

2nd SAISIA Annual Integration Summit

## **SETTLEMENT AND INTEGRATION SECTOR**

ANNUAL INTEGRATION SUMMIT | REGINA 2018

September 5, 6 and 7, 2018



# **SAISIA**

Saskatchewan Association of  
Immigrant Settlement and  
Integration Agencies

*Excellence in Settlement and Integration Services in Saskatchewan*



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# 1 EXECUTIVE SUMMARY

The 2nd SAISIA Annual Integration Summit held on 5th, 6th, and 7th of September 2018 brought together the stakeholders and the immigration partners including IRCC, Government of Saskatchewan, and the Saskatchewan settlement and integration sector, for engagement and information sharing. Current investments and pressures and the key priorities for the remainder of the 2018-2019 fiscal year were identified, and the strategic advice with respect to the design of CFP 2019 was provided to IRCC. Professional development for the Saskatchewan settlement and integration sector towards achieving settlement system improvement was also provided.

Tribal Chief Edmund Bellegarde welcomed everyone to Treaty 4 Territory, the traditional homeland of the Metis. Chief Bellegarde encouraged summit attendees to respect and represent their traditional values, cultures and beliefs. These values, customs and ways of life, when shared within the Canadian multicultural principles and the existing policies and procedures will foster social cohesion and harmony. Newcomers and settlement agencies were encouraged to reach out to indigenous organizations to better understand and appreciate human commonalities and shared values.

In her opening remark, Nita Jolly, Acting Deputy Director-General of IRCC's Settlement Network, stated the Department values the opportunity to engage stakeholders in discussions aimed at enhancing the Saskatchewan settlement and integration system and improving outcomes for the newcomers settling in Saskatchewan communities. IRCC recognizes that neither events such as the Summit nor systemic enhancement of settlement services could happen without

collaborative relationships and partnership among key stakeholders vis-à-vis the Government of Saskatchewan, SAISIA, and the service providing organizations across the Saskatchewan communities.

According to David Buckingham, Saskatchewan MLA, the Government of Saskatchewan recognizes that newcomers arrive with skills and potentials that are critical for the long-term sustainability of the growing Saskatchewan economy. To this end, the Saskatchewan Government has allocated \$7.2 million to settlement service delivery agencies for the 2018-2019 fiscal year. Funding is for an array of programs and services including settlement advising, language training, and newcomer gateways; also, employment services designated to assist newcomers to overcome cultural and language barriers in order to find and keep jobs.

As Fiscal Year 3 approaches, IRCC is committed to continued investment in the following areas: vulnerable populations, SWIS-Gap analysis, Made-In-Saskatchewan Online language programs, timely hiring of qualified language teachers as the need for expanded classes grows, childminding services in rural areas, employment services, bridging the urban-rural disparity in service offerings, alignment of investments with landings, among others.

In its role as the umbrella organization for the Saskatchewan settlement and integration sector, SAISIA interacts with all levels of government

and the key stakeholders in a unified voice for the settlement system. IRCC sees value in the unique nature of SAISIA's voice and encouraged the Saskatchewan settlement and integration sector to best utilize SAISIA's platform.

This report summarizes themes, strategic advice, and key sector priorities for CFP 2019 that emerged during panel discussions, roundtable engagements and evaluations of the three-day 2018 SAISIA Summit.



## 2

## SASKATCHEWAN SETTLEMENT SYSTEM CURRENT STATE OF AFFAIRS

IRCC shared the following information at the Summit in fulfillment of its commitment to consistently report back on the settlement sector state of affairs captured through iCARE.

- **Targets:** In applying for funding, agencies do not need to include unattainable targets. Targets must be within a measurable and achievable framework. Unrealistically ambitious targets are disadvantageous to both the service-providing organizations and the clients.
- **Language Assessments:** With the exemption of North Central Saskatchewan sitting at a 38% pressure point at the end of Quarter 1 of 2018-2019 fiscal year, no significant pressure exists in Saskatchewan Urban centers, and there is less pressure in the rest of Saskatchewan small centers.
- **Language Training Waitlists:** Regarding Literacy to CLB 4, IRCC is committed to cut waitlists in half of those clients that have been waiting for more than 60 days. In light of this, IRCC requires the agencies to ensure language waitlists are accurate to the number of seats available for the number of clients who are actually available for language training on a daily basis. This will avoid investing in language classes with half class occupancy, which is a direct trade-off for other core settlement services where such investment could have been better utilized.
- **Enrollment vs Occupancy:** IRCC has a new metric for language programming called Occupancy Measurement. There must be a clear correlation between client enrollment and occupancy. If there is a lack of correlation, this is detrimental to SPOs with regards to IRCC being able to identify investment focus for such organizations.

o **Enrollment vs Occupancy:**

- **Enrollment** refers to the number of IRCC eligible clients enrolled in an IRCC-funded language training course for the given month. For example, if 10 clients are enrolled in a course with 10 IRCC-funded seats, then the enrollment rate would equal 100%
- **Occupancy**, on the other hand, refers to the number of IRCC-funded clients who were formally enrolled and attended an IRCC-funded language training course for the given month. For example, where 10 clients enrolled in a course with 10 IRCC-funded seats, but only 8 clients attended 100% of the time, then the occupancy rate would equal 80%.
- **Needs Assessment and Referrals:** Urban and Small Centres record some pressure points such as the Saskatchewan South East zone which is already at 76% at the end of the 1st quarter. It is important for SPOs to understand that **Budget Pressure** can only be confirmed in concert with an accuracy of data entered into iCARE. As such, when applying for amendments for Fiscal Year 3 or incremental dollars for Fiscal Year 2, IRCC officers will look closely at the **Pressure Point Metrics** to determine investment focus.
- **Employment Related Services:** Employment-related programming has been almost exclusive to the Government of Saskatchewan, with only very modest investments by IRCC. Moving forward,

IRCC's focus for Saskatchewan will be to **(i)** expand existing programs with a focus on refugees with low language levels, **(ii)** expand blended learning with active engagement of the employer community, **(iii)** create a new employment centre in Regina through Catholic Family Services, Regina, **(iv)** expand labour market preparation, mentorship and job placement services with defined outcomes of employment **(v)** ensure high-level language classes are available in communities with a defined outcome of employment or entry to post-secondary education, and **(vi)** have ongoing consultations with the Province of Saskatchewan to eliminate duplication of client services.

