way.

1.3. Municipal Overview
Presented by Shannon Hanson, City of Saskatoon Community Development

“Coordination and communication is key.”

It was important for the City of Saskatoon to determine when it needed to help and when to stay out of the way. The City tried to allow local settlement agencies do what they do best while making sure that the City was providing help and support where needed and not putting up roadblocks.
The Syrian Refugee project also provided an excellent educational opportunity to city officials who quickly learned that the settlement organizations are experts in the field. It was a relief to realize that there was no need to re-invent processes. The city took on a role of coordination and ensuring clarity of roles; it was interesting to watch the transition from the initial uncertainty of what to do to a more structured response. The City would like to recognize that the intensity and pace for the frontline settlement staff was overwhelming. That such intensity was maintained throughout the project was laudable.

By and large, the role of the City of Saskatoon was to support the initiative and to do what it could to help coordinate and assist newcomers navigate available systems in the city. An emphasis was also placed on connecting newcomers to the First Nations and Aboriginal communities. SAISIA was involved with some of the community connection efforts toward building a welcoming community through the Indigenous Welcome event for Syrian Refugees hosted in Saskatoon on Wednesday February 24, 2016.

The Syrian initiative has been a great process for the City of Saskatoon, especially in regards to identifying areas of support and the role of the city. Local political support was encouraged and strong back-up and resources were allocated to support the initiative.

The City of Saskatoon performed more back end support than front end involvement. Involvement included:

- Engaging local communities in the areas of communication, awareness, and education.
- Holding information sessions for private sponsorship groups.
- Facilitating communication within the sector and participating in conference calls.
- Providing support in the form of leisure and bus passes for newcomers.
- Coordinating work done by settlement agencies, Sponsorship Agreement Holders (SAHs), the Health Region, School Boards, and SAHs, and the City of Saskatoon Community Development, Immigration office. This brought people together from across the community and clarified what role they could play in the Syrian refugee resettlement process.
- Maintaining an ongoing conversation regarding long-term plan for social integration.

Saskatoon is a welcoming community that can help refugees settle and access necessary services and support.

1.4. Sponsorship Agreement Holders’ (SAHs) Overview

Presentation by Dana Krushel, Mennonite Central Committee, Saskatoon

“The federal government’s focus on private sponsorship and the strong desire to have the Sponsorship Agreement Holders at the table are much appreciated.”

The Syrian refugee resettlement process did not require an emergency response from Sponsorship Agreement Holders given their sponsorship structure and strategy of one family per sponsorship group. Previous to September 2015, the Sponsorship Agreement Holders program had essentially been halted, which resulted in large backlogs and a long waiting list. Following the media attention to the Syrian boy’s drowning death in September, numerous phone calls were received from grassroots individuals looking for information on how to help with refugee sponsorships. It is a strength of the Sponsorship Agreement
Holders to be able to quickly connect people in response to what was happening. Sponsorship Agreement Holders did excellent work of bringing a great number of Syrian refugees to Canada through private sponsorships.

*Sponsorship Agreement Holders’ best practices and opportunities:*

- In Saskatchewan, Sponsorship Agreement Holders are typically ethnic associations and church-based groups. However, because of the trending event and large community interest, community information nights were hosted in Saskatoon and Regina, in partnership with the City of Saskatoon, Community Development and Immigration. Many people attended these community information nights.
- As a result of the strong local interest, a second sponsorship stream was created – the Group of 5 (non-traditional sponsorship constituent). This provided a further opportunity for people to come together to sponsor refugees. This has been a more difficult process, but people have been getting into the process quite quickly. Fifteen community groups across Saskatchewan are privately sponsoring families in conjunction with the Mennonite Central Committee. Presently, 30 groups are in the process or waiting for their families.
- Training is important to the long-term sustainability and settlement for newcomer families. Adequate training also prevents sponsorship group burn out.
- The Syrian initiative provided opportunities to work with many new people that had never before been engaged.

*Key challenges:*

- Sponsorship groups administer everything (language, employment and settlement in rural areas) and need to know the specifics of available services in order to connect with them.
- Sponsorship Agreement Holders are largely run by volunteers and managing liability can be a challenge and a lot of money needs to be directed toward volunteer services.
- There have been delays in many refugee settlement cases. Some apartments were rented for refugees who have not shown up.
- Refugees arrived with limited understanding of what it meant to be privately sponsored and wanted to be, for example, at the hotel with the government assisted refugees.
- Processes and waiting periods were completely changed from how things worked in the past, which presented a challenge in terms of managing expectations and assumptions.

1.5. The Saskatchewan Settlement Sector’s Overview

1.5.1. YWCA Prince Albert

*Presented by Ashley McLean, Manager, Settlement Services, YWCA Prince Albert*

“We experienced tremendous local partnerships which led to successful planning and delivery.”
Best practices and opportunities:

- A partnership with the Travelodge and a local car rental company made the arrival process easier. There were many trips back and forth from the airport, and this support and collaboration made the process run smoothly.
- The Syrian initiative provided an excellent opportunity to grow a strong volunteer base. Prior to the initiative, there were not many people involved in the settlement service delivery in Prince Albert. With the Syrian initiative, a great number of people called the settlement office and asked questions about how they could help. Two back-to-back volunteer information sessions were hosted resulting in over 200 volunteers signing up. More than half of these are currently actively engaged. Some of the volunteers have committed to mentoring and supporting non-Syrian families that may arrive in Prince Albert in the future. Those who have not yet been engaged are being kept on hold for future needs.

Key Challenges – unique because Prince Albert is neither rural nor urban

- The delay of start-up cheques delayed all other processes and meant that clients were in hotels much longer than they could have been.
- The shift from video orientations to in-person orientations added hours to the day and was a drain on resources.
- The Syrian group dynamic was something previously unknown. Syrian clients tend to congregate in groups, compare notes as a group and even prefer to deal with settlement counsellors as a group.
- The difference in services available to help Syrians versus non-Syrians is challenging. There has been great support and donations for Syrians. However, providing donations to only one group of clients poses a challenge. There is a need to discuss how to redirect the focus of donations to ensure equality among clients.
- The location of the daycare was far from the main office. A solution was found for this problem by having a daycare worker escort children to and from the central location by bus.
- Managing the high demand for health care is challenging. In addition to immunizations, dental hygiene, and dental screening, and regular health appointments, health care personnel are eager to refer clients to specialists.
- A lack of engagement with cultural associations and religious groups presented challenges in the beginning.

A word of advice: “Don’t try new things when you have a tried and tested method in place.”

1.5.2. Moose Jaw Multicultural Council

Presented by Stefanie Palmer, Executive Director and Lauren McTaggart, Settlement Services Manager, Moose Jaw Multicultural Council

“Lots of existing community partnerships have been strengthened.”

Best practices and opportunities:

- Designation of Area Leads early in the project planning. Instead of the traditional method of assigning families to one settlement worker, with the Area Lead model, a staff member was
given the lead in a service area and support team. This approach helped to avoid duplication of services, and allowed for better planning, coordination, communication and service delivery. Settlement team area leads met regularly to discuss how the day would go, ensuring everyone got to their appointments, identified potential problems, and strategized on how to resolve challenges. Area leads consisted of:

- Transportation and housing
- Health and medical
- Education, including language assessment, LINC, and daycare
- Donations management
- Forms and documentation
- Banks and utilities
- Orientation and social connections
- Volunteer management

- Introduction of a rotational on-call weekend staff schedule for travel to and from the airport in Regina prevented burn out and guaranteed time for staff to focus on their family. Also, this provided the opportunity for more staff members to gain experience and involvement in the settlement process thus fostering a stronger team.

- Mobile homes instead of hotels for temporary accommodation alleviated stress on clients as they were not confined in hotel rooms, and children had more room to play.

- A partnership with the Salvation Army and the I will Help Moose Jaw Facebook page helped with donation management. All donations went to the Salvation Army to support the Syrian families, which alleviated staff responsibility in this area and nurtured partnerships with local community organizations that continue to flourish.

- A 15-passenger van was donated as a result of this initiative. This is the permanent property of MJMC, and is branded with the MJMC logo.

**Key Challenges**

- The management of medical needs was more than the one staff member assigned to this task could handle. Health care needs were very high and involved more than one clinic.

- Managing the role of partner agencies. Although everyone wanted to help, they each felt that their agenda was the most important. For example, primary health, public health, and nutrition each had a list of things they ‘needed’ to do immediately. Assigning specific days for clinic visits and laboratory work could have helped.

- Privacy concerns around medicals prevented holding group sessions, which would have helped streamline the many back-to-back travels made by the public health nurse. Meetings were held with health officials to discuss gaps and cultural sensitivity issues, ways to address these issues, and determine best practices.

- The logistics of how to transport families with young children who require many car seats for groceries and other needs was really difficult, and there was always competition for the car seats. The good news is the newly donated 15-seat van was a positive outcome and solution to this challenge!

- One single non-Syrian individual arrived amidst all the Syrian arrivals. Dealing with this situation and ensuring the client was not left alone was challenging as this client felt different from other clients who all had families and shared the same cultural values.
• Planning for clients who never showed up or having clients destined for Regina showing up in Moose Jaw was challenging. In the end, it all worked out.

1.5.3. Regina Open Door Society

Presented by Getachew Woldeyesus, Settlement and Family Services Manager, Regina Open Door Society

“Special thanks to all those involved in the project at different levels, including Service Provider Organization staff, Sponsorship Agreement Holders, Cities, Municipalities, Province, and IRCC local, regional, and national officers. It has been great team work!”

Best practices and opportunities:
• In the early planning process, Regina Open Door Society offered to take 800 Syrian refugees. Four hundred arrived, which was no problem at all.
• The website was revamped to include advertising for volunteers and housing support. Within a week, about 400 housing units were made available. Various organizations, including the airport authority, offered to help. Over 200 locals offered to volunteer.
• To harness the high media interest, a media email list was created specifically for press releases, technical briefings and media correspondence regarding the Syrian initiative.
• Regina Open Door Society coordinated its efforts with various organizations and bodies:
  o City of Regina: The City supported efforts with city transit buses.
  o The Emergency Operation Centre, a virtual site created by the Province: worked toward successful program delivery on the Syrian initiative, especially with regards to volunteer management, housing, and security.
  o Donations were coordinated through the Salvation Army, except for the donation of sanitary supplies, which were coordinated through the Food Bank.
  o The Regina Police Service was actively involved as well.
  o The Regina Open Door Society coordinated daily briefings and regular sector meetings with the school board and the community, built strong partnerships with the community, and facilitated health assessment needs. The school board is very engaged in the settlement process.
• Regina Open Door Society staff focused programs on Syrian families and organized activities at the hotel. A clinic was opened in the hotel as needed.
• Summer programs are being planned for youth and family.
• The involvement of the private sector and the community has allowed RODS to build capacity within its agency. For example, $40,000 was donated by the Co-operators to offer employment programming for Syrian refugees. Some high school students raised $60,500 in support of English Language classes. Also, there was a Community Foundation initiative to support housing transition for clients with severe health needs.

Key Challenges
• The extensive media attention meant also that the general public was scrutinizing the agency. Therefore, managing public relations became a very important task for the agency.
• There is a need for additional efforts being put into public education so that the wider public feels comfortable living in the same community and neighbourhood as Syrian refugees.
• Need to examine how to sustain public interest in order to continue benefiting from their goodwill and support. At the same time, there is a need to try to shift the attention of Canadians toward helping other refugees, not only Syrians.
• Managing the expectations of other sectors and clarifying roles were challenging: Public Health and Health Region, for example, want to conduct health assessment in the next three months. This is taxing on agency staff and interpreters and difficult to balance with the existing resources.
• It is challenging to grow the capacity of organizations in order to be able to provide ongoing support such as summer programs for youth. The number of Syrian youth who would benefit from summer programming is very high. Regina is confident that they will be able to offer comprehensive summer programs. Local partners have been engaged and discussions are underway on how to make this happen.
• Dealing with clients’ expectations is, in itself, a challenge! As a result of receiving many gifts upon their arrival, some clients feel entitled to continue receiving such things. The challenge is how to shift them toward independence and self-reliance.
• It can also be challenging to align newcomers’ needs with a service provider’s viewpoint as to what is in the client’s best interest. For instance, a newcomer may feel the need to begin work immediately whereas the service provider may feel that learning English needs to happen first. Finding a balance between employment and language is important.

