



SAISIA

Saskatchewan Association of
Immigrant Settlement and
Integration Agencies

2016-2017 ANNUAL REPORT





SASKATCHEWAN ASSOCIATION OF IMMIGRANT SETTLEMENT AND INTEGRATION AGENCIES (SAISIA)

Established in 1987, SAISIA serves newcomers by providing settlement and integration agencies in Saskatchewan with access to professional development and opportunities to network, as well as links to resources they can use to strengthen and enhance their internal procedures, client programs and services.

SAISIA is the voice of immigration and settlement agencies to the federal, provincial and municipal governments, the community, and the public.

Our Vision

Excellence in Settlement and Integration Services in Saskatchewan.

Our Objectives

The objective of SAISIA is to carry out activities on behalf of its members for the purpose of enhancing the settlement and integration of newcomers in Saskatchewan by various means, including, but not limited to:

- The coordination of service and program delivery in the province;
- The facilitation of information exchange between its member agencies and between SAISIA and other related associations;
- The identification of trends, common challenges, and promising practices in the field of immigrant settlement and integration; and
- The championing of common concerns and objectives to federal, provincial, and municipal governments, the community, and the public at large

Our Mission

To support agencies in offering services for immigrants and refugees while engaging stakeholders and representing Saskatchewan Settlement Agencies nationally.

Our Values

- **Service Excellence:** SAISIA works together with its member agencies to ensure excellent quality is provided within their services and activities.
- **Collaboration:** SAISIA works openly with its member agencies, as well as provincial and national stakeholders, leveraging its collective strength to ensure beneficial decisions are made for the Saskatchewan settlement sector and newcomers to Saskatchewan.
- **Client Centeredness:** SAISIA ensures its focus and mandate remain on newcomer clients to the province. This is achieved through the support and development of its member agencies.
- **Proactive Leadership:** SAISIA has the courage to shape a better future for newcomers to Saskatchewan by making decisions that are grounded in correct principles and in accordance with its Constitution and Bylaws with the primary purpose of serving its mandate.
- **Inter-culturalism:** SAISIA believes inter-culturalism is the integration of different cultures within a society that acknowledges the differences, yet its foundation is formed on the changeability of cultures that will create a diverse and unified society.
- **Accountability:** SAISIA holds itself transparent and responsible for the decisions it makes that affect the organization and its mandate.
- **Respect and Dignity:** SAISIA values respect and dignity, whereby all decisions and actions reflect ethical behavior, diligence, honesty and compassion as we support each other to achieve our goals and outcomes.
- **Engagement:** SAISIA believes in strategic, outcome-focused community conversations to facilitate learning and meaningful change.
- **Diversity:** SAISIA believes in embracing the rich dimensions of diversity within all individuals, as we work together in an atmosphere that promotes and celebrates the benefits of our differences and similarities.





2016-2017 BOARD OF DIRECTORS

Henri de La Garde

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Saskatoon Open Door Society Inc

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Vice President
Moose Jaw Multicultural Council Inc

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Board Member
International Women of Saskatoon

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Board Member
Moose Jaw Newcomer Welcome Centre

PRESIDENT'S MESSAGE



This year the SAISIA Board of Directors and Staff responded to the challenge of transforming the organization. With emergent challenges, highlighted by the Saskatchewan sector in our 'Lessons Learned' meeting last spring, it was clear that SAISIA needed to grow and transform to fulfill the role required by the sector, members, and funders.

Our Board of Directors deserve special thanks for transforming our ability to welcome new members. With the proposed changes to our constitution and bylaws, SAISIA will be poised to truly represent the sector and to include key stakeholders from around the province. Board members and Board committees took on an impressive workload with the modifications to the constitution and bylaws, and the adoption or revision of a number of procedures and policies, including Board election procedures and the Human Resource Policy.

The need for additional staff was clear. SAISIA added an Executive Director and an Office Administrator to existing staff, and obtained a new location to house this growing group of dedicated staff.

Staff engaged with the sector in ever-increasing scope: in rural areas, and outside of the province in unprecedented cooperation with other provinces' settlement umbrella organizations. Our work of coordinating data and holding regular meetings on the state of settlement across the province, which started with the Syrian Refugee crisis, continues to bring the sector together.

I am proud to say that the confidence of our funders and partners in the organization is well deserved. After a transformative and successful year, I look forward to seeing the work of SAISIA continue.