- **Community Connections:** For urban and small centres, Community Connections programming is one of the core settlement and integration service that is hard to measure. Notwithstanding, the agencies must pay attention to their yearly targets and, through a performance measurement framework, identify the target progress per quarter to better predict program pressure points and be able to report accurately on target pressure points by Quarter 3 of the current fiscal year (2018-2019) to make an evidence-based case during the amendment process.
- **SAISIA, Saskatchewan Megaphone:** In its role as the umbrella organization for the Saskatchewan settlement and integration sector, SAISIA interacts with all levels of government and key stakeholders in a unified voice for the SK settlement system. IRCC

sees value in the unique nature of SAISIA's voice, and encourages the Saskatchewan settlement and integration sector to best utilize SAISIA's platform.

- **IRCC Priority Focus for FY3:** With respect to IRCC's focus for the Fiscal Year 3, the Department is committed to ongoing investment in vulnerable populations, SWIS-Gap analysis, Made-In-Saskatchewan online language delivery system, timely hiring of qualified language teachers as the need for expanded classes grows, childminding services in rural areas, employment services, closing the urban-rural disparity in service offerings, and alignment of investments with landings, among others.

Recognizing that a strong labor force ensures growth, the Saskatchewan Ministry of Immigration and Career Training is focused on effective outcomes through community partnerships by promoting workforce culture that is diverse, inclusive, and flexible. The creation of the new Ministry demonstrates a renewed recognition by the Government of Saskatchewan of the importance and contribution of all Saskatchewan residents in driving economic growth of the province. In her presentation titled ***Focused and Effective Outcomes Through Community Partnerships***, Jan Kot, Executive Director, of the Saskatchewan Ministry of Immigration and Career Training, stated the Ministry of ICT plans to achieve the Saskatchewan advantage via three [3] major goals: **(i)** working to align employers with access to people possessing the right skills, attracting business and investment to the

province, job readiness, and increasing the participation of under-represented groups in the labour force, **(ii)** attract skilled workers to Saskatchewan through the SINP program and **(iii)** retention of skilled workers and youth in Saskatchewan through enhanced access to support services for securing and keeping jobs such as Settlement Advisor services, Gateway services, Language training, Employment support and Foreign qualification recognition.

The Outcome-Based Contract Management system was introduced in 2015 by the Labour Market Service Division of the Saskatchewan Government with the aim to support service-providing agencies to efficiently achieve government outcomes. The Saskatchewan Ministry of ICT is committed to third-party service delivery by maintaining partnerships and supporting at local levels across Saskatchewan, supporting capacity of service delivery by expanding programming beyond employment services to settlement services, aligning its settlement service mapping alongside federal priorities where possible, and finding efficiency and synergy in this regard to ensure service delivery best meets the client needs.

As part of its 2016-2017 Contribution Agreement with IRCC, SAISIA developed the first Standardized **Saskatchewan (Re)Settlement Service Maps** in collaboration with representatives from the Saskatchewan Resettlement Assistance Program [RAP] service provider organizations across the four [4] Saskatchewan refugee





reception cities. These included Regina, Saskatoon, Moose Jaw, and Prince Albert. Further to its commitment to the systems approach, SAISIA continues to update the Saskatchewan (Re)Settlement Service Maps annually. The maps were last revised in Quarter 4 of the fiscal year 2017-2018 (available on the SAISIA website in both official languages) for implementation in the current fiscal year. Key features of the revised service maps include Anglophone and Francophone settlement and integration **programming** across Saskatchewan urban and major rural cities, as well as non-traditional settlement services components.

Further to its service mapping project, SAISIA launched a new website in May 2018. Some of the important features includes a **Sector Directory**, said Anthony Olusola, SAISIA Project Manager. The DIRECTORY page contains a list of federally and provincially funded organizations as well as Private Sponsor communities. Visitors to the SAISIA website may navigate through the **Directory Filter Option** to narrow down the search for settlement and integration services being offered across Saskatchewan communities. Worth noting, also, is the GIS mapping integration on the SAISIA website; through this component, visitors to the website may pinpoint Service Provider Organization and/or Private Sponsor communities of interest for information regarding the geographic location of such organization, and contact the organization via email from the SAISIA website.

# 3 SPECIFIC THEMES

In addition to the compelling themes vis-à-vis, the current state of affairs of the Saskatchewan settlement and integration sector, there were specific themes that emerged throughout the Summit. These will be explored under the following four headings: *National Update and Priorities - Saskatchewan Context / Call for Proposals: CFP101 / Community Typologies / Overview: Language, Youth, Community Connections and Labour Market.*





### 3.1 NATIONAL UPDATE AND PRIORITIES: SASKATCHEWAN CONTEXT

With regard to the national priorities, the National Settlement Council's focus for CFP 2019 will be premised upon the principle of the CORE model for settlement service delivery, where: **C** = Client-centered; **O** = Outcome-driven; **R** = Responsive to needs; and **E** = Effective use of resources. Newcomers define what success means to them, and as such, it is important to consider "immigrant success" beyond getting a job. Furthermore, the NSC calls on all players in the settlement and integration sector to include Newcomer clients in program design, thereby planning with them as opposed to planning for them. The importance of working together with community-based organizations and corporate institutions was emphasized as well as the need to break barriers and stop working in silos to better provide qualitative support for better settlement, adaptation, and integration of newcomers.

During her presentation with ADM David Manicom on the topic **Moving Settlement Forward Together**, Asst. ADM Christa Ross stated that the Saskatchewan Immigrant Nominee Program [SINP] has consistently accounted for 7 out of 10 arrivals to Saskatchewan over the last 10 years. Most Newcomers arrive with occupational skills in sales and service, trades, transport and equipment operation, natural and applied sciences and prominent at the top of the list of newcomer destination cities are Saskatoon and Regina, followed by Prince Albert and Lloydminster, partly.