1.5.4. Saskatoon Open Door Society

*Presented by Ali Abukar, Executive Director, Saskatoon Open Door Society (SODS)*

“SODS was confidently able to deliver services because of staff expertise, competence, and years of experience in settlement services.”

**Best practices and opportunities:**

• Strong volunteer management in response to the huge interest in the community to support the Syrian refugee resettlement process. For the first time, Saskatoon Open Door Society had a volunteer wait list. Information and orientation sessions were held regularly for volunteer engagement in the community.
• Donations were managed by the agency with support from community organizations and individuals. Volunteers were scheduled to assist with sorting of donation items and the private sector donated storage space.
• The use of three hotels for initial accommodation and the donation of hotel space for orientations and services.
• As a way to address pressing needs for youth programs, the community connections team started coordinating children and youth activities while families were still at the hotels. Other programming areas such as SSWIS also conducted orientation and information sessions at the hotel that worked well.
• For permanent accommodation, a strong partnership was developed with some housing agencies in the city thus facilitating quick access to permanent housing.
• The school board assisted with group assessment and registration
• The Airport Authority was also very supportive and allowed Saskatoon Open Door Society staff to go into the restricted area to prepare Syrian families for the media.
• Officials from the City of Saskatoon were also involved in media management and control. Some were present at the airport to meet the families in separate rooms that had no media coverage.
• Other processes in place with partners in the community were very helpful in facilitating the Syrian refugees’ settlement process.

Key Challenges
• Managing the media and the expectations of the Syrian refugees was challenging.
• Managing the overwhelming support and donations from the community was a challenge. The agency had to say no to some donation items as they did not meet donation requirement criteria.
• Community backlash: staff in the community program are beginning to notice anti-immigrant rhetoric, especially from members of low-income families in the same community where Syrians reside. The special treatment being given to Syrian refugees is stirring up hatred for immigrants in general.
• Delay in the process of providing additional funding to facilitate needs assessment and language training as fast as possible. It takes time to get staff and teachers for language training. Therefore, it is important that funds are made available as promptly as possible for quality service delivery.
• Overkill in terms of reporting requirements and feedback on top of all the work that was being done, including the weekly and daily calls during the early stages of the initiative.

1.5.5. Global Gathering Place
Presented by Lori Steward, Community Relations Manager, Global Gathering Place

“The Global Gathering Place’s success in this initiative stemmed from aggressive volunteer recruitment and training sessions in addition to developing strong partnerships and maintaining a separate database for Syrians.”

Best practices and opportunities:
• The use of volunteers: All volunteers received full orientations and had their criminal records checked. Volunteers were matched to appropriate situations and tasks as needed.
• Many interpreters were recruited and given full orientations to ensure they had proper knowledge of what is expected of them and confidentiality agreements, with emphasis on task-needs alignment.
• Heavy recruitment of Arabic speaking staff and volunteers helped in client service. Agencies and individuals from health sectors came in and made presentations, using Arabic speakers.
• For donations: specific list of needs was set up and communicated to the community. That way, there was no need for storage or of discouraging the community from donating.
• Life Skills workers were coordinated through data management and value stream mapping – dividing the city into areas where clients reside, giving each life skill worker an area of focus to maximise efficiency of program delivery and reduce travel time.
• A separate database for Syrian refugees included information on health information and medical appointments. This made daily planning easier.
• Presentations were delivered in group sessions, and followed up with one-on-one presentations as needed.

Key Challenges
• In terms of Programming: clients came in with large families with many children, low levels of English language, and low literacy levels. This presented a challenge, and staff had to make adjustments in the ways they worked with these newcomers. A call out was made for volunteers for child-minding and interpretation. The church hall, which is connected to Global Gathering Place by a pass-through, provided additional space for sessions and child-minding without additional cost.
• Some clients received their support payment late. This impacted life skills training outcomes, as many clients didn’t have money in their bank accounts to be able to take part in hands-on training on grocery shopping, buying bus passes, etc. Global Gathering Place was however flexible in their service delivery approach to manage the situation.
• With the high number of moms and children, Global Gathering Place felt that young mothers should not be isolated, so moms and babies’ programs were organized.

1.5.6. Language Assessment and Referral Centre
Presented by Renata Cosic, Coordinator, Language Assessment and Referral Centre, International Women of Saskatoon

“Setting aside one day for Syrian refugee assessment worked very well.”

Best practices and opportunities:
• A specific day of the week was set aside for client intake. Child-minding services were offered on this day.
• Language assessments have been completed for all Syrian refugees. So far, a total of 124 assessments have been completed for 2015/2016, and about 85 children received child-minding services while their parents were being assessed.
• Overall, the coordination between Saskatoon Open Door Society and the Language Assessment and Referral Centre went really well.

Key Challenges
• Challenges include clients not showing up for assessment appointments.
1.5.7. Saskatchewan Association of Immigrant Settlement and Integration Agencies
Presented by Beulah Gana, Director, SAISIA

“Saskatchewan Cares! The people of Saskatchewan went above and beyond.”

Best practices and opportunities:
- Saskatchewan Cares is a platform for information sharing and a means to sensitize, mobilize, educate and engage Saskatchewan people in the Syrian initiative. There was great participation and support from member agencies, 211 Saskatchewan, United Way Saskatoon and the City of Saskatoon. Efforts are being made to engage other refugee reception cities across Saskatchewan.
- Weekly calls have been beneficial in fostering engagement, collaboration and information sharing. SAISIA will continue to promote collaboration and partnerships.
- A service map of each of the centres has been created and uploaded on the Saskatchewan Cares website. The Syrian Settlement Dashboard is also an outcome of this central coordination of settlement needs assessment in Saskatchewan.

1.5.8. General Discussion on Successes, Best Practices, Opportunities and Challenges

Move-out Reports: What can we do in Saskatchewan to ensure local officers receive timely move-out reports?
- Coordinate with settlement officers and clarify any missed component on the move-out reports.
- Make it a policy to set a certain time frame for providing move-out reports.
- Send a confirmation that the move-out report has been received.
- Set a service standard as to when a client’s move-out cheque will arrive.
- If IRCC sets a standard for report submission, there also should be a follow-up reminder to the agencies.

New Staff: Was it challenging to train new staff within the short time frame of the project?
- There wasn’t enough time to conduct separate training, so new Resettlement Assistance Program staff were paired with experienced staff to start.
- The lack of a written manual was a challenge. Providing notice of about six months prior to project commencement would have helped a great deal, especially when trying to adjust the level of available funds. Practicum social work students were of great assistance.

Boards of Directors: What were the reactions of board members to things like the moving funding target or delays? In some jurisdictions, it was reported that board members were uncomfortable with the process of funding and the delays. Was it a challenge at any point?
- Board members have been very supportive.
- Board members were sensitive to criticism on Facebook.
- Some board members assisted with media relations.
- In general, the key to gaining the board’s confidence is regular briefing.
2. **New Partnerships Developed as a Result of the Syrian Initiative**  
*Discussion facilitated by Getachew Woldeyesus (SAISIA) and Marie Louise Bourdeau (IRCC)*

**Discussion Questions:**
- What are examples of newly formed partnerships?
- What are the next steps needed to sustain these partnerships (new and old)?
- How do we encourage and strengthen these partnerships?
- What are the pivotal needs of frontline workers in maintaining partnerships?
- Shared clients, shared concerns/issues/problems.
- How do we work together for a client focused and centered result?
- What is the role of funders?

2.1. **Provincial Ministry of the Economy**

*Provincial Emergency Operation Centre for Syrian Resettlement.*
- It was a great means of linking with various ministries, departments, municipalities and sectors.
- It fostered communication across the province and with Ottawa.
- There were some bumps in the beginning – regarding clarifying roles and responsibilities, and timelines.
- Communications and information sharing happened at such rapid and fast pace for Saskatchewan. Over time, communication got better with the federal government and a partnership developed as a result of this.
- Partnership with the Government of Canada was strengthened with a delegation from the Province joining the conversations in Ottawa on operations.
- It would have been good if delegations were also sent from the settlement sector to participate in the operations conversation.
- The Emergency Operation Model is being used in managing emerging crisis with reported positive outcomes.

2.2. **Settlement Sector**

2.2.1. **YWCA - Prince Albert**
- Established a stronger partnership with the Red Cross, which is providing some funding for youth summer programming. This is fairly new in Prince Albert.
- Space is a challenge in Prince Albert. However, the Anglican dioceses of Prince Albert provided church space for events whenever the need arose.
2.2.2. **Saskatoon Open Door Society**

- Avenue Living Housing Agency: Early on in the settlement process for Syrian refugees, the Avenue Living Housing Agency was eager to participate and wanted to contribute financially and gave a donation to support programming.
- Saskatoon Open Door Society encountered a challenge with CIBC bank with regards to opening accounts for Syrian refugees owing to the bank’s policy on client’s country of origin. Scotiabank, however, stepped up to the challenge by opening bank accounts for clients. The bank made presentations at the hotels and offered group services for opening accounts. Presentations were offered in Arabic, and Arabic-speaking staff were fully engaged in providing client services. Scotiabank also made donations to settlement agencies all across Canada in support of the Syrian initiative.
- Westside Community Centre provided space for all space needs. Also Queens House of Retreat provided workshops and space. Swadesh Restaurant provided food for all programs.

2.2.3. **Global Gathering Place**

- A partnership that included Global Gathering Place as well as private physicians and paediatricians, the Saskatoon Community Clinic, the Saskatoon Health Region, the College of Medicine, Public Health, the Saskatoon Community Clinic and the Saskatoon Health Region (Primary Health, Public Health, Mental Health and Addictions, etc.), College of Medicine, and the Saskatoon Open Door Society assisted greatly in meeting the health care needs of the Syrian refugees given the high health care needs of this population.
- The Partnership opened a Refugee Health Clinic during the period that helped to attend to refugee medical needs. Global Gathering Place coordinated with Saskatoon Open Door Society to get people to the clinic.
- All clients received vaccinations, laboratory work, health assessments, and were matched to a home physician for follow up. It is hoped that this partnership can continue into the future.
- Now that the Syrian refugee initiative is over, the agency is looking for a more permanent clinic beyond the Syrian project.
- Global Gathering Place continues to work with faith groups, schools, and community-based organizations to provide education about refugees and newcomers.

2.2.4. **Regina Open Door Society**

- Enjoyed strong corporate partnerships with corporations such as SaskPower, SaskEnergy, and SaskTel. Representatives from these corporations were willing to meet and were flexible with forms and assisted with group processing.
- Strengthened community partnerships with primary health, public health, refugee clinic, dental clinics, and are currently looking into mental health needs.
- Regarding housing, landlords have been very supportive.
- In terms of community connections and summer programming, educational institutions such as Saskatchewan Polytechnic and the University of Regina are running summer programs for children and youth. They also provided work placements and practicums.
- The City of Regina was also actively engaged in the process and would like to keep that up.
2.2.5. **Moose Jaw Multicultural Council**

- The Moose Jaw Housing Authority was able to accommodate large families.
- Red Cross provided money to expand the summer program and babysitter support.
- Salvation Army helped in the coordination of donations, which was beyond the capacity of the agency.
- By and large, regular community partnerships were rekindled and strengthened.