Henri De La Garde
SAISIA President

EXECUTIVE DIRECTOR'S MESSAGE



This past year was a time of change for SAISIA. In addition to the many achievements highlighted in this Annual Report, SAISIA prepared for an expansion of planned activities and outputs. In a coordinated effort with IRCC (Immigration, Refugees and Citizenship Canada) and with the neighboring provincial umbrellas in Manitoba and Alberta, SAISIA prepared to accept and commit to a 3-year agreement with IRCC that would require an expansion of staff and capacity.

I joined SAISIA in March of 2017 as the new Executive Director. Some of the early year priorities included the re-location of the office, and the development of new job descriptions for our Office Administrator, Director, Project Coordinator,

Community Partnership Facilitator, and Rural Coordinator. The job descriptions were developed to align with the following areas of focus:

- Community Engagement
- Conferences
- Research Activities
- Tool Development
- Advertising, Publications, Website Development

Thank you to our funders, partners, Board members and staff for making this year a success, and for positioning us to achieve our goals in the coming year!

Sylvia Waterer
SAISIA Executive Director

2016-2017

Activities and Accomplishments

The Association carries out activities on behalf of its members according to the following Pillars:

■ **Pillar 1**

Capacity Development and Membership Cultivation

Setting standards that foster leading practices in governance, day to day operations and financial resource management. Reviewing constitution and setting criteria for expanded membership that ensures inclusion.

■ **Pillar 2**

Leadership, Research, Professional and Resource Development

Coordination of services and program delivery in the province and facilitation of information exchange between agencies and other related associations. Identification of trends, common challenges and promising practices in the field of immigrant settlement and integration.

■ **Pillar 3**

Communication and Visibility

Championing of common concerns and objectives to the federal, provincial and municipal governments, the community and the public at large.



PILLAR 1 • Capacity Development and Membership Cultivation

Membership Expansion

SAISIA made changes to their Bylaws and Constitution to help allow access to Full Membership to a much broader range of agencies and organizations working within the settlement sector.

These changes also assist organizations we believe are eligible for membership in SAISIA, but who have chosen not to join in the past and organizations who have been members in the Friends of SAISIA or Associate Member categories and would like to change their membership category.

SAISIA is very pleased about these new changes and is excited to see the effects in the upcoming year.

Governance and Policies

Human Resources Policy was completed and approved by the Board for implementation. The Human Resources Policy includes the following:

- o Human Resources standards/policy framework
- o Code of Conduct and Performance
- o Harassment policy

A number of Board committees were established for effective board governance. The committees are:

- o Nominations Committee
- o Membership Committee
- o Audit Committee

Office and Staff Expansion

A new office was located that would accommodate the expansion of staff. Job descriptions were developed for the Executive Director, Office Administrator, Director, Project Coordinator, Community Partnership Facilitator, and a Rural Coordinator. The staff will focus on community engagement, conferences, research, tool development, and communications.



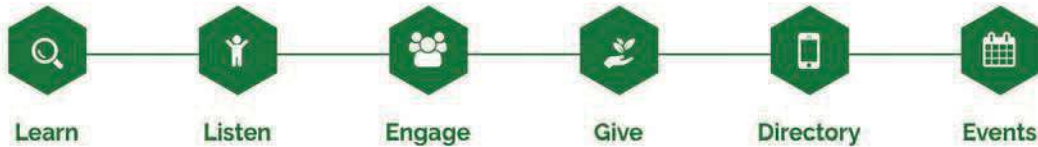
PILLAR 2 • Leadership, Research, Professional and Resource Development

Act as the Lead for the Settlement Sector in Saskatchewan for the Syrian Refugee Resettlement Initiative

SAISIA continued to provide central coordination to facilitate timely and accurate information, strategic decision making and planning by hosting conference calls that brought funders, service providers and private sponsors together for the resettlement of Syrian refugees.

Immediate capacity of service providers was enhanced by developing and revising tools and resources such as service maps, client needs assessment tools, data collection and provincial dashboards. Information was shared and developed in collaboration with Immigration, Refugee and Citizenship Canada (IRCC).





Saskatchewan Cares Campaign www.saskcares.com

The Saskatchewan Cares Campaign that was initiated in 2015-16 on the SAISIA website was further enhanced by making it a stand-alone site. Separating it from the SAISIA site made it more effective in achieving its purpose of educating and engaging members of Saskatchewan

communities and the non-traditional settlement service providers on refugee and immigrant issues. SAISIA undertook this initiative with funding from the City of Saskatoon and with the support of representatives from settlement and non-settlement sectors.