As per language abilities, over three quarters [ $\frac{3}{4}$ ] of new arrivals to Saskatchewan have English language proficiency as indicated on their application form. Specifically, Saskatchewan has 84% of Family Class with 77% of Refugee families. Similarly, Saskatchewan ranked 1st among the rest of Canadian provinces and ranked

2nd lowest on unemployment rate during a 2016-2017 newcomer employment outcomes survey that was conducted nationwide. Saskatchewan report card outcomes revealed also that SINP nominees are finding full-time employment, adjusting to the workplace, and satisfied with living in Saskatchewan. In spite of the recorded successes, there is the need to do more work in the aspect of **foreign qualification recognition, awareness of settlement services and supports, and availability of online services.**

Building on ADM Christa Ross's presentation, David Manicom ADM, Settlement Network, IRCC talked on Settlement and Integration vision. Though settlement programs are nationally developed, delivery is implemented in communities and neighborhoods across Canada. The success recorded by the department thus far can be attributed to the hard work of settlement service providers. As leaders in settlement services, ADM Manicom encouraged settlement and integration practitioners to engage the larger society in conversations regarding the complex nature of settlement and integration services in local communities to better their [larger community] understanding of the newcomer settlement reality within the local context as opposed to using a Canada wide lens.


In order to achieve IRCC's Settlement Network mandate, that is, ***“working with the provinces and territories to ensure a renewed focus on the delivery of high-quality settlement services to ensure successful***

***arrival of new Canadians,”*** a rigorous approach to data collection and management is required in order to accurately measure outcomes, ADM Manicom said. The CFP 2019 will be a big task, however, of huge benefit to the sector and IRCC altogether. The Department in its new direction is focused on developing good pragmatic co-planning, service mapping relationships with each of the provinces and territories.

With regard to national priorities in the Saskatchewan context, the Department recently signed a Memorandum of Understanding with the Saskatchewan Government towards achieving common objectives in the delivery of national programs within the local reality. Below is a snapshot of five [5] ways by which the Department assigns itself to a better workplan in developing better settlement programming for newcomers:

1. Shared national settlement vision that is finalized and communicated
2. National settlement co-planning that is formal, including service mapping and comprehensive information sharing
3. Stronger programming and clear priorities that are informed by innovative, wrap-around services supported by enhanced capacity across the settlement spectrum
4. Outcome measurement plan with integrated data sets and annual outcome analysis through dedicated resources
5. Sector management vis-à-vis multi-year national allocations and risk-based program management





Further to the Department's commitment to advancing settlement programming, three [3] Saskatchewan organizations were successful in their SDI applications and received federal funding for implementation of their service delivery innovation. The organizations are Saskatchewan History and Folklore Society, Saskatoon Industry Education Council, and Great Plains College Saskatchewan. In the near future, IRCC will engage with Tourism HR Canada on a national scale initiative with a focus on employing up to 1300 newcomers across the target cities nationwide. According to ADM Manicom, three [3] Saskatchewan cities of Saskatoon, Regina, and Moose Jaw will benefit from the said national initiative. In addition, the Saskatchewan Tourism Education Council will deliver the program with a goal to employ 70 newcomers.

The Settlement Reporting Reset is another way by which the Department intends to engage with the settlement and integration sector to increase focus on value-added activities, re-calibrate risk assessment criteria, and reduce the reporting burden.

Mr. Chris Friesen, Director of Settlement Services, Immigrant Settlement Services of British Columbia highlighted some **National Settlement Initiative Updates** and key priorities of the CISSA-ACSEI. Below is the summary of his presentation:

1. CISSA-ACSEI recommendations were studied and categorized for immediate and longer-term consideration. During the most recent NSC pre-meeting of June 2018, IRCC NHQ officials announced a 'reset' to the working relationship with the sector - to immediately begin to address some of the issues that were collectively raised

2. The need for conversation regarding the APPR report and an end of the contribution agreement final report
3. Current area of exploration by CISSA-ACSEI is centered on better ways to manage slippage. Specifically, the possibility of carrying over a certain percentage of slippage from one fiscal year to the next fiscal year as opposed to decommissioning discussions and at times having to issue staff layoffs due to the end of new temporary service enhancement programs
4. CISSA-ACSEI is to soon submit a briefing note at the request of IRCC NHQ that highlighted reasons as to why RAP SPOs should be directly awarded their respective contracts rather than having them submit a funding proposal through CFP 2019
5. While supporting a strong national IRCC NHQ role in setting priorities, CISSA-ACSEI questions whether or not there are other procurement tools that IRCC could use rather than funding proposals for core programming that will likely remain intact and/or will be modified through funding negotiations. On another note, what is the goal of a CFP process for core programming areas?
6. Turning attention to sector employees, CISSA-ACSEI has discussed over the years the increased challenges faced by the sector in attracting and retaining professional employees against a backdrop of accelerated retirements and labor market shortages in the country. Recognizing IRCC is not the employer, many of the settlement and integration agencies receive 50-75%+ funding from the Department. As a result, CISSA-ACSEI has alerted IRCC NHQ to its initiative of a national compensation survey. With the possibility of negotiating 5-year CA's next year, this provides a window of opportunity to make changes, if necessary, in the wage and benefits area. It is important to state that higher wages and benefits

could mean adjusting downward proposed services in the near future in order to incorporate these compensation adjustments. It is worthy to note IRCC NHQ has acknowledged and recognized this possibility

7. Arising from IRCC's recent pre-arrival evaluation report and the finding that over 30% of refugees were interested in accessing some form of online support prior to arrival in Canada, CISSA-ACSEI recently created a website with simple password protected maps featuring hyperlinks to every current RAP provider across Canada
8. CISSA-ACSEI continues to raise the issue of the lack of a pan Canadian IRCC funded settlement informed trauma program for resettled refugees. CISSA-ACSEI is not questioning the need to maintain UNHCR referrals of GARs based on vulnerability criteria, but given the increasing arrival of special populations, there is a need to ensure that there are adequate supports in place to deal with significant migration related trauma issues

To conclude, Chris Friesen encouraged sector practitioners to explore the use of technology in advancing outreach and creating awareness regarding settlement and integration services across the newcomer community being served towards achieving Canada's ultimate goal for newcomers; that is, when newcomers succeed, Canada, in turn, succeeds.

Following Mr. Friesen's presentation was a **live demonstration of SAISIA's new website** with a focus on three [3] of its unique features: **Sector Canvas, Sector Feedback**, and **Sector Forum**. Through these website features, SAISIA will engage with the Saskatchewan settlement sector and feed up the Sector's collective perspective to the National Settlement Council meetings and beyond. To learn more, **visit [www.saisia.ca](http://www.saisia.ca)**



## 3.2 CALL FOR PROPOSAL (CFP 101) AND CLUSTER UPDATE

For agencies to better articulate their understanding of funder expectations when responding to **Call for Proposals**, Grace Van Fleet, Acting Assistant Director of IRCC's Settlement Network, provided summit attendees with insights to writing top-notch, innovative proposals:

1. Plan ahead. Have your required documentation; such as: support documentation ready, make sure you submit all your documents, have your signing officers ready for submission, do not wait until the deadline day
2. Regularly check IRCC webpage for funding details ([www.cic.gc.ca/cfp](http://www.cic.gc.ca/cfp)). Submit applications electronically, share your contact information and ensure to update it as applicable
3. Apply early. However, consider your internal deadlines and requirements before applying
4. Ensure the application is submitted; making sure application status is "submitted"
5. Ensure to obtain support letters from Community Based Organizations for your CFP application
6. When applying as a group, ensure to have a lead organization that is fiscally responsible; also, ensure to establish a clear partnership agreement with all involved
7. IRCC's funding is not limited to large organizations, but is open to new ideas and innovation across different organizational sizes
8. Do not limit your opportunity. There are various pots of funds through IRCC, such as the Service Delivery Improvement Fund



On another note, Ms. Grace Van Fleet gave an update on **IRCC Clusters**. Clusters are groups of settlement service providers under the guidance of various IRCC representatives, she explained. The Clusters, 22 in total across the PNT region, provide an array of opportunities to the settlement and integration sector such as **(i)** Professional Development plan over the fiscal cycle **(ii)** Leverage Technology such as video conferences, and **(iii)** Connection with national community of practice, where possible, **(iv)** Co-ordination of cluster activities, and **(v)** Continuous improvement and evaluations.

Though Clusters are a PNT project and, indeed, a work-in-progress, it has recorded a number of positive outcomes. Through the Clusters, IRCC has been able to identify some inconsistencies in 2012-2017 Contribution Agreements for similar programming across the PNT communities, inconsistencies in Professional Development opportunities across SPOs, and as well inconsistencies in service availability between large and small centers. Additionally, professional development opportunities were made possible to service provider organizations across the PNT cluster vis-à-vis Basic Counselling Skills for Cross-cultural communities, Client Needs Assessment and Action Plan, and Managing Practitioner Stress and Burnout online courses. Notwithstanding its recorded successes, the Cluster project is faced with some challenges: **(i)** Resources such as finance, **(ii)** Timing such as suitable timing for planning purposes, **(iii)** Participation, **(iv)** Outcome measurement, and **(v)** Access to reports. Moving forward, the Department will explore the possibilities of investing in the provision of online courses to avoid travel expense. Similarly, changes will be applied to the maximum professional development allowance per settlement agency.







### 3.3 COMMUNITY TYPOLOGIES (MINIMAL BASKET OF SERVICES PER SIZE COMMUNITY)

Prior to CFP 2015 negotiations, the Western Region undertook a systems-level analysis of services available in various communities to identify new initiatives that could potentially be funded through CFP 2015. Findings of the analysis revealed an inconsistency in settlement services offered in various communities with similar profiles across large urban and small centers, and a need to enhance services for vulnerable populations. In light of the research findings, IRCC intends to learn from the sector, specifically in regards to equitable distribution of investments across several Tiers of settlement services as per CFP 2019 priority setting.

Responding to IRCC's presentation on the above theme, the Saskatchewan Rural Coordinator Paulina Ernberg stated that the results of the SAISIA survey of Saskatchewan small centres in regards to their unique needs revealed a number of challenges. Such challenges include funding availability to implement and/or keep pilot projects that have proven to be successful, little to no Professional Development opportunities to agency staff, insufficient service awareness/promotions thus making it difficult to reach as many clients within the service region, access to research services, and inability to attract and/

or retain qualified instructors. Building on Paulina's presentation, RIF-SK Coordinator Marie Galophe suggested that the minimal basket of services may not apply when it comes to francophone communities, and that this may become a systemic issue for some communities. Francophone immigrants need to understand the language realities in Saskatchewan and information to support them to understand this must be available, she added. Francophone immigrants need translation to access services such as health and mental health, among others. As such, there is a need for a multi-faceted system thinking in responding to the needs of the Francophone newcomers. Ms. Galophe concluded by stating that the maintenance of Francophone diversity in Saskatchewan depends on the inclusion of the Francophone component in all aspects of service delivery.

In her response, IRCC Acting Manager Settlement Network, Rhonda McIntosh stated that IRCC looks forward to engaging further with Settlement and Integration agencies to gain a better understanding from the sector's perspective with regards to Tier-1 communities, and to come to an agreement on the minimal basket of services to be available in each size of community.



### 3.4 OVERVIEW: LANGUAGE, YOUTH, COMMUNITY CONNECTIONS AND LABOUR MARKET

During the fiscal year 2018-2019, IRCC funded immigrant-serving agencies in rural and urban Saskatchewan communities to advance the settlement and integration process for newcomers. Below is an overview of IRCC investments in Saskatchewan in specific program areas as presented by Rhonda McIntosh, Acting Manager, Settlement Network, IRCC:

#### Language:

- Language programming has about 50% of the total federal allocation to the Saskatchewan settlement sector for blended, formal and informal language training in rural and urban Saskatchewan communities
- IRCC negotiated sixteen [16] Contribution Agreements across Stage 1 (Literacy – CLB4) and 2 (CLB 5-8) language training

#### Employment:

- Employment programming is mostly funded by the Government of Saskatchewan, with modest funding through IRCC
- As a priority for expansion, IRCC sought out proposals for a blended language/employment pilot in the fiscal year 2018-2019, and is still open to receiving proposals from eligible organizations
- Through SWIS programming, IRCC negotiated target numbers of 6,901 SWIS clients in the fiscal year 2018-2019 with a funding allocation of \$2,886,348 to SWIS programming
- Youth programming is another focus of IRCC. Sixteen [16] Contribution Agreements for youth-related services were negotiated in 2018-2019, with a target number of 2,391 spring/summer youth clients. A total of \$616,440 in funding was allocated to spring/summer youth programming

#### Community Connections:

- IRCC funded immigrant-serving agencies currently offer Community Connections programming in rural and urban Saskatchewan cities within the scope of **(i)** Volunteer engagement, **(ii)** Mainstream engagement, and **(iii)** Connecting Newcomers to resident Canadians
- Community Connections funding comprises less than 5% of Saskatchewan's settlement funding for the fiscal year 2018-2018. There are currently 27 negotiated CAs for Community Connections programming

**Future Priorities:** To ensure continued delivery of services and to inform IRCC on program pressure points for future investment, the following questions were posed to the sector for reflection:

1. Is IRCC using the right metrics to measure program needs/outcomes?
2. What should be the thematic areas of priority for IRCC regarding the Saskatchewan settlement system?
3. Has IRCC missed an opportunity for investment on SPO's innovative ideas?
4. What is not working in IRCC's settlement service model?
5. Does IRCC have the right balance with regard to investment equity?
6. What program aspects require additional funding?
7. Which activities and services are the most difficult to demonstrate in terms of outcomes?

Following Ms. McIntosh's presentation, Abdur Rehman Ahmad, HR, and Policy Manager, Saskatchewan Intercultural Association shared insights with regard to the results of an IRCC-led initiative titled Youth Summer Program Evaluation.

The scope of the evaluation was to support future performance, monitoring, and summative evaluation of youth summer programs. Project partners were drawn across 23 partner agencies from Saskatchewan, Manitoba, Alberta, and Nunavut. Results of the evaluation included the development of a logic model for Youth Programming available to any agency offering and/or considering to offer youth programming.

Findings of the evaluation confirmed that the SYP contribution program helps address key needs related to settlement and integration of newcomer youth, specifically; **(i)** learning more broadly about their community, local environment, and Canadian society, and **(ii)** improving existing relations while building new ones, enhancing connections and active social engagement, and increasing ability of youth to integrate smoothly into the school system. Immediate expected results of the SYP were: **(i)** community connections, **(ii)** language improvement, **(iii)** integration into school and society, and **(iv)** alleviation of language and cultural barriers.

Some of the lessons learned from the summer youth programming include:

1. It is valuable to involve parents in the programming, be it at the planning, implementation and/or completion of the program, to obtain first-hand parental feedback
2. Program promotion is crucial to ensure community buy-in and/or consistency of attendance
3. Partnerships and/or in-kind support is vital to achieving program goals and outcomes
4. Earlier notification of funding decisions will assist concerned organizations to plan better
5. Energized, well-trained staff are required to implement youth programming successfully

# 4 PROFESSIONAL DEVELOPMENT

Premised upon the need to continuously advance competency and build capacity, the need for Professional Development opportunity for the sector employees cannot be overemphasized. Day-3 of the 2018 SAISIA Annual Integration Summit focused on Professional Development across an array of unique themes, a summary of which is captured in section 4.1 – 4.3 of this report.





## 4.1 SYSTEMS APPROACH TO SUSTAINABLE COMMUNITY IMPACT



1. Collective impact is all about service providers working together more collaboratively by using shared objectives, tools and measurement
2. Collective impact is more of an approach than a system; it applies to any group who is interested in changing lives
3. There is a need for a culture shift from the notion that Francophone people will only migrate to established French-speaking provinces, and Anglophone migrate to Anglophone provinces. Hence, the need to embrace collaborative partnership and information sharing across services to enhance newcomer settlement, adaptation and integration experience
4. Service providers must move from the notion of competitors to collaborators; collaboratively, agencies may develop a strategic plan for their region or local constituent to effect change together
5. It would be beneficial if service providers adopt a more flexible approach to serving clients who approach settlement agencies, as opposed to following a rigorous assessment process



## 4.2 NEWCOMER WELL-BEING: STRATEGIES FOR EFFECTIVE ENGAGEMENT AND SELF-CARE

1. Not denying the existence of mental illness, trauma and/or health distress is often not the fault of the individual suffering from such challenges. It is often a result of structural/systemic barriers and situations faced as a result of external forces. Examples include racism, foreign credential recognition, unemployment due to Canadian experience requirement, and role reversal from being the head of households to dependent parents
2. Research projects and community initiatives continue to show mental health workers in the mainstream agencies do not have the full capacity to work with people coming to Canada as refugees. Not that the workers are not interested in serving Newcomers, but clients are not visiting the agencies in large numbers
3. There are initiatives in Saskatchewan that are addressing newcomer health related issues. Examples include Global Gathering Place' **Providing Access to Health Care** [PATH] initiative, the **Refugee Engagement and Community Health** (REACH) Clinic (a collaborative partnership with the Saskatoon Community Clinic, University of Saskatchewan College of Medicine, Saskatoon Open Door Society, Global Gathering Place, Saskatoon Health Region, and TB Prevention and Control Saskatchewan)
4. Settlement service providers play an important role in contributing to Newcomer well-being through an array of services. As such, sector practitioners need to operate within the parameters of professional expertise and not go beyond agency capacity, recognizing that no one can be all things to everyone
5. Self-care is important for service providers to better respond to newcomer needs in a comprehensive, integrated and responsive manner

## 4.3 CREATING SAFE SPACES FOR LGBTQIA+ NEWCOMERS

1. A positive space is not just a physical space, but body language, accessibility, signage, confidentiality, language, and attitude all need to be factored in. Settlement agencies should provide anyone that comes through their doors an opportunity to express themselves holistically and feel comfortable
2. Change does not happen on an individual level. The systemic and organizational shift is required in order to create safe spaces
3. In an attempt to create LGBTQIA+ initiative, it is important to take into consideration the community context and responsiveness to creating positive spaces for LGBTQIA+ newcomers
4. Ground training is required in the knowledge of feeling respected, accepted and tolerated
5. Positive spaces assessment can be completed via [www.positivespaces.ca](http://www.positivespaces.ca) to obtain snapshot report card of where an organization is with regard to creating an enabling environment for LGBTQIA+ newcomers





# 5 PRIORITY SETTING CFP 2019

Pivotal to the summit agenda was IRCC's expectation of the Saskatchewan sector to identify and advise the Department on key priorities for the CFP 2019. Below is the representation of the Saskatchewan Settlement and Integration sector **top priorities** across major program themes for the CFP 2019 as identified during Day 1 and 2 IRCC-led summit breakout sessions.





	PRIORITY SETTING	CFP 2019	FUTURE DIRECTIONS
Program Theme	3 Top Priorities		
<b>Women</b>	<ol style="list-style-type: none"> <li>1. On-site childminding support services for <b>all</b> women's programs</li> <li>2. Strategy for addressing the complex/multi-faceted issue of newcomer women using an upstream, community approach</li> <li>3. Development of soft programs that create safe spaces for newcomer women and men, such as support program for at-risk men, combined cooking and language classes for women</li> </ol>		
<b>LGBTQ+</b>	<ol style="list-style-type: none"> <li>1. Development of Positive Space Policy to support settlement agencies in working with LGBTQ+ clients</li> <li>2. Creation of local, regional and intersectoral learning platform inclusive of LGBTQ+ that addresses discrimination</li> <li>3. Development of National strategy plan on training settlement agency staff with regard to LGBTQ+ service delivery</li> </ol>		
<b>Small Center</b>	<ol style="list-style-type: none"> <li>1. Flexibility in service delivery, using customized local strategies to address local needs</li> <li>2. Development and implementation of projects focused on successful youth transition to post-secondary or trade training</li> <li>3. Creation of a <b>Zone Immigration Partnership</b> [ZIP] model to foster collaborative partnership and equitable allocation of resources</li> </ol>		
<b>Newcomers with Disabilities</b>	<ol style="list-style-type: none"> <li>1. Integrated programs and funding with organizations currently working with individuals living with disabilities</li> <li>2. Capacity building for service provider organizations to better serve clients living with disabilities across all CLB levels</li> <li>3. Source for specialized disability services best practices across Canada and adapt resources to fit into Saskatchewan local reality</li> </ol>		
<b>Francophone</b>	<ol style="list-style-type: none"> <li>1. An increased partnership between Francophone and Anglophone service provider organizations</li> <li>2. Improved service delivery process for Francophone settlement network</li> <li>3. Research on specific needs of Francophone Newcomers arriving in Saskatchewan, specifically on social integration of Francophone refugees and women</li> </ol>		

	PRIORITY SETTING	CFP 2019	FUTURE DIRECTIONS
<b>Program Theme</b>	<b>3 Top Priorities</b>		
<b>Seniors</b>	<ol style="list-style-type: none"> <li>1. Creation of specialized programs for seniors to support their settlement and social engagement needs</li> <li>2. Development of Needs Assessment Tool specifically to meet the needs of newcomer seniors</li> <li>3. Transportation and Interpretation services for seniors so that they actively participate in social engagements/ programs</li> </ol>		
<b>Indirect Services: Umbrella, LIPs, RIFs</b>	<b>Umbrellas:</b> <ol style="list-style-type: none"> <li>1. Umbrellas to remain geographically specific with a continued focus on improving settlement and integration system within their jurisdiction</li> <li>2. Awareness of, and education for, sector staff regarding Indigenous issues, especially Treaty Relations, and Truth and Reconciliation</li> <li>3. Broadened engagement with the Saskatchewan settlement and integration service providers and the broader Saskatchewan community, including employer community engagement</li> </ol>		
	<b>LIPs:</b> <ol style="list-style-type: none"> <li>1. Funding for innovations that foster newcomer retention through inclusion beyond immigration</li> <li>2. Elimination of data collection redundancy and reporting burden</li> <li>3. Stronger networks with economic bodies and allied industry</li> </ol>		
	<b>Indirect Services General (Including RIFs):</b> <ol style="list-style-type: none"> <li>1. Research-based marketing and communication strategies based on audience and geographical spaces</li> <li>2. Leveraging partnerships and resource sharing</li> <li>3. Enhancing learning tools and capacity building for sector employees</li> </ol>		
<b>Information and Orientation</b>	<ol style="list-style-type: none"> <li>1. Improved technology and increased funding to support rural communities to gain access to high-speed internet to enhance newcomer learning participation and experience</li> <li>2. Expansion of information and orientation sessions to include ethnocultural associations and public institutions, such as Public Library, School Division, Faith Groups</li> <li>3. Connection and coordination of service delivery with standardized resources based on client needs across program streams</li> </ol>		
<b>Support Services vis-à-vis Transport, Childminding, Interpretation/ translation, Crisis counseling</b>	<b>Transportation:</b> Funding availability for Driver's License Training Course for all adult male and female newcomers  <b>Childminding:</b> Policy change to Childminding for Newcomer Children and adaptation of regulations to local context and reality  <b>Crisis Counselling:</b> Capacity building of sector staff as First Responders to crisis-related issues; equip settlement sector with professional Crisis Counsellors to provide clients with robust and culturally responsive support and care		

	PRIORITY SETTING	CFP 2019	FUTURE DIRECTIONS
Program Theme	3 Top Priorities		
Labour Market	<ol style="list-style-type: none"> <li>1. Employer engagement to showcase the value of employing newcomers</li> <li>2. Increased funding for Mentorship and Networking for Newcomers, including Internationally trained professionals</li> <li>3. Blended language and employment learning, including At-work language training</li> </ol>		
Language	<ol style="list-style-type: none"> <li>1. Language training specifically focussed on bridging students who exit high school before Grade 12 and/or those who complete High School and require more learning to proceed to Post Secondary</li> <li>2. More CLB 5-6 classes in urban cities to reduce the waitlist</li> <li>3. Eligibility cost to include support workers (i.e. Education Assistants) in Small Center multi-level classrooms</li> </ol>		
Youth Groups	<ol style="list-style-type: none"> <li>1. Employment readiness opportunity with an innovative approach for successful integration into the labor market</li> <li>2. Provincial/Federal Assessment for youth ages 16-21 reflective of the academic capability of Newcomer students</li> <li>3. Option for immigrant students to obtain ESL as High School Credit; University preparatory, after-school program offer to youth ages 16 – 21</li> </ol>		
Community Connections	<ol style="list-style-type: none"> <li>1. Development of a sustainable strategy to achieve inclusive and representative of Newcomers at all levels of community/organizational leadership</li> <li>2. Improved engagement with the Indigenous community through Community Connections programming</li> <li>3. Development of a sustainable partnership model across SPOs, community organizations, faith-based and ethnocultural organizations</li> </ol>		



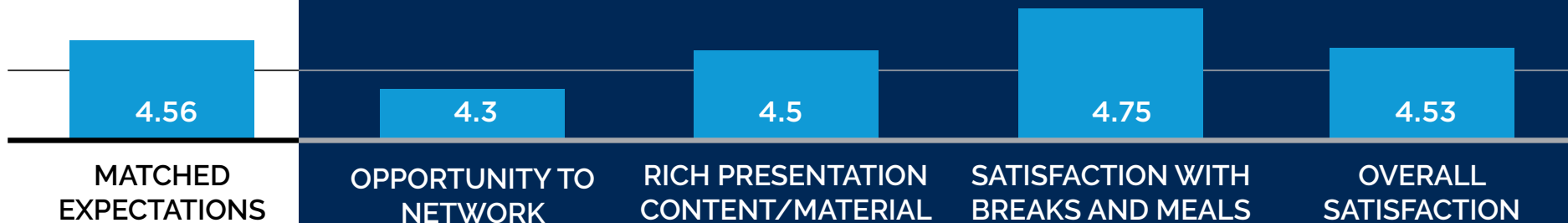
# 6 SUMMIT EVALUATION AND REFLECTION FOR FUTURE SUMMITS

The 3-day summit was evaluated by attendees daily.  
Below is the summary of feedback received by SAISIA.



## 6.1 SUMMIT EVALUATION

Using rating in both quantitative and qualitative methods, attendees were asked to rate a number of questions from 1 to 5 (1 being strongly disagreed, and 5 being strongly agreed). On average, respondents indicated that they were satisfied in each of the five questions as illustrated in the chart below.



Specifically, attendees were satisfied with the evolution of Saskatchewan Settlement system, and especially with the inclusion of unique themes such as **LBTQIA+, Newcomer Well-being, Strategies for Effective Engagement and Self-care for Sector Employees, Supporting Newcomers with Disabilities, Service Mapping, Moving Forward Together, and CISSA-ACSEI Initiatives Update.** Notwithstanding the positive rating of the Summit, attendees require more information on **PNT Cluster Update, Equipping Cross-Cultural Counselors, and CFP 101 presentations.**

At future Summits, attendees would like to see topics such as: Employer engagement, Indigenous-Newcomer engagement, Building Saskatchewan Community of Practice, Saskatchewan LIPs update, Umbrella [SAISIA] role in relation to indirect service providers such as RIF-SK, LIPs, SWIS-SK, Government level engagement updates such as common language and seamless reporting processes, and more professional development opportunities for the sector.





Respondents also commented on the daily agenda of the Summit as being overloaded. Some presenters rushed through their presentations while the others could not take questions from Summit attendees. Similarly, respondents suggested SAISIA staff should coordinate breakout sessions at future Summits as they [SAISIA Staff] are more familiar with local realities across Saskatchewan settlement and integration sector.

Additionally, respondents appreciated the opportunity to attend all three days of learning, as opposed to the 2017 Annual Integration Summit where specific delegates were allowed on specific days. Being present all three days allowed for a robust learning, knowledge transfer, and networking for sector practitioners who otherwise had been communicating via emails and conference calls at most time of the year. On the other hand, few attendees indicated interest in future summit agenda/day that is most relevant for their work in order to adequately contribute at plenary and/or breakout discussions.

Regarding the good time of the year for future summits, attendees prefer that the Summits be held in the fall sometime during quarter three [Q3].

Lastly, some respondents indicated Halal food would be appreciated at future events.

## 6.2 REFLECTIONS FOR FUTURE SUMMITS

1. For effective planning and event execution, detailed information regarding scope, objective and expected outcome of the next Summit should be communicated to SAISIA most preferably shortly after the completion and approval of the report of the last summit
2. Where the agenda is to be set by IRCC, SAISIA should be carried along in identifying themes that best describe Saskatchewan local context
3. When the last day of Summit falls on a Friday, agenda for such day should end early to allow out-of-town attendees ample travel time
4. Upon the receipt of SAISIA's registration invitation, designated personnel per target organizations should complete their registration within the set deadline to avoid being denied entry to the Summit
5. Specific items that should be left off the menu should be clearly outlined by attendees with special dietary needs when completing Summit registration form
6. Newcomers with lived refugee/immigrant settlement experiences should be engaged in plenary and breakout discussions
7. Invite more community members such as ethnocultural groups, educational institutions and faith communities during integration-related topics and broaden the conversation to explore collaborations and gaps beyond what is done within the sector
8. Attendees to future summits should include frontline staff and not just management staff
9. Presenters and/or respondents should endeavor to maintain presentation language to avoid interference with simultaneous translation. For example, where a presenter switches between English and French languages, simultaneous interpretation is disrupted
10. Participating agencies should endeavor to share summit lessons learned with their constituents, especially those who may not have participated via the livestream delivery
11. Adequate update to the sector by the levels of Government with regard to action items arising from the Summit
12. More opportunity for a face-to-face learning experience for the sector and more time for question and answer
13. The Summit agenda should be lightened up over 3 three days. This would allow presenters ample time for their presentations, and allow attendees the opportunity to ask questions at the plenary, as well as at the breakout sessions

# 7 ACKNOWLEDGMENTS

SAISIA would like to thank all the speakers, panel members, facilitators, note-takers, volunteers and attendees at the 2nd SAISIA Annual Integration Summit Regina 2018, and acknowledge the following individuals and funders for their support. In a special way, SAISIA extends gratitude to members of the Saskatchewan Professional Development Advisory Committee and sector representatives for their support and contribution towards the planning of Day-3 of the summit





**SAISIA also expresses gratitude to the Government of Saskatchewan for sponsoring the summit Networking Function.**

*2018 Annual Integration Summit: Day-3 Advisory Committee*

**Anahit Falihi** – Saskatoon Open Door Society Inc.

**Anthony Olusola** – SAISIA

**Beulah Gana** – SAISIA

**Brenda Sherring** – Saskatchewan Polytechnic, Regina Campus

**Bula Gosh** – Great Plains Regional College, Swift Current

**Getachew Woldeyesus** – Regina Open Door Society Inc.

**Icasiana de Gala** – Southwest Newcomer Welcome Centre, Swift Current

**Janine Hart** – Humboldt Regional Newcomer Centre

**Joe Garcea** – University of Saskatchewan, Saskatoon

**Jaella Wiebe** – Moose Jaw Multicultural Council

**Katie Nyandwi** – International Women of Saskatoon (IWS) Inc., Saskatoon

**Kirandeep Bhullar** – Regina Immigrant Women Center, Regina

**Marie Galophe** – RIF-Saskatchewan

**Vicky Angua** – Saskatoon Open Door Society Inc

*Masters of Ceremonies*

**André J Lalonde and Anthony Olusola**

*Staff*

**Anthony Olusola**

**Beulah Gana**

**Farrukh Syeer**

**Fay Santos-Vargas**

**Maryam Karimi**

**Paulina Ernberg**

**Peggy Robillard**

**Sylvia Waterer**

**Alberta Muembo** – SAISIA Intern

**Funded by:**



**Immigration, Refugees  
and Citizenship Canada**

**Financé par:**

**Immigration, Réfugiés  
et Citoyenneté Canada**



## Appendix A – List of Organizations in Attendance

African Canadian Resource Network Saskatchewan Inc  
Assemblée Communautaire Fransaskoise  
Battlefords Immigration Resource Center Inc.  
Calgary Immigrant Educational Society  
Carlton Trail College, Humboldt  
Catholic Family Services of Regina  
City of Saskatoon  
Conseil économique et coopératif de la Saskatchewan, Regina  
Cumberland College, Tisdale  
East Central Newcomer Welcome Centre Inc  
Federation des Francophones de Saskatoon  
Global Gathering Place, Saskatoon  
Government of Saskatchewan  
Great Plains College, Swift Current  
Greater Saskatoon Catholic Schools  
Humboldt Regional Newcomer Centre Inc  
International Women of Saskatoon  
Immigration, Refugees and Citizenship Canada  
Immigrant Services Society of British Columbia  
Manitoba Institute for Trades and Technologies  
Ministry of ICT, SK Government  
Moose Jaw Multicultural Council  
Moose Jaw Newcomer Welcome Centre  
Multicultural Council of Saskatchewan  
Newcomer Information Centre, Saskatoon  
Newcomer Welcome Centre, Regina  
North West College, North Battleford

Northeast Newcomer Services, Tisdale  
Ontario Council of Agencies Servicing Immigrants  
Parkland College  
Prince Albert Multicultural Council  
Refugee Sponsorship Training Program, Saskatoon  
Regina Immigrant Women Centre  
Regina Open Door Society Inc  
Regina Region Local Immigration Partnerships  
Réseau en immigration francophone de la Saskatchewan  
Saskatchewan History and Folklore Society  
Saskatchewan Association of Immigrant  
Settlement and Integration Agencies  
Saskatchewan Intercultural Association  
Saskatchewan Polytechnic – Regina Campus  
Saskatchewan Polytechnic – Saskatoon Campus  
Saskatoon Local Immigration Partnership  
Saskatoon Open Door Society  
Saskatoon Industry Education Council  
Sentiers du leadership Inc. (Quebec)  
Southeast Advocates for Employment / SE Newcomer Services  
Southeast College, Estevan  
Southwest Newcomer Welcome Centre, Swift Current  
The Humboldt Regional Newcomer Centre Inc.  
The University of Regina, Faculty of Social Work  
YWCA Prince Albert – Settlement Services  
YWCA Prince Albert – Regional Newcomer Centre

## Appendix B – Common Acronyms

**APPR** – Annual Project Performance Report

**CFP** – Call for Proposals

**CISA/ACSE** – Canadian Settlement Sector Alliance/Alliance Canadienne  
du Secteur de l'établissement des immigrants

**CLB** – Canadian Language Benchmarks

**CNC** – Care for Newcomer Children

**ESL** – English as a Second Language

**GAR** – Government Assisted Refugee

**H.I.S.** – Helping Immigrants Succeed

**ICARE** – Immigration Contribution Agreement Reporting Environment

**IRCC** – Immigration, Refugees, and Citizenship Canada

**LIP** – Local Immigration Partnership

**LINC** – Language Instruction for Newcomers to Canada

**Min of ICT** – Ministry of Immigration and Career Training

**NHQ** – National Headquarter

**PNT** – Prairies and Northern Territories

**PSR** – Private Sponsored Refugee

**RAP** – Resettlement Assistance Program

**RIF-SK** – Réseau en Immigration Francophone-Saskatchewan

**RSTP** – Refugee Sponsorship Training Program

**SAH** – Sponsorship Agreement Holder

**SK** – Saskatchewan

**SPO** – Service Provider Organization

**SYP** – Summer Youth Program

**SAISIA** – Saskatchewan Association of Immigrant Settlement and  
Integration Agencies

**SWIS** – Settlement Workers in School

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