2.3. **Partnership Strengthening and Sustainability**

- **Ensure adequate resources:** Resources and time are important to sustaining partnerships. For example, strengthening partnership with the health region, especially in regards to mental health is very important. However, sustaining such partnerships consumes resources and time. The Global Gathering Place has a program called PATH (Providing Access To Healthcare) that is well positioned to do this, but lacks staff resources for effective service delivery – only 1 individual staffs the program. Considering the volume of direct client work, and various partner agencies involved, it becomes necessary to have additional staff for this particular job.
- **Remain Flexible:** It maximises resources when there is flexibility in regard to the funders’ mandate whether provincial or federal, especially in regard to space sharing and programming. Some partners may have money, just enough to do activities but not enough to pay staff. However, funders want their name on the project. It is important, therefore, to accommodate partnership flexibility in order that an agency may utilize its staff who are being funded by one funding partner to achieve additional success in a program being funded by another partner. Such an approach supports achieving common goals and facilitates getting more output from the staff position.
- **Encourage Open Communication:** There is the need to have ongoing conversation with partners, considering that the process of developing relationships requires lots of players and various processes of engagement.
- **Clarify Expectations:** It is important to have clear conversations with funders in regards to expectations and objectives. For instance, some funding partners may want a certain contribution from a settlement agency in support of a particular program. E.g. settlement agency may be asked to cover the cost of interpretation for a program. It is necessary to have a clear and well defined program scope to ensure that needs align with available resources.
- **Maintain Flexible Hours:** Find ways to accommodate flexible hours for settlement staff in order to work with the availabilities and timing of volunteers. Facilitate volunteer training and information sessions to avoid misinformation and disconnect in service delivery.
- **Maintain a Balance between Service Delivery and Client Needs:** Devise the means to balance service delivery in concert with client needs. Some clients prefer interpretation service from an insider, while some do not; however, it is important to manage clients’ expectation by giving them prior information on what to expect, including interpretations and family support services.
- **Create Means for Feedback:** Develop a feedback loop where refugees can provide feedback to the agency; this will help to identify services being provided by other agencies and avoid repetition.
2.3.1. Engaging Ethno-Cultural Communities and Groups

- **Identify and Engage Existing Groups**: Identify existing groups in various communities; engage them in planning and coordination efforts; and engage them in the communication process, especially in regards to places of worship and social networks. Local immigration partnerships could play an important role in this regard.

- **Recruit Volunteers from Ethno-Cultural Groups**: Engage religious and ethno-cultural groups in the volunteer pool. Engage people from other cultures in the welcoming process, not only those of the same or similar cultural background, in order to encourage culture sharing.

2.3.2. Parenting Programs and School Boards

- Saskatoon Open Door Society runs a parenting program in partnership with Saskatoon Family Services. The agency is currently in discussions with the Ministry of Social Services to expand these programs.

- Ongoing Parent-Aid Programs are linked to Schools, Ministry of Education, Ministry of Health, and Family Services. Programming has community engagement and expectation management built in. There is the need for the province to support this effort in local communities.

- Mental health is a huge concern in various communities, and will require careful coordination.

- There should be a form of push from the provincial level to various partners, on the importance of providing services to mutual clients.

- The Settlement Workers In Schools [SWIS] program is very strong, and there is an ongoing conversation for new programming in support of families.

- Regina Open Door Society runs programs such as *Kidsfirst*. The program is structured such that there is a child psychologist, a speech pathologist and social worker who work closely in terms of program delivery. *Nobody’s Perfect* is another program being delivered in connection with the Ministry of Social Services. It’s an alternative to violence program developed in conjunction with a local judge.

- In regards to the school board, Regina Open Door Society have made a lot of progress, especially in ensuring that the role of Settlement Workers In Schools are not confused with those of Teacher Aids, as the former are placed in schools to support students in their families.

- Build and maintain partnerships by engaging federal and local politicians, as well as citizens and the general public, provincial governments and municipalities.

- There is an emerging concern that a lot of people are not well informed that newcomers are Saskatchewan residents. As such, some people in various communities across Saskatchewan are beginning to express concerns about costs associated with the Syrian refugees. There is a need to educate the general public that newcomers, including Syrian refugees, are Saskatchewan residents and deserve settlement services as well as the full range of services available to any resident (e.g. health, education, social services).
2.4. **Summary on How to Engage Partners**

- Ensure that pre-arrival planning takes place
- Educate general public, media government, etc. on the resources for refugee support already in place and the experience of the settlement sector
- Ensure sufficient resources for partnership sustainability
- Funders should be flexible about using resources to achieve common goals
- Funders should provide clear expectations and objectives
- Engage in honest dialogue and open communication among funders and settlement providers
- Engage diverse ethno-cultural groups in volunteer recruitment coordination and planning
- Work with banks, post-secondary sector, municipal governments and corporate sector, but define clear roles for different organizations
- Create mechanisms for ongoing feedback and evaluation

3. **Connecting the Dots – Bridging Relations with Private Sponsors**

*Discussions facilitated by Susan Coughlan (IRCC) and Dana Krushel (MCC)*

**Discussion Questions:**

- What are we doing that is working well? What can we do to be proactively engaged?
- How can we make it work for all, including small groups and centres?
- What does it look like being inclusive? Way forward - Future plans?

“The information of private sponsorship does not trickle down to frontline workers. When people talk to frontline staff, there is a gap in education; there is a disconnect. In essence, education is key. Sponsorship agreement holders are not seeking services, but they are seeking a relationship and knowledge on both sides.”

- Dana Krushel

The Syrian refugee project presented an exciting opportunity for Sponsorship Agreement Holders to increase public participation and partnerships. There has been a huge outpouring of sponsorship interests from the public at the onset of the Syrian crisis, which peaked after a photograph was circulated world-wide in September 2015 of a 3 year-old Syrian boy found dead and washed ashore on a beach. Private sponsorship is based strongly on partnerships. The Syrian initiative has deepened those partnerships and there is an improvement in how often Sponsorship Agreement Holders are being invited to the discussion table.

Most settlement agency staff seem to be unclear as to what private sponsorship entails; it is important to define what private sponsorship is. Private sponsorship is a whole different system that does things differently from settlement agencies. Sponsorship Agreement Holders would like to provide education to the settlement sector as to how its business is run.

**Private Sponsorship in a Nutshell:**

1) The first stage of private sponsorship starts with people calling and wanting to sponsor refugee families. There are two available options:
a) 1st option is called ‘A named case’ – individuals wanting to sponsor will be responsible for 12 months’ settlement financial support for the sponsored family.

b) 2nd option: Blended visa office referred – a list of people that comes out every two weeks that sponsors can request. In this program, the UNHCR identifies the refugees, the Government of Canada provides up to six months of income support through the Resettlement Assistance Program (RAP), and private sponsors provide another six months of financial support and up to a year of social and emotional support.

2) Sponsorship Agreement Holders then require the sponsoring group to sign a memorandum of understanding with IRCC, complete police checks including the vulnerable sector search, and obtain liability and vehicle insurance. Insurance is also required from community and faith groups.

3) Sponsorship group then must wait for a case, which can be quite long because there is competition from groups all across Canada.

4) The sponsoring group then starts to prepare for their sponsored family. Preparation includes getting an apartment ready and making a settlement plan.

5) Sponsorship Agreement Holders will hold an orientation presentation.

6) Upon arrival, in Saskatoon, clients are referred to available services within the community and to settlement agencies such as Saskatoon Open Door Society or Global Gathering Place.

**Settlement Services for Privately Sponsored Refugees (PSRs)?**

- PSRs are not eligible for the Resettlement Assistance Program – RAP, a 6-week program for Government Assisted Refugees only. RAP includes airport reception and pickups, temporary accommodation, start-up check assistance for permanent accommodation etc.

- PSRs are eligible for all other settlement services including language services, employment services, needs assessment, as long as they have a valid PR number. However, this is not always clear to sponsor groups or settlement agency staff, and community groups and Groups-of-5s (GSs) consider it a failure if their families have to seek settlement services.

- Private sponsorship agreement holders need to have an education session and conversations about eligible services, how to bridge the gap and work together. Suggestions include:
  - Clarify available services; what PSRs are eligible and not eligible for. There is need for clarity about what the settlement sector can offer.
  - Make schools aware of what services are provided at settlement agencies that are available to PSRs.
  - Strengthen linkages with the Sponsorship Agreement Holder community.
  - Create an opportunity to rekindle partnership with Refugee Sponsorship Training Program.
  - Provide smoother access to agency services and service knowledge. One person at each agency should be designated to connect with private sponsors.
  - Have Newcomer Gateways link Sponsorship Agreement Holders to services within the community.
  - Invest resources such as training into the sponsorship agreement holders.

- SAISIA could also play a role in fostering interagency connections between Sponsorship Agreement Holders and settlement agencies at the provincial level, so as to ensure information sharing and connection across the network. This is very important for smaller communities where there is no physical presence of a gateway centre or settlement agency. Outreach coordination through SAISIA in conjunction with the Saskatchewan Cares platform.
4. Resettlement Assistance Program

Discussion facilitated by John Biles, IRCC

Throughout the whole process of the Syrian refugee resettlement, a lot has been learned. Key pieces including conference calls and the dashboard facilitate ongoing conversation with all the players in settlement services, and help to ensure the right governance structure is in place in Saskatchewan going forward.

Discussion Questions:

- Do we want to continue with the conference calls? If yes, how often? What governance structure is considered appropriate? What communication line is preferred?
- Should the dashboard continue? If yes, how? Should it be limited to the Syrian refugee or expanded to other refugees? Are there elements that need to be refined, dropped or continued? Determine what could be obtained from the use of the dashboard.

4.1. Conference Calls and the Dashboard

Conference Calls

- Consensus that monthly conference calls should continue for the next 4 months and then transition to quarterly calls.
- Syrian RAP calls enable agencies to have more clarity on the process and give voice to individual agencies.
- Calls foster inter-agency relations. However, how often the calls are coordinated should take into consideration events and happenings in the settlement world.
- When conference calls eventually transition into quarterly calls, information sharing can go on simultaneously as necessary.
- Conference calls will remain specific to Syrian Resettlement Assistance Program for Saskatchewan until it becomes clear what the project will look like post Syria.

4.2. The Dashboard

- Recognition of the value of the Dashboard and a desire to retain it.
- Tracking Syrian cohort is important, but could be broadened to include all refugees landing in Saskatchewan.
**The Dashboard**

- The dashboard – a medium for keeping everyone informed about the population, needs assessment.

**Review of the dashboard components – what to keep, what to remove**

<table>
<thead>
<tr>
<th>Slide</th>
<th>Title</th>
<th>Comments: (Keep, Remove or Other)</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Refugees arrivals</td>
<td>Keep</td>
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</table>
| 2     | Saskatchewan refugee destination – based on landing. | keep  
Include non-Syrian information for comparison |
| 3     | Transition into permanent accommodations | keep  
- Must track move out!  
- Figure out when move out reports are due; there will be a reassessment of resettlement. |
| 4     | Syrian age categories. | Need to breakdown the age categories.  
- Age category breakdown is important and relevant even to the school system and for employment programs.  
- Agencies to communicate with SAISIA in regards to age bracket consistency, and SAISIA will communicate this information with IRCC |
| 5     | Family size of arrivals | Keep  
very valuable, include the percentages |
| 6     | Language assessment summary. | Keep  
- It would be appropriate to include information on whether certain language learners need special accommodation due to disability. This is would be an easy feed into the dashboard.  
- Ensure to get language assessments as fast as possible in temporary accommodation, or shortly thereafter. |
| 7     | Location Specific Language assessment results | Keep  
- Refugee status is also important |
| 8     | Saskatchewan language waitlists | Keep  
- There is the need for a benchmark in respect of trend analysis.  
- Report to be broken down into communities that deliver language services, and to include refugee status. |
| 9     | Saskatchewan needs assessments | Keep |
| 10    | Saskatchewan aggregate needs assessments | keep |
| 11    | Narrative Updates | - This slide has too much information.  
- There is a need to do more work on actual needs  
- Working Groups to review slide and propose what should be or shouldn’t be on the slide. |
<table>
<thead>
<tr>
<th></th>
<th>Case management</th>
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</table>
| 12 | Case management | Needs more work  
- Working Groups will work to determine how to populate this slide |
| 13 | Community connections | Needs more work  
- Working Groups will work to determine how to populate this slide  
- This piece is important in terms of enabling employment and language. |

Family issues (slide 13) | Remove |
5. **Spatial Analysis of Immigration and Settlement Patterns in the Western Region: Immigration Research West Project**  
*Demonstration by Jason Disano, University of Saskatchewan*

The Geographical Information System (GIS) maps immigration and settlement patterns across Manitoba, Saskatchewan, Alberta and British Columbia. The online portal contains useable data for Western provinces and could easily be expanded to cover the rest of Canada. It provides easy access to online data that can be used for different purposes.

5.1. **Potential uses:**

- **Orientation:** educate staff and others on important immigration and settlement patterns
- **Presentations:** produce and prepare presentations in support of funding
- **Reports:** produce reports, including reports for funding agencies

5.2. **An Overview of Data Contained in the Database:**

- Data comes from a number of different sources including IRCC, immigration reports from Western Canadian provinces, and Statistics Canada.
- The data was used to create a variety of scales for the portal. There are a number of data sets available at different scales.
- There is data from the years 2002 to 2014. The most recent data is from 2012 to 2014.
- There are 8 categories of available data
  - language,
  - employment,
  - education,
  - age and gender,
  - entrance class,
  - ethnicity,
  - country of origin, and
  - community of destination.
5.3. **Introduction to the Product**

- System currently contains 50 census variables from the eight data categories previously identified
- Data is capable of producing more than 2500 unique maps including heat maps, dot maps, bar chart maps, pie chart maps. Maps can be converted to pdf.
- The tool works with major web browsers such as Firefox, Chrome, Safari, and Explorer.
- A variety of built-in features give users a sense of what different things do on the screen. Bookmarks can be used to select different communities. It is a very intuitive platform.
- The tool is customizable and can quickly change visuals from a pie chart to bar chart as well as provide a high overview level of data which gives a sense of all data that you can be produced online. Users can also click on links to bring up data based on lists.
- If working with a particular variable, it is possible to narrow in on that variable. It is also easy to add data according to a desired year, so data can be built and maintained.
- Additional variables and subsequent years of data will be incorporated as available.

5.4. **Next Steps**

Some minor bug fixes and updates are in progress. The project team hopes to incorporate support for various web browsers and mobile devices. People are encouraged to test the tool and make suggestions for improvements. There is a need for additional data collection, which will require partnering with IRCC.

6. **Taking Stock of Our Environment**

*Panel Presentation*

Panelists:

1. **Federal Government** - John Biles, Immigration, Refugees, and Citizenship Canada
2. ** Provincial Government** - Mary Didowycz, Ministry of the Economy
3. **Municipal Level** - April Sora, City of Saskatoon and Carol Brouwers, Regina Local Immigration Partnerships
4. **Saskatchewan Settlement Sector** - Ali Abukar, Saskatoon Open Door Society
5. **Private Sponsorship Agreement Holders** - Dana Krushel, Mennonite Central Committee

6.1. **The Federal Government’s Environment**

*John Biles, Immigration, Refugees, and Citizenship Canada*

Three key areas are important when considering settlement services in Saskatchewan. These are:

1. Levels
2. System approach
3. Money

- From the levels perspective, the department recently made an announcement of its commitment to bring 300,000 newcomers to Canada, which is the highest since the First World
War. There are a high percentage of refugees in the mix. Although the focus has recently been on Syrians, the department is equally committed to bringing in people from other parts of the world including Turkey, Colombia, Eritrea, etc.

- These high numbers require a systems approach as the needs are, and will continue to be, more than the dollars available. Through the Syrian refugee resettlement project, certain lessons have been learned from tracking this large group that came in over a very short period of time. There is a much greater need for settlement service delivery through a comprehensive system approach to identify newcomer needs and proper allocation of funds.
- The systems approach is driven by need. Hence it is important to capture needs in alignment with newcomer requirements. The department is working hard with partners in the research community to capture aggregate needs beyond this specific group of newcomers. Studies reveal that 60 per cent of newcomers never see the inside of settlement agencies. This means certain individuals in dire need of services, unfortunately, are probably left out of settlement services.
- The sector must work together to ensure:
  - Early needs assessments.
  - Client-focused investments.
  - Better outcomes are recorded for those who seek services earlier on.
- The department’s ability to request more funds directly depends on its ability to demonstrate how previous strategies have worked and what the outcomes of service delivery are. IRCC spent $600 million on settlement services outside Quebec. Any business case for incremental funds would require: 1) evidence of need; 2) good stewardship of funds; and 3) demonstrated outcomes.
- Program evaluation is going to be critical in funding decision making. There is a RAP evaluation under way with a Settlement evaluation set for next year, with a large-scale client survey.
- Every three years, there is an internal audit of settlement. Components are driven by basic data entry as there is the need to identify how many clients access available services. Focusing on outcomes is critical to funding. The question is: How can success be measured, in regards to whether or not each agency is reaching expected success?
- The department intends to revisit call for proposals submissions, using what was received in 2015. There is a need to get iCARE up-to-date, as this information will be used to measure organizations’ performance and determine whether or not there is justification for additional funding.
- “Face to face” meetings will be critical for IRCC’s work with the sector. The department will pull together all settlement service provider organizations in each prairie jurisdiction for a “face to face” conversation, and through the umbrella organizations, agencies are to communicate agenda items they will like to see at such meetings.

6.2. Saskatchewan Provincial Government Environment

Mary Didowycz, Ministry of the Economy

- Historically from 1996 to 2005, immigration in Saskatchewan was stable, and has increased substantially, by 256 per cent, between 2007 and 2015.
- Immigration is the key driver of population growth in Saskatchewan.
Within all immigration categories, Saskatchewan’s 5-year retention rates are improving as a result of the great work being rendered by settlement agencies and job placements for newcomers.

Saskatchewan performed best in the economic class of immigrants with a retention of 92%, refugee class 83%, family class 82%. More and more refugees are staying in Saskatchewan as compared to previous years.

From January 2016 to February 2016, Saskatchewan received 881 refugees – mostly Syrians. There is an ongoing plan to resettle another 398 refugees between March - December 2016, to bring the total to 1,279 GARs as opposed to the annual average of 400.

Saskatchewan’s commitment for admissions through the Saskatchewan Immigration Nominee Program (SINP) remained unchanged for 2016. The Province is considering 5,500 nominations (number includes only principal applicants):
  - 4725 to come through the various categories of provincial nomination
  - 775 via the federal Express Entry system

The Outcome Based Contract Management Model introduced last year continues to be the focus of the province. In this model, outcomes are more important than outputs.

Saskatchewan is currently developing a pre-arrival framework to ensure the newcomers have accurate information about available settlement services even before they arrive.

Available data indicates that more and more immigrants are coming with an English language proficiency at a level suitable to access work. In 2013, fewer recently landed provincial nominees required language training.

No information was available regarding the provincial budget. This will be made available as the process continues.

6.3. Municipal Environment

April Sora, City of Saskatoon and Carol Brouwers, Regina Local Immigration Partnership

6.3.1. The City of Saskatoon

- Communication – education and awareness that involved working in partnership with the Saskatoon Refugee Coalition group, including settlement agencies. The coalition grew from 6-7 to about 30 people at the table – a good way to foster community partnerships and efficient information dissemination. A subcommittee was formed to provide support to settlement and integration agencies in terms of education and awareness.

- Transportation - bus passes were given to refugees, including privately sponsored refugees.

- Anti-Racism - The City of Saskatoon has been working on anti-racism public education in conjunction with the Cultural Diversity and Race Relations department to address this issue.

- Truth and Reconciliation - The Community Development Department’s Truth and Reconciliation Strategy includes working with newcomers to understand Indigenous people and their history.

- Local Immigration Partnerships (LIP) - There is an application in place for a LIP and IRCC has contributed funding toward getting the work started this year.
6.3.2. Regina Regional Local Immigration Partnership (RRLIP)

The RRLIP aims to improve integration for newcomers, guided by the vision of Regina as a ‘welcoming and inclusive community.’ It also aims to provide opportunities for immigrants to benefit from and contribute to the cultural and socio-economic fabric of the city of Regina. A high level community scan and community forum consultations were conducted and findings included:

- Housing was particularly important. Also important are education, health care, employment, transportation, food security, and newcomer services.
- Challenges expressed by lower literacy newcomers, including wait time to access classes, wait time for childcare, difficulty of transition to workplace, and the unaffordability of higher education.
- Social belonging: it is important to be part of community groups, children being received into neighbourhood, schools and faith groups.

RRLIP will delve deeper into the education and employment priorities in the year 2016. Other reports and concerns regarding newcomer settlement and integration will be looked at as the centre does more research into local priorities:

- problems with job fit and previous related experience
- previous credentials not being recognized
- lack of soft skills in the workplace
- lack of child care support

The next steps for RRLIP will be to conduct additional research and consultation to ensure that issues of priority are addressed and well defined, develop a plan in alignment with local priorities, and implement a plan. Also, RRLIP will continue to engage with local communities to better understand the needs of newcomers, especially by involving and engaging local focus groups, working groups, sitting at the immigrant advisory table, and supporting community-based research.

6.4. Saskatchewan Settlement Sector Environment:

Ali Abukar, Saskatoon Open Door Society

On-going concerns of the sector include:

- The special treatment received by Syrians.
  - There is a need to focus attention on how to address this issue as a sector while engaging community support.
  - As the sector exists to serve all refugees and immigrants and not just Syrians, targeted donations to the Syrian initiative poses challenges.
  - The special treatment also seemed to have resulted in high expectations from the Syrian refugees.
  - Sector hopes for flexibility of funders and funding beyond aiding only Syrian refugees.
- Availability of mental health programming, youth and children’s programming, and summer camps for children when schools are closed for summer break.
• Collaborative partnerships are essential for effective and desirable program delivery. The *Indigenous Welcome Event for Syrian Refugees* was a good example of a collaborative partnership that should be built on by using available resources in the community to support immigrants going forward.
• Whenever any area of gap is identified, there is the need for collaborative support, which includes funders in order to meet needs.

6.5. **Sponsorship Agreement Holders and Private Sponsor Environment**

*Dana Krushel, Mennonite Central Committee*

• Currently, there are 7 Sponsorship Agreement Holders and one National Sponsorship Agreement Holder working in Saskatchewan, including the Mennonite Central Committee.
• Since September 2015, private sponsorships have soared to a level never before experienced in the history of the program, which poses both opportunities and challenges.
• There are now rural sponsorships in addition to the more commonly seen urban sponsorships. Many smaller communities feel they have the sponsorship capacity for private sponsorships, although there may not be settlement agencies within such communities.
• Partnerships have helped sponsorships grow and foster resource sharing and networking.

6.6. **Questions and Answers**

*Q. What will the numbers look like for 2017?*

A. There is a commitment to a multiyear plan. There is an extensive consultation plan underway with partners and a wide range of key stakeholders. IRCC is hopeful that before the 3-year contribution agreement is finalized, this information will be made available.

*Q. How will the settlement sector know who is coming, and where they are headed?*

A. It is easy to provide that information for refugees, but for other categories it is not easy to provide in a timely manner. As a sector, we should work on how to inform refugees about available settlement services, including those available to privately sponsored refugees i.e. all settlement services, excluding resettlement which is the Resettlement Assistance Program designated for Government Assisted Refugees only, in the first 6 weeks of arrival.