Lessons Learned Event

A two-day meeting was held in May at the Cosmo Civic Centre in Saskatoon. The Resettlement and Settlement sectors were engaged regarding the Syrian refugee movement in Saskatchewan. Also, examined were how the lessons learned from the Syrian refugee resettlement could be applied to the Settlement system for better outcomes for all newcomers coming to Saskatchewan.

Based on the report, the following themes were identified for SAISIA's three year work plan.

Summary of Themes – Three Year Focus

Overall Priority Identified	Action Items/Themes	Timeline	Outcomes
Capacity Building and Strengthening the Sector	1. SAISIA will continue to engage the sector by expanding membership and representation within SAISIA at a decision-making level	Within one year	SAISIA is more thoroughly representative of settlement stakeholders
	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	Ongoing throughout the 3-year period	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
	3. SAISIA will participate in the formulation of service standards, for example: <ul style="list-style-type: none"> Defining appropriate move out report timelines 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 Larger Sector, and among Key Stakeholders	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 consolidation	The sector, funders, and partners have access to data that best tells the story of settlement outcomes for clients
	5. Information will continue to be collected and shared with the larger settlement community, funders, and partners about overall immigrant and refugee outcomes through the expanded Settlement dashboards	Fall – Winter 2016, then ongoing review and consolidation	The sector has actionable information on settlement needs and outcomes

Overall Priority Identified	Action Items/Themes	Timeline	Outcomes
	<p>6. SAISIA will continue to coordinate conversations to ensure that the formalized needs assessments meet the needs of the sector</p> <p>7. SAISIA will serve to improve federal and provincial communication on service provision through:</p> <ul style="list-style-type: none"> • working groups, • ongoing Resettlement Assistance Program (RAP) and Settlement Sector conversations, • participation in the Western Region working group (WRWG), Western Region Research Advisory Committee (WRRAC) and the National Settlement Council (NSC) • revised data and narrative tools to tell the story, and • annual in-person meetings <p>8. SAISIA will continue to engage Sponsorship 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</p>	<p>Ongoing, quarterly, throughout the 3-year period</p> <p>Ongoing, quarterly, throughout the 3-year period In-person gatherings to happen annually throughout the 3-year period</p> <p>Ongoing throughout the 3-year period</p>	<p>Service Provider Organizations (SPO's) have access to consistently useful information provided through formalized needs assessment</p> <p>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</p> <ul style="list-style-type: none"> • Service Provider Organizations (SPO's) design and align programs and services to align more closely with client needs, enacting a more client-centred approach • SAHs have greater access to programs and services
Research	<p>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</p>	<p>Ongoing throughout the 3-year period</p>	<p>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</p>
Strategic Planning and Ongoing Review	<p>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</p>	<p>By Quarter 4 2016-17, then ongoing</p>	<p>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</p>

PILLAR 3 • Communication and Visibility

Regional and National Involvement

SAISIA continued to actively engage regionally with the other umbrellas within the Western region through the Western Region Working Group (WRWG). The WRWG is a collaborative working committee responsible for determining and delivering best practices in the areas of organizational development, research, professional development, and service delivery in Western Canada's settlement sector. During the year, a western region settlement sector research agenda and strategic plan were developed. A Western Region Research Advisory Committee was also established.



At the National level, SAISIA continued to be active in the National Settlement Council.

Canadian Council for Refugees National Consultation

SAISIA assisted in the coordination of the Canadian Council for Refugees consultation in Saskatoon, with the theme "Refugees Welcome Here: Awareness, Advocacy and Action". Over 300 participants from across the country participated in the 3-day consultation. The Federal Minister, for Immigration, John McCullum, participated on the second day to answer questions from participants.

There were 14 workshops. SAISIA, its members and the local planning committee were involved in the organization of the following eight workshops:

- Strengthening Relationship and Solidarity Between Newcomers and Aboriginal People
- Refugees Welcome Here: Countering discrimination through public educations.
- Creating sustainable partnerships between NGOs and sponsorship groups
- Challenging media representation of migrant youth
- Collaborative approach for refugee mental health
- Family support services
- Refugee resettlement: who is coming, who's not?
- A national housing strategy through racialized eyes

Saskatoon Refugee Coalition

SAISIA actively participated in the World Refugee Day celebration hosted at the Saskatoon City Hall – Civic Square in June. SAISIA's involvement at the Saskatoon Refugee Coalition table continued to promote relationship building with the Sponsorship Agreement Holders and the non-traditional settlement service providers.