*Q. In what ways can partners and settlement agencies foster an efficient communication network, and manage tools for efficient service delivery?*

A. This could be done through SAISIA, since it is the umbrella organization that works with all providers. Players at the discussion table should ensure they are speaking for, and on behalf of, all settlement agencies across Saskatchewan. To communicate the great work being done in Saskatchewan at the national table, IRCC feels bringing everyone together once a year is a way to foster this connection.
7. Engagement of Saskatchewan’s Whole Settlement Sector for Better Outcomes

7.1. Needs Assessment and Referral Process – Tools, Benefits, Questions and Answers

*Beulah Gana, SAISIA and Getachew Woldeyesus, Regina Open Door Society*

- For a consistent and centrally coordinated approach to data collection, SAISIA facilitated the development of a standardized settlement needs assessment form and needs assessment tracking tools. These facilitated consistent information collection to feed the dashboard. The development process was collaborative and participatory. The existing tools are being used by the Saskatoon Open Door Society, Regina Open Door Society, YWCA – Prince Albert, and the Moose Jaw Multicultural Council to develop a table of commonalities as discussed with the Resettlement Assistance Program providers to agree on some key elements in iCARE, and the types of information needed to populate the dashboard. Input from a Regina Open Door Society social worker and the Saskatoon Open Door Society settlement services manager were very useful.

- These tools are currently a work-in-progress. SAISIA requires feedback and support from Service Provider Organizations to refine these tools in order to meet the need of gathering accurate and consistent data for decision making and to ensure better outcomes for newcomers. There is a need to have a conversation on the best way to collect data for all categories of newcomers and tell our story.

- Syrian refugee settlement has fostered collaborative relationships across the settlement service provider agencies. Prior to the Syrian initiative, needs assessments were conducted by agencies for internal use only. However, agencies are now able to compare best practises and have developed a common approach to needs assessments.

- The dashboard also fosters communications beyond the province up to regional and national headquarters and has received compliments from the national office, especially in terms of being able to communicate newcomer needs.

- Needs assessment reports simplify the process of identifying common trends and challenges across the sector that require immediate attention. For instance, there is a common trend as reported by settlement agencies across the province that the majority of client families consist of many children, youth, and young parents. It became apparent, therefore, that there is a need to look into the Settlement Workers in Schools program and strategize ways to accommodate this need. At the same time, summer programs, childcare, and women’s support programming will be in high demand.

- Reporting has made possible an avenue for a provincial voice, and has provided an opportunity to tell the story in regards to settlement services. In turn, it can help with decision-making, especially in respect to funding. Needs assessment tools have also allowed for multi-sectoral participation in Saskatchewan.
Q. Should the sector continue using the needs assessment tools? Also, is there any feature that should be added to, or removed from the current tools? In what way can the success story be told?

- It is important to move in the direction where there is a narrative with regards to the employment experience and skills newcomers bring to the province.
- SAISIA should work with the sector and Ministry of Economy to develop an employment needs assessment.
- Individuals and organizations, including the Chamber of Commerce and other businesses are interested in working with the Syrian population. However, it is important to begin the conversation of how to extend these opportunities to other refugees beyond the Syrians.
- Needs assessment tools are a great way to tell success stories as well as challenges with regards to refugees and immigrant needs across the province.

7.2. Update on Language Training, Waitlists, and Priorities

Jared Soanes, IRCC-Saskatchewan

- iCARE data reporting is important to inform spending decisions.
- Important to keep waitlists up to date. A most recent language waitlist, based on data collected as of April 2016 was presented with duplicates removed.
- Language is an important priority and very necessary for job placement.
- Information regarding childcare, and the number of required car seats should be recorded.
- 59% of the recent arrivals are children who need some sort of childcare support. It is important to keep in mind that mothers with young children may hesitate for cultural reasons to begin the formal language learning process.
- Currently, waitlists do not reflect childcare elements in slides. However, there is a general acknowledgment that there is a need there as well.
- Individual service provider agencies that have large numbers of ineligible clients are encouraged to create a validation process in place. Service Provider Organizations could facilitate this in consultation with their Immigration, Refugee and Citizenship Canada program officer.
- In terms of the language training waitlist, there is a need to have a conversation in each of the Saskatchewan communities on the most effective way to connect with one another in regards to the required training hours and seats available in communities. Also, on how long it will take to move clients up to the desired functional English level. Presently, it will take 3 months for most clients to get into a classroom.

Q. Is there any other information IRCC would like to be included on the iCARE wait lists?

A. There is a plan underway to inaugurate a committee of language providers to discuss what kinds of information will be collected, including whether the spreadsheet or not it captures all necessary and needed information regarding language.

Q. Given the outcomes, how long will these language courses be, so that we the language providers can start to plan?
A. There is need to reopen conversations including required instructional hours, and how to move clients up to desired functional level

8. Next Phases

Breakout Sessions:
- Rural/small community providers
- Language Assessors and providers
- Children and Youth Programming
- Vulnerable Populations / Case Management

Discussion Questions:
- What are the emerging issues?
- How have you adapted programming to address these issues?
- What initiatives/projects have you seen emerge in your community?
- What approaches/partnerships could be useful to respond to these issues?

**NOTE**: Not all breakout session groups had the opportunity to discuss and answer all questions due to time limitations; some questions prompted more discussion than anticipated.

8.1. Rural/Small Community Providers

8.1.1. Emerging Issues
- **Childcare/Parenting**: healthcare, immunizations, families and children.
- **Limited access to the job market**: It takes up to 3-5 weeks to get a job. Large regional employers are laying off staff. There is competition from Temporary Foreign Workers and Secondary Migration from Alberta and British Columbia. The scare in manufacturing industry is causing fear among workers.
- **Family Violence/Mental Health**: Seeing additional stress due to challenges in the labour market (loss of employment), noting the trust clients have in other community organizations. This also affects those who are the least connected and integrated—who are most isolated.
- **Weak Public Transportation Infrastructure**.
- **Volunteers**: Recruiting and Retaining Volunteers poses a challenge.
- **English**: Limited English language is a problem and makes involvement in the community a challenge.
- **School System and Healthcare pressures**: limited pressure on the school and health system in rural areas due to limited number of Syrians in smaller communities across Saskatchewan. Private sponsors have really stepped up to fill in the integration gaps.
  - **Prince Albert**: Most Syrians have been localized in one quadrant of the city of Prince Albert. However, the schools responsible for the quadrant have managed well.
- **Moose Jaw**: Lots of Syrian children – Moose Jaw Multicultural Council is looking into expanding services. Community partnerships have been critical in coordinating services and increasing the likelihood of successful integration.
- **Swift Current**: There is no English language program for children.

### 8.1.2. Adaptations to Programming:

- **Prince Albert**:  
  - Strong partnership with the school division has made the Syrian project work. YWCA – PA approached a local agency to help engage children thereby reducing isolation and increasing parenting competencies and capacity.
  - Two local employment-focused agencies are also present. Agency run programs focused on resume building and job preparation and directly link clients to employers. There is a possibility of expanding service to include mock job interviews.
  - Prince Albert Gateway: focus on increasing acceptance of different cultures; such as Immigrants-First Nations communities’ relationship building project (BRIDGES). Collaborated to develop a culturally appropriate/sensitive children’s book. Can be made available to community organizations across Saskatchewan who may be interested in it.

- **Swift Current**:  
  - People fear loss of jobs, which has resulted in clients seeking more part-time work to supplement their income. It has also resulted in increased entrepreneurship, particularly in home businesses like cleaning.
  - It is challenging to cope with increased numbers of secondary migrants from Alberta and British Colombia who are not permanent residents; temporary workers are ineligible for programming funded by IRCC.
  - Gateways are doing more than typical Gateway work as they are seen to provide a safe environment in which mental health issues are addressed (client avoid stigma within community of going to a hospital/doctor for mental health interventions).
  - Partnered with community inclusion services and launched the program “Dress for Success” in which clients will be outfitted in business appropriate attire.

- **Battleford Immigrant Resources Centre**:  
  - Working on outreach, building partnerships, and increasing visibility and accessibility.

- **Tisdale**:  
  - Increased partnerships and coordination with Health Region and Schools. Health region has provided training to school staff specific to dealing with mental health issues.
Moose Jaw:
- Strong partnerships with the Province have increased connections to address family violence, driving (through Saskatchewan Government Insurance), and information on proper use of car seats.
- There has been an increase in community awareness and an increase in the number of volunteers serving the immigration sector.
- Delivering “Community Café” programming (conversations similar to HOST).

8.1.3. Emerging Initiatives and Projects

Estevan:
- Connection with increased number of volunteers. Fire Chief has taught fire prevention, which was well-received by community.

Yorkton:
- Age appropriate programming. Senior programming on how to blog, developed partnership with Game Haven to reduce senior isolation.
- Thriving basketball leagues for youth.

8.1.4. Approaches or Partnerships to Respond to Issues

- **Yorkton**: Increased capacity. For example, one social worker for entire region results in 2 week cycles for community service delivery. It is therefore challenging and difficult to connect with vulnerable groups. More services required.
- **Swift Current**: Transportation. Makes outreach very challenging (driving to smaller/more remote communities surrounding Swift Current). How to reach remote/isolated clients?
- **Prince Albert**: Temporary Foreign Workers in Prince Albert. Not viable to send staff out as limited capacity for outreach.
- **Moose Jaw**: Limited staff available to meet need in smaller communities. Underserved smaller communities surrounding Moose Jaw.
- **Battleford**: Community feedback is a viable mechanism to identify clients in smaller communities. It is a method by which Battleford Immigration Resources Centre can learn from vulnerable groups who are not yet connected to the organization.

8.2. Language Assessors and Providers

8.2.1. Emerging Issues

- **Child-minding**: Federal regulations are strict and this creates difficulty in setting up a Care for Newcomer Children facility for clients who want to attend language classes. There is a need to adopt practical solutions other than just adding more money.
- **Interpretation**: Language providers need this service while doing intake process for the Syrian refugees when they come to register. Most Service Provider Organizations do not have
interpretation services available on site. Funds are limited to cover over-the-phone interpretation services costs.

- **Transportation**: coordination with other Service Provider Organizations to provide interpreters to come with clients. Organizations do their best, or take the clients to the site. Sometimes involve Arabic speaking staff.

- **Assessors** – Only 2 assessors in Regina, 1 about to retire. This is resulting in assessment waitlist, with a wait time of 3-4 weeks.
  - Need to hire more assessors locally.
  - IRCC is aware of this situation and have identified it as a priority. IRCC would welcome proposals regarding assessors. There is no independent assessment agency in Regina and no proposal in the Call For Proposals came from Regina for assessors.
  - **Transparency issues**: Language Instruction for Newcomers to Canada (LINC) service providers can’t become Assessment Centres if they want to keep their language classes.
  - Remote assessment pilot is available for rural areas.
  - Remote services can be set up out of Language Assessment and Referral Centre, and specify a day and venue when LARC assessors will do assessment, another option is to set up a centre with invigilators and assessment by Language Assessment and Referral Centre. However, the Language Assessment and Referral Centre does not have a licence at this time to set up a remote centre.

- Literacy placement issues are emerging with Syrian clients. Language Training Programs do not match the new Canadian Language Benchmarks document developed 2 years ago.

- Cultural issues and managing expectations with Syrian refugees poses a challenge. Need for orientation on expectations before arrival.

- Rural Issues
  - There are more upper level students than lower level students
  - Need for a blended learning IT2 Teach Model (Online CLB Learning)

8.2.2. **Emerging Initiatives and Projects**

- High level needs in the rural area – more upper level students than lower level. Need for blended learning – IT2Teach Model (Online CLB Learning)
- Improved access to post-secondary education
- Canadian Language Benchmarks boot camp
- Portfolio-Based Language Assessment (PBLA) for classroom teachers from Centre for Canadian Language Benchmarks CCLB – 2 programs for rural teachers

8.3. **Children and Youth Programming**

8.3.1. **Emerging Issues**

- From the Sponsorship Agreement Holders perspective, there is lack of knowledge from schools about refugee children
- No English as an Additional Language access in rural communities
• Programs for single moms – need for wraparound approach to support single parents
• Mental health issues, dental issues – lack of attention, adaptation; integration takes time
• Assessing resources – some children displaying symptoms of violence: psychological trauma from warzone
• Daycare age to high school – some children are running away from school
• Engaging children, given their population in the Syrian families – many feel they do not fit in – challenges with self-esteem and confidence
• Young children not participating in programs
• Need to focus on preschool age, preparing children for school

8.3.2. Adaptations to Programming:
• Preschool age programs - Wednesday drop-in children’s program and summer Peace Camp
• Preventative programs addressing health care needs of children and youth
• Summer youth programs at International Women of Saskatoon and the Saskatchewan Intercultural Association
• Preparing staff for evening needs
• Assist youth in addressing issues such as self-esteem, including public speaking and life skills
• Storytelling for youth, gender-specific activities, homework help and support
• Children’s and youth programming to include language training such as French and English, and making a video about their experience
• Most centres are looking to expand program capacity to accommodate Syrian youth population. Ongoing partnership with community organizations
• Youth employment camp – partnership with Settlement Support Workers in Schools for children too young for employment camp
• Francophone community is looking at doing bilingual summer programming
• Global Gathering Place is currently looking at increasing funding for summer programming and expanding its partnership with elementary schools
• Language Instruction for Newcomers to Canada Daycare – looking into hiring staff to do research on daycare spaces in the community of Regina and to connect parents’ services.
• All programs need to be culturally sensitive

8.4. Vulnerable Populations and Case management

8.4.1. Emerging Issues
• Health – ongoing high chronic disabilities
• Domestic violence – cultural differences
• Language – low language levels parenting/childcare; need for interpretation
• High expectations of clients resulting in dependency on support services
• High child-minding needs – culturally, mixed gender classroom system is a barrier
8.4.2. Adaptations to Programming:
• Need for in-person RAP orientations
• Newcomer information to target identified issues
• Pre-arrival services set unrealistic expectations. Need to develop specific material for Resettlement Assistance Program
• Design programs with focus on addressing identified barriers. Need for more interpreters
• Adopt Arabic counselling services

8.4.3. Emerging Initiatives and Projects
• Refugee health collaborative partnership – Refugee health clinic in Saskatoon
• Regina health partnerships
• Other regions accessing existing supports for health such as PATH – Providing Access To Healthcare
• Training of staff on case management in Regina

8.4.4. Approaches or Partnerships to Respond to Issues
• Settlement agencies to distribute accurate information quickly, including via social media
• Community connections
• Enhanced life skills program
• Moms programs – addressing domestic violence and coordinating outreach to get moms out of the house. Encourage women to discuss program benefits and discuss with their husbands on how much they are enjoying a particular program so they can continue attending.
• Group sessions, as opposed to individual meeting work well with this group
• Partnership with the police service – holding information sessions for newcomers and taking questions. Same for the Fire department
• Partnership with Health service – build on existing relationships, while developing new ones
• Summer programming for children and youth, in partnership with the Red Cross

Joint presentation by the Ministry of Economy and Immigration, Refugees and Citizenship Canada (IRCC)

Helping Immigrants Succeed (HIS) is a partnership of the fourteen federal, provincial and territorial governments developed to address needs identified in a large-scale pan-Canadian survey of newcomers to Canada. In 2012, over 20,000 immigrants were asked about their experience about settling in Canada. Feedback from this exercise led to the development of a road map to address issues revealed in this survey.

The areas needing to be addressed are:
• social connections
• official languages for newcomers outside of the labour force
• employment fit and access to labour market at appropriate level

Intergovernmental engagement is important in dealing with settlement. The Ministry of the Economy is currently working with different groups to tackle some of the identified areas. It has received strong support from all levels of the government, which is extraordinary! There is an expectation that government departments will be talking about settlement in the future. There is a need to continually engage various government sectors, academic institutions, and others for more structured coordination and avoid stepping on each other’s toes.

A Sub-committee has been developed:
• Phase 1: to scan and see what is available, and examine what other people are doing in these areas
• Phase 2: to review all scans
• Phase 3: to look at recommendations

Finding the right narrative has been challenging. IRCC sent scans back to the sector and has asked for validation and feedback on gaps by end of the week of May 9, 2016. Helping Immigrants Succeed (HIS) is a performance measurement framework for collective action towards better results for newcomers.
• Time lines – Scan happening now, next year’s focus will be on moving into bilateral and multilateral initiatives. Perhaps some pilots or other actions
• Hopefully this will inform the relationship between two levels of government.

10. SAISIA’s Provincial Working Groups

To foster effective province-wide engagement and coordination, the Board of Directors, at its meeting on June 29th 2015, approved a motion to establish provincial working groups along the subject lines of Language Training; Employment Services and Settlement Services.

Following the approval of the Terms of Reference at the board meeting on September 17th 2015, a call for membership was sent out. (See below for membership of the 3 working groups).

• Through regular meetings, emerging trends, service gaps, and best practices within the province will be readily identified and addressed/shared.
• A strong connection will be established with a variety of organizations and communities across the province.
• SAISIA will be an inclusive provincial body linking service providers, stakeholders and funders across the province for consultation and better support to newcomers.
• This will result in continuous quality improvement for programs and services, ensuring that settlement services in Saskatchewan are proactive in anticipating trends and challenges and finding solutions, rather than being reactive and struggling to play 'catch up'.

Working Groups are responsible for:
• Developing and monitoring a work plan for the subject area;
• Identifying emerging trends, service gaps and potential solutions;
• Identifying and sharing best practices;
• Planning, evaluating and providing feedback on activities relating to the subject area;
• Creating taskforces for specific projects such as learning events, research and resource development etc. when needed

Membership: Participants may be drawn from service providers, funders and key stakeholders such as employers, researchers, sector councils and the francophone community. Regional representation shall be ensured.

Size of the Working Groups: For efficiency, the maximum number of members shall be 12. The size will depend on the range and diversity of activities.

Meetings: There shall be at least two (2) meetings in a year. Meetings may be held in person, or by electronic means such as telephone, videoconference or by email. At its first meeting, a work plan, agenda, and dates for subsequent meetings shall be determined.

Record-Keeping of Decisions: The Chair shall ensure that a record of all decisions and recommendations of the Working Group is maintained. The co-chairs may appoint a recording secretary as appropriate.

Annual Review and Report: To improve the effectiveness, the working group shall review and evaluate its activities on an annual basis to determine how objectives are being met. The SAISIA Director shall prepare and distribute an annual report outlining the activities of the group and future directions.

10.1. Language Training Working Group

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<tr>
<th>Region</th>
<th>Service Providers</th>
<th>Working Group members</th>
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<td>Saskatoon</td>
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<td>Azalea Barrines (GGP)&lt;br&gt;Henri de La Garde (SODS)&lt;br&gt;Gabrielle Bouchard (SIA)&lt;br&gt;Maria Zalesak (Sask Polytechnic)</td>
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<td>Regina</td>
<td>Beth Jacobs Synagogue&lt;br&gt;Regina Immigrant Women Centre&lt;br&gt;Regina Open Door Society&lt;br&gt;Sask. Polytechnic, Regina Campus</td>
<td>Tatiana Zotova (RODS)</td>
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<tr>
<td>South</td>
<td>Great Plains College, Swift Current&lt;br&gt;Moose Jaw Multicultural Council Inc.&lt;br&gt;South East Regional College, Estevan&lt;br&gt;Parkland Regional College, Yorkton</td>
<td>Katie Burham (SE Regional College)</td>
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<tr>
<td>North</td>
<td>Carlton Trail Regional College, Humboldt&lt;br&gt;Cumberland Regional College, Nipawin&lt;br&gt;NW Regional College, North Battleford&lt;br&gt;Prince Albert Multicultural Council&lt;br&gt;Prince Albert YWCA</td>
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10.2. Employment Services Working Group

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<td>Katie Nyandwi (IWS)&lt;br&gt;Ashraf Minontahai (SODS)&lt;br&gt;Ben Bodnaryk(SIA)</td>
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10.3. Settlement Services Working Group

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Saskatoon Open Door Society Inc.  
Saskatchewan Intercultural Association, Saskatoon  
Newcomer Information Centre  
Ukrainian Congress of Canada - SK | Afton Tolley (GGP)  
Anahit Falihi (SODS) |
| Regina  | Assemblée Communautaire Fransaskois  
Regina Immigrant Women Centre  
Regina Open Door Society | Getachew Woldeysus (RODS) |
| South   | Moose Jaw Multicultural Council Inc.  
Moose Jaw Welcome Centre  
SE Newcomer Centre, Estevan  
Partners in Settlement, Yqrton | Lauren McTaggart (MIMC)  
Elaine Popova Attn: ED, Debbie Hagel (SEWC) |
| North   | Prince Albert YWCA  
Prince Albert Multicultural Council  
Prince Albert Regional Newcomer Centre  
NorthEast Newcomer Service, Tisdale  
Humboldt Regional Newcomer Centre  
Battleford Immigration Resources Centre  
Lloydminster Regional Newcomer Centre | Jesse Kindrachuk  
Janine Hart (HRNC)  
Annette McGovern (BIRC) |

11. Dashboard Areas (Labour Market, Language and Social Connections)

*Facilitated by Susan Coughlan*

The dashboard is a convenient, information-sharing resource, inspired by the need to tell the story about what is happening in various communities— the challenges and amazing successes being accomplished by Service Provider Organizations across Saskatchewan. The dashboard provides a way to organize the chaos, using graphics to tell the story of what is happening in the communities. It is also a way to get a quick snap shot of the challenges and the amazing things that service providers are doing. Saskatchewan led in this regard across the country!

To keep the momentum going and to continue to tell our story, the department is now considering moving beyond the narratives on initial (re)settlement services to include labour market, language, and social connections. It is also important to note that in Saskatchewan, for the first time in a long time, funding will likely decline instead of grow¹, hence all the more reason to have a very robust strategy for

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¹ Annually IRCC calculates the settlement allocation for each jurisdiction based on a rolling average of the last three years of landings, and a top up for number of GARS. The principle is clear – settlement dollars follow where newcomers land.
reporting and telling our story. Bearing in mind the importance of the narratives as a useful tool for decision-making regarding future funding, the following questions were posed to the participants:

- What information should be included in the dashboard other than numbers?
- What information is considered beneficial by service provider agencies for planning purposes?
- How often are Service Provider Organizations able to share this information with Immigration, Refugees and Citizenship Canada?
- How often do Service Provider Organizations want to get together to have a conversation about it?
- What would work best from the sector to the funder, and not from top-down?

- There was unanimous agreement about the need to coordinate service reports through the dashboard.
- Standardized needs assessment needs to be used across the board for all categories of newcomers in order to feed the dashboard. Need to get to an economy of scale so that there is no duplicating.
- For language training, the rate of progression of students from one level to the next may need to be captured as well as number of students enrolled, and cumulative total over time.
- With regards to Employment, currently there is no method in place for reporting clients’ access to the labour market. How can this important data be captured?
  - Collect information about clients’ skills sets and devise means to report this in the dashboard for potential employers.
  - Obtaining information on clients’ transitional phases could also be incorporated to the dashboard.
  - Working group could also be a starting point to address this issue. Provide clarity on what labour market means.
  - There is a need to find a way to meet needs of workers, and of the province.
  - Need to have a conversation about our employment programs.
  - Need to change the question asking: “are they ready or not?”
  - Need for some kind of measure that answers the questions “Did they intend to be employed?” “Did they get employed?”
  - Service Provider Organizations to track clients after they have left settlement services.
  - Ability to capture employment interests and provide paid or unpaid internships would facilitate connections.
  - A look at what the provincial labour programs are mandated to do, in comparison with Service Provider Organizations’ programs, could be useful in determining the number of clients requiring supplementary income.

**Social Connections**

- Early childhood development
- Connecting with other services: the public library services (life skills and others offered at the library)
- Volunteerism: connecting with food bank: learning about poverty
• Settlement Support Workers in School SSWIS, and the education system
• Broader cultural community and francophone community
• Need to connect newcomers to some societal institutions and senior programming
• Inclusion: measure integration in terms of ability to feel a sense of belonging

Orientation
• There was unanimous agreement that the vast majority of newcomers should have an orientation to Saskatchewan. However, there is a need for a structured approach to the orientation piece.

Health
• Health fits in community connections. It is not just referral, but connecting and supporting the connection to ensure refugees have 100% access to health care.

Referrals
• As part of a strategy, any French speaking newcomer gets a referral to the broader French community. However, it is up to the individual to choose where in the community they desire to connect.
Appendix A - Agenda

Lessons Learned Meeting - May 9th & 10th 2016
Cosmo Civic Centre, 3130 Laurier Drive, Saskatoon

Agenda
Objectives:
- To take stock of how the Syrian refugee movement worked in Saskatchewan
- To examine what we could do differently for (re)settlement in Saskatchewan for all categories of newcomers.

Day 1 – May 9th 2016

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00-9:15</td>
<td>Welcome/Introduction: Goal for the Day</td>
</tr>
<tr>
<td></td>
<td>By: Beulah Gana (SAISIA) &amp; Nita Jolly (IRCC)</td>
</tr>
<tr>
<td>9:15-10:45</td>
<td><strong>Opening remarks.</strong> Things we are most proud of that we think worked well and should be considered best practices. Things we wish we had known/done and things we would do differently. Deborah Tunis – 45 mins</td>
</tr>
<tr>
<td></td>
<td><strong>Panel discussion/presentation</strong> on local best practices facilitated by Deborah Tunis - 45 mins (5mins each)</td>
</tr>
<tr>
<td></td>
<td>Panel participants: 1 rep from each - 5 SPOs, SAHs; Municipalities;</td>
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<tr>
<td></td>
<td><strong>Note:</strong> Each participant will provide an example of a new opportunity, best practice, initiative, and different approach to service delivery that was developed as a direct result of the Syrian initiative.</td>
</tr>
<tr>
<td>10:45-11:00</td>
<td>Health Break</td>
</tr>
<tr>
<td>11:00 - Noon</td>
<td><strong>Panel discussion/presentation</strong> continued....</td>
</tr>
<tr>
<td></td>
<td><strong>Panel discussion/presentation</strong> on local challenges and or opportunities. Facilitated by Deborah Tunis</td>
</tr>
<tr>
<td></td>
<td>Panel participants: 1 rep from each - 5 SPOs, SAHs; Municipalities.</td>
</tr>
<tr>
<td></td>
<td><strong>Note:</strong> Each participant will share new opportunities that arose or a challenge they faced to service delivery that was as a direct result of the Syrian initiative. – 45 mins (5 mins each).</td>
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<td></td>
<td>Q &amp; A – 15 mins</td>
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<tr>
<td>Noon-13:00</td>
<td>Lunch</td>
</tr>
<tr>
<td>13:00-15:00</td>
<td><strong>Facilitated Discussions</strong></td>
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<tr>
<td></td>
<td>- What New Partnerships have been developed as a result of the Syrian Initiative?</td>
</tr>
<tr>
<td></td>
<td>Facilitated by Getachew Woldeysus (SAISIA) &amp; Donna Wall (IRCC)</td>
</tr>
<tr>
<td></td>
<td><strong>Note:</strong> Participants (RAP –SPOs, SAHs &amp; Municipal &amp; Provincial Gov.) will provide examples of new partnerships that were developed as a direct result of the Syrian initiative. How these partnerships can be sustained or strengthen, any challenges and opportunities.</td>
</tr>
<tr>
<td></td>
<td><strong>Potential Discussion Questions:</strong></td>
</tr>
<tr>
<td></td>
<td>- What are the next steps needed to sustain these partnerships?</td>
</tr>
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<td></td>
<td>- How do we encourage and strengthen these partnerships?</td>
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<tr>
<td></td>
<td>- Shared clients, shared concerns/issues/problems. How do we work together for a client focused and centered result?</td>
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<td></td>
<td>- What is the role of funders?</td>
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<td></td>
<td>- Connecting the Dots – Bridging the Relations with Private Sponsors</td>
</tr>
<tr>
<td></td>
<td>Facilitated by Susan Coughlan (IRCC) and Dana Krushel (MCC)</td>
</tr>
<tr>
<td></td>
<td><strong>Potential Discussion Questions:</strong></td>
</tr>
<tr>
<td></td>
<td>- What are we doing that is working well? What can we do to proactively engage?</td>
</tr>
</tbody>
</table>
- How can we make it work for all including small groups and centres?
- What does it look like being inclusive? Way forward - Future plans?

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>15:00 - 15:15</td>
<td>Health Break</td>
</tr>
<tr>
<td>15:15 - 15:30</td>
<td>RAP Discussion - Facilitated by John Biles (IRCC)</td>
</tr>
<tr>
<td></td>
<td>- Dashboard</td>
</tr>
<tr>
<td></td>
<td>- Saskatchewan context</td>
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</tbody>
</table>

**Day 2 – May 10th 2016**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00 – 9:15</td>
<td>Welcome/Introduction: Goal for the Day by: Beulah Gana (SAISIA) &amp; Nita Jolly (IRCC)</td>
</tr>
<tr>
<td>9:15-10:15</td>
<td><strong>Presentations</strong></td>
</tr>
<tr>
<td></td>
<td>- Immigration Research West Project - Mapping Refugee and Immigrant Data in GIS by Joe Garcea</td>
</tr>
<tr>
<td></td>
<td>- Taking Stock of Our Environment - Panel presentation Panelist:</td>
</tr>
<tr>
<td></td>
<td>- IRCC – John Biles</td>
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<td></td>
<td>- Ministry of the Economy – Mary Didowycz (Min of ECON)</td>
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<td></td>
<td>- Municipal – Carol Brouwers (Regina LIP) and April Sora (City of Saskatoon)</td>
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<td></td>
<td>- Settlement Sector – Ali Abukar (Sector Representative)</td>
</tr>
<tr>
<td></td>
<td>- Sponsorship Agreement Holders – Dana Krushel (MCC)</td>
</tr>
<tr>
<td>10:15-10:30</td>
<td>Health Break</td>
</tr>
<tr>
<td>10:30-11:00</td>
<td>Engaging the SK Settlement System in the Settlement of Syrian Refugees</td>
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<tr>
<td></td>
<td>- Needs Assessment Referral process – Getachew Woldeysus &amp; Beulah Gana (Sector representatives)</td>
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<tr>
<td></td>
<td>- Update language training, waitlists, and priorities. – Jared Soanes (IRCC-SK)</td>
</tr>
<tr>
<td>11:00-12:00</td>
<td>Next Phases - Break out groups for:</td>
</tr>
<tr>
<td></td>
<td>1) Rural/small community providers</td>
</tr>
<tr>
<td></td>
<td>Kanele (N)</td>
</tr>
<tr>
<td></td>
<td>2) Language Assessors and providers</td>
</tr>
<tr>
<td></td>
<td>McCullough (N)</td>
</tr>
<tr>
<td></td>
<td>3) Children and Youth Programming</td>
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<td>(N)</td>
</tr>
<tr>
<td></td>
<td>4) Vulnerable Populations / Case Management</td>
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<tr>
<td></td>
<td>(N)</td>
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<tr>
<td></td>
<td><strong>IRCC Facilitators &amp; Note takers</strong></td>
</tr>
<tr>
<td></td>
<td>Sandra Strachan (F) Stefan</td>
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<tr>
<td></td>
<td>Marie Bourdeau (F) James</td>
</tr>
<tr>
<td></td>
<td>Donna Wall (F) Donna Parker</td>
</tr>
<tr>
<td></td>
<td>Jared Soanes (F) Mark Packer</td>
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<tr>
<td></td>
<td><strong>Potential Discussion Questions:</strong></td>
</tr>
<tr>
<td></td>
<td>- What are the emerging issues?</td>
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<td></td>
<td>- How have you adapted programming to address these issues?</td>
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<td></td>
<td>- What initiatives/projects have you seen emerge in your community</td>
</tr>
<tr>
<td></td>
<td>- What approaches/partnerships could be useful to respond to this issues</td>
</tr>
<tr>
<td>12:00 – 13:00</td>
<td>Lunch</td>
</tr>
<tr>
<td>13:00-13:30</td>
<td>Helping Immigrants Succeed – Introduction – Joint presentation by IRCC &amp; Min of ECON</td>
</tr>
<tr>
<td>13:30-15:00</td>
<td>Provincial Working Groups/Dashboard Areas (Labor Market, Language &amp; Social Connections)</td>
</tr>
<tr>
<td></td>
<td>- Introduction by Susan Coughlan (IRCC)</td>
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<td></td>
<td>- Presentation by SAISIA on the SK Language Providers Working Group.</td>
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</tbody>
</table>
- Facilitated discussion – lead by Susan Coughlan (IRCC)

Potential Discussion Questions:
- How we report on each area. Mechanism, tools, timelines etc....
- How is success measured/defined?
- Who identifies desired outcomes (client or society?) vs funders expected outcomes and results.
- Setting clear and realistic expectations for success.

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
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<tbody>
<tr>
<td>15:00 – 15:15</td>
<td>Health Break</td>
</tr>
<tr>
<td>15:15-15:30</td>
<td>Provincial Dashboard - Facilitated by John Biles IRCC</td>
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<tr>
<td></td>
<td>- Current Dashboard and Need for Enhancements</td>
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<tr>
<td></td>
<td>- Democracy will lead to establishment of working groups (e.g. everyone will get to &quot;vote&quot; with 3 dots for areas they consider important on the dashboard.</td>
</tr>
<tr>
<td>15:30-15:45</td>
<td>Wrap Up / Next Steps by John Biles &amp; Beulah Gana AOB by John Biles</td>
</tr>
<tr>
<td>Organization</td>
<td>Name</td>
</tr>
<tr>
<td>------------------------------------------------</td>
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</tr>
<tr>
<td>Moose Jaw Multicultural Council</td>
<td>Stefanie Palmer</td>
</tr>
<tr>
<td></td>
<td>Lauren McTaggart</td>
</tr>
<tr>
<td>YWCA - Prince Albert</td>
<td>Ashley Mclean</td>
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<tr>
<td></td>
<td>Donna Brooks</td>
</tr>
<tr>
<td>Regina Open Door Society</td>
<td>Getachew Woldeysus</td>
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<tr>
<td></td>
<td>Oudalay Senevonghachack</td>
</tr>
<tr>
<td>Saskatoon Open Door Society</td>
<td>Mechilene Veszi</td>
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<td></td>
<td>Henri de la Garde</td>
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<td></td>
<td>Ali Abukar</td>
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<tr>
<td>Global Gathering Place</td>
<td>Belma Podrug</td>
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<td></td>
<td>Lori Steward</td>
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<td></td>
<td>Sol Barrones</td>
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<td></td>
<td>Azalea Barrieses</td>
</tr>
<tr>
<td>International Women of Saskatoon</td>
<td>Renata Cosic</td>
</tr>
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<td></td>
<td>Sheria Myrie</td>
</tr>
<tr>
<td>Saskatchewan Intercultural Association</td>
<td>Tehreem Zafar</td>
</tr>
<tr>
<td>Assemblée Communautaire Fransaskoise</td>
<td>Ronald Labreque</td>
</tr>
<tr>
<td>SSWIS (Saskatchewan Settlement Workers in Schools) - Regional Coordinator</td>
<td>Maryam Karimi</td>
</tr>
<tr>
<td>Réseau en immigration francophone (RIF-SK)</td>
<td>Fanta Traore</td>
</tr>
<tr>
<td>Regina Local Immigration Partnerships (RLIP)</td>
<td>Carol Brouwers</td>
</tr>
<tr>
<td>SAISIA Office</td>
<td>Anthony Olusola</td>
</tr>
<tr>
<td></td>
<td>Christina Beauregard</td>
</tr>
<tr>
<td></td>
<td>Beulah Gana</td>
</tr>
<tr>
<td>Saskatchewan Polytechnic</td>
<td>Brenda Shering</td>
</tr>
<tr>
<td>Saskatchewan Polytechnic</td>
<td>Maria Zalesak</td>
</tr>
<tr>
<td>Parkland Regional College, Yorkton</td>
<td>Katherine Springford</td>
</tr>
<tr>
<td>Cumberland Regional College</td>
<td>Lynda McPhee</td>
</tr>
<tr>
<td>Southeast Newcomer Services, Estevan</td>
<td>Debbie Hagel</td>
</tr>
<tr>
<td>Humboldt Regional Newcomer Centre</td>
<td>Janine Hart</td>
</tr>
<tr>
<td>Moose Jaw Regional Newcomer Gateway, MJ</td>
<td>Dalise Hector</td>
</tr>
<tr>
<td>Battleford Immigration Resource Centre, NBF</td>
<td>Annette McGovern</td>
</tr>
<tr>
<td>Newcomer Welcome Centre, Regina</td>
<td>Gratta Nimbeshaho</td>
</tr>
<tr>
<td>Newcomer Information Centre, Saskatoon</td>
<td>Angela Daigneault</td>
</tr>
<tr>
<td>Southeast Newcomer Centre, Swift Current</td>
<td>Icasiana De Gala</td>
</tr>
<tr>
<td>Yorkton Newcomer Welcome Centre, Yorkton</td>
<td>Edith Montesclaros</td>
</tr>
<tr>
<td>Northeast Newcomer Services, Tisdale</td>
<td>Ruth Howes</td>
</tr>
<tr>
<td>Mennonite Central Committee</td>
<td>Dana Krushel</td>
</tr>
<tr>
<td>IRCC National Coordinator of Syrian Project</td>
<td>Deborah Tunis</td>
</tr>
<tr>
<td>IRCC Director, Integration</td>
<td>Nita Jolly</td>
</tr>
<tr>
<td>IRCC Assistant Director, Integration</td>
<td>John Biles</td>
</tr>
<tr>
<td>IRCC Supervisor, Integration</td>
<td>Carol Oliver</td>
</tr>
<tr>
<td>IRCC Syrian Project Coordinator</td>
<td>Susan Coughlan</td>
</tr>
<tr>
<td>IRCC Integration Program Officer</td>
<td>MarieLouise Bourdeau</td>
</tr>
<tr>
<td>Organization</td>
<td>Name</td>
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<td>---------------------------------------------</td>
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</tr>
<tr>
<td>IRCC Facilitators and Note takers</td>
<td>Sandra Strachan</td>
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<td>Stefan Kanele</td>
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<td>Marie Bourdeau</td>
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<td>James McCullough</td>
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<td>Donna Wall</td>
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<td>Donna Parker</td>
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<td>Jared Soanes</td>
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<td>Mark Packer</td>
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<tr>
<td>Service Canada</td>
<td>Karen Bechtel</td>
</tr>
<tr>
<td>Saskatchewan Ministry of the Economy</td>
<td>Tim Helfrich</td>
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<tr>
<td></td>
<td>Mary Didowycz</td>
</tr>
<tr>
<td>City of Saskatoon</td>
<td>April Sora</td>
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<td></td>
<td>Shannon Hanson</td>
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</tbody>
</table>
**Appendix C: Summary of Action Items**

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Responsibility &amp; Plan</th>
<th>Original Timeline</th>
<th>November 2016 Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue with monthly Syrian RAP conference calls for 4 months, and then transitions into quarterly calls</td>
<td>SAISIA ED ensures continuation &amp; coordination of calls with IRCC, Sector, Province and Municipalities</td>
<td>Ongoing</td>
<td>Monthly calls were held until Oct. and will transition to quarterly calls in January 2017; will also expand content from Syrian to global refugees. SAISIA eventually to use data to create infographics to demonstrate SK reality</td>
</tr>
<tr>
<td>Continue with developing and distributing Syrian RAP dashboard</td>
<td>IRCC with input from service providers and aggregation of data from SPOs by SAISIA</td>
<td>Ongoing</td>
<td>Monthly data collection has been ongoing and will continue, but dashboards will switch to quarterly basis in January 2017</td>
</tr>
<tr>
<td>Gather feedback and make ongoing revisions to narrative and data tools to improve effectiveness and to capture data more accurately</td>
<td>SAISIA ED with staff support to ensure all working groups review this action item and report back to SAISIA with recommendations that will be presented to larger group by:</td>
<td>Recommendations to be presented to larger group by: October 31, 2016</td>
<td>Information gathering completed and language and employment tools in final revisions for distribution Nov. 24. Implementation &amp; training Nov 30 – Dec. 2. Will be used to gather October data and ongoing. Social connections tool planned for distribution Dec. 7 with training Dec. 12 to 14.</td>
</tr>
<tr>
<td>A decision to be made of when move out reports are due (service standard) to RAP officers from settlement agencies when clients transition from temporary to permanent accommodations</td>
<td>IRCC to set service standard that RAP providers will need to comply with</td>
<td>To be completed and communicated to RAP providers by September 30, 2016</td>
<td>Completed. But no longer required by SPOs.</td>
</tr>
<tr>
<td>Agencies to communicate with SAISIA in regards to RAP age bracket</td>
<td>RAP Providers/SAISIA</td>
<td>Service providers to provide SAISIA with input by September</td>
<td>Completed, using Service Canada age brackets and being reported</td>
</tr>
<tr>
<td>Activity</td>
<td>Description</td>
<td>Date</td>
<td>Notes</td>
</tr>
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<td>-------------------------------------------------------------------------</td>
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<tr>
<td>Consistency, SAISIA will in turn communicate this information to IRCC</td>
<td></td>
<td></td>
<td>to IRCC monthly with data aggregation from SAISIA. One SPO not providing employment data to date.</td>
</tr>
<tr>
<td>Dashboard to include information on whether certain language learners need special accommodation due to disability</td>
<td>Language training working group to discuss and make recommendations how this information can be fed into reporting for the dashboard. Working group to make recommendation to larger group for the October 13, 2016 Call.</td>
<td></td>
<td>For first iterations SPOs will be asked to report this in the Narrative. If numbers appear large we will revise tool to collect quantitatively. May be a need to distinguish learning from other disabilities.</td>
</tr>
<tr>
<td>Narrative slide on dashboard to be revamped</td>
<td>All 3 working groups to review the slide(s) and propose what should be included on the slide. Recommendations to be made at October 13, 2016 Call.</td>
<td></td>
<td>Completed &amp; incorporated into the tools. Revised tools to be sent out Nov. 24 and Dec. 7.</td>
</tr>
<tr>
<td>Case management and community connections slides on dashboard needs to be developed</td>
<td>Settlement services working group will work to determine how to populate these slides. Recommendations to be made at October 13, 2016 call.</td>
<td></td>
<td>Tool being developed for distribution Dec. 7 without case management. Lack of clarity about what is wanted; needs further clarification: WG coordinator working on comparative analysis of caseload management best practices.</td>
</tr>
<tr>
<td>SAISIA to host annual in person meeting of the sector and its main partners is very valuable and recommended</td>
<td>SAISIA to ensure with support of IRCC and Sector.</td>
<td>Annually (April/May)</td>
<td>SAISIA starting to assess needs of SPOS re content of meeting. Planning to begin in Jan. for April/May event in 2017.</td>
</tr>
<tr>
<td>Working group meetings to take place and begin work on identified action items</td>
<td>SAISIA to take lead to ensure working is being completed.</td>
<td></td>
<td>Working Group coordinator hired in Sept.; all groups active; terms of reference, work plans &amp; tools are completed. Each WG has met twice.</td>
</tr>
</tbody>
</table>
Appendix D: Summary of Themes – Three Year Focus

<table>
<thead>
<tr>
<th>Overall Priority Identified</th>
<th>Action Items/Themes</th>
<th>Timeline</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity Building and</td>
<td>1. SAISIA will continue to engage the sector by expanding membership and representation within SAISIA at a decision-making level.</td>
<td>Within one year</td>
<td>SAISIA is more thoroughly representative of settlement stakeholders.</td>
</tr>
<tr>
<td>Strengthening the Sector</td>
<td>2. As a provincial umbrella organization in the Western Region, SAISIA will continue to evaluate workload and propose additional staff to funding organizations proportional to the work plan of the organization and to foster organizational stability and sustainability.</td>
<td>Ongoing throughout the 3-year period.</td>
<td>SAISIA is capable of facilitating the action points described within this chart, as well as those identified in its overall strategic plan (as it is developed), and growing to meet the needs of the sector.</td>
</tr>
</tbody>
</table>
|                             | 3. SAISIA will participate in the formulation of service standards, for example:  
|                             | • Defining appropriate move out report timelines (Appendix C)  
|                             | • Defining appropriate caseloads for settlement service workers  
|                             | A Task Force that includes a wide base of stakeholders and draws on the experience both within and outside Saskatchewan will develop clear standards.                                                         | Ongoing throughout the 3-year period        | SAISIA’s membership, partners, and funders benefit from clear guidelines for service standards, such as a standard understanding on caseloads.                                      |
| Communication within the    | 4. Working Groups will continue to work towards Helping Immigrants Succeed (HIS) outcomes, communicating trends and measuring tangible outcomes through data tools and narratives developed within working groups for Employment, Language, and Social Connections. | Fall – Winter 2016, then ongoing review and  | The sector, funders, and partners have access to data that best tells the story of settlement outcomes for clients.                                                                               |
| Larger Sector, and among Key |                                                                                                                                                    | consolidation.                               |                                                                                                                                                                                                      |
| Stakeholders                | 5. Information will continue to be collected                                                                                                                                                                    | Fall – Winter 2016, then                     | The sector has actionable                                                                                                                                                                               |

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and shared with the larger settlement community, funders, and partners about overall immigrant and refugee outcomes through the expanded Settlement dashboards.

| 6. SAISIA will work with RAP providers to coordinate the development and implementation of standard needs assessments for GARS at three points in time: initial arrival; after placement in permanent accommodations; and immediately before the end of the one year income support period. These tools will also be shared with SAHs and other private sponsors so they may feed into the resettlement dashboards if they wish to do so. Over the next year SAISIA will work with the broader settlement sector to assess the feasibility of a standard needs assessment for settlement. |
|---|---|---|
| **ongoing review and consolidation.** | **ongoing, quarterly, throughout the 3-year period** | **Both levels of government work in partnership and with SAISIA to ensure seamless delivery of services. Both are informed of client-centered needs and programming gaps consistently.** |

| 7. SAISIA will serve to improve federal and provincial communication on service provision through: |
|---|---|---|
| **ongoing, quarterly, throughout the 3-year period** | **SPOs have access to consistently useful information provided through formalized needs assessment.** |

| 8. SAISIA will continue to engage Sponsorship |
|---|---|
| **ongoing throughout the 3-** | **• SPOs design and align** |
| Agreement Holders (SAHs) and work to strengthen their ties with other stakeholders within the settlement sector to support the understanding, promotion, and facilitation of the various types of refugee sponsorship and migration | year period | programs and services to align more closely with client needs, enacting a more client-centred approach
• SAHs have greater access to programs and services |
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<td>Research 9. In addition to continuing to collect the data identified through the Working Groups and building a reservoir of measurements, SAISIA will look to support the research conducted by reputable community institutions, and will ally with stakeholders conducting research that benefits the understanding of the settlement sector.</td>
<td>Ongoing throughout the 3-year period</td>
<td>SAISIA, and indeed the many diverse stakeholders, communities, and organizations throughout the province, is positioned to gain valuable information from new research on newcomers and refugees conducted by community organizations and institutions.</td>
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<td>Strategic Planning and Ongoing Review 10. Taking into account the trends and themes identified through the Lessons Learned project as well as the state of settlement over the past years and the more recently and dramatically altered settlement landscape, and bearing in mind the wider priorities of the settlement sector, SAISIA will complete detailed strategic planning for the coming years. This strategic plan will be reviewed annually.</td>
<td>By Quarter 4 2016-7, then ongoing.</td>
<td>SAISIA has a strong strategic framework that accounts for both long term and recent trends and competently addresses the needs of the settlement sector in Saskatchewan.</td>
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