SAISIA MEMBERS

Our Members

SAISIA members, staff and volunteers of Saskatchewan immigration and settlement agencies, provide quality, client centered services along the settlement continuum to ensure that all newcomers are welcomed and supported in ways that encourage timely settlement, adaptation and integration into the fabric of Saskatchewan life.

Full Members

- Global Gathering Place
- International Women of Saskatoon
- Moose Jaw Multicultural Council
- Prince Albert Multicultural Council
- YWCA Prince Albert
- Regina Immigrant Women Centre
- Regina Open Door Society
- Saskatchewan Intercultural Association
- Saskatoon Open Door Society
- Battlefords Immigration Resource Centre

Associate Members

- Assemblée communautaire fransaskoise Inc. (ACF)
- Ukrainian Canadian Congress – Saskatchewan Provincial Council Inc.
- Immigrant Access Fund (IAF)
- Saskatchewan German Council

Friends and Honorary Members of SAISIA

- North West Regional College, Battleford
- South East Regional College, Estevan
- Carlton Trail College, Humboldt
- Great Plains College, Swift Current
- North East Newcomer Services, Tisdale
- Family Services Saskatoon



SASKATCHEWAN ASSOCIATION OF IMMIGRANT SETTLEMENT AND INTEGRATION
AGENCIES

STATEMENT OF FINANCIAL POSITION
as at March 31, 2017

ASSETS

	<u>2017</u>	<u>2016</u>
CURRENT:		
Cash	\$ 54,822	\$ 29,647
Accounts receivable	3,854	30,651
Prepaid expenses	<u>764</u>	<u>485</u>
	<u>\$ 59,440</u>	<u>\$ 60,783</u>

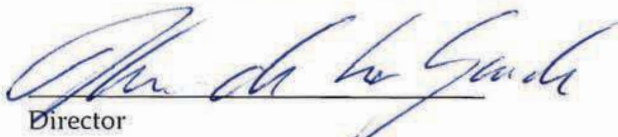
LIABILITIES

CURRENT:		
Accounts payable	\$ 14,136	\$ 12,884
Deferred revenue	<u>100</u>	<u>-</u>
	<u>14,236</u>	<u>12,884</u>


NET ASSETS

UNRESTRICTED NET ASSETS	<u>45,204</u>	<u>47,899</u>
	<u>\$ 59,440</u>	<u>\$ 60,783</u>

APPROVED BY THE BOARD:



Director



Director

SASKATCHEWAN ASSOCIATION OF IMMIGRANT SETTLEMENT AND INTEGRATION
AGENCIES

STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS
for the year ended March 31, 2017

	<u>2017</u>	<u>2016</u>
REVENUE:		
Federal grants	\$ 212,995	\$ 128,341
Provincial grants	15,000	20,000
Municipal grants	9,000	-
Memberships	6,575	7,040
Miscellaneous	811	385
Registration fees	<u>-</u>	<u>1,900</u>
	<u>244,381</u>	<u>157,666</u>
EXPENSES:		
Advertising and promotion	8,041	7,676
Annual general meeting	1,061	2,147
Bank charges	75	61
Forum expenses	-	5,004
Insurance	770	770
Licenses and memberships	345	120
Meetings and travel	8,290	11,219
Office expense	6,358	5,409
Purchase of equipment	5,030	3,427
Professional fees	14,043	10,867
Project expenses	20,795	13,158
Rent	30,122	12,372
Wages and benefits	<u>152,146</u>	<u>81,749</u>
	<u>247,076</u>	<u>153,979</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	(2,695)	3,687
UNRESTRICTED NET ASSETS, BEGINNING OF THE YEAR	<u>47,899</u>	<u>44,212</u>
UNRESTRICTED NET ASSETS, END OF THE YEAR	\$ <u>45,204</u>	\$ <u>47,899</u>



SAISIA is an affiliate of the Canadian Immigrant Settlement Sector Alliance.
SAISIA is funded by Immigration Refugee, Citizenship Canada, and membership dues.

For more information on SAISIA please visit www.saisia.ca or contact us at:

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Funded by:

Financé par:



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada