

2017 Alberta Integration Summit:

Summary, Key Recommendations, and Action Plan

Final Report

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Background

The **Alberta Association of Immigrant Serving Agencies** (AAISA) is a non-profit umbrella organization representing over 37 settlement service providers in Alberta. As a regionally and nationally recognized leader in the settlement and integration sector, AAISA offers the only certification program for Settlement Practitioners in Canada.

AAISA represents immigrant-serving agencies and organizations that work with newcomers across the province. With the guiding mandate to build sectorial capacity to better serve newcomers, AAISA provides access to relevant and meaningful professional development opportunities, stakeholder-informed research, and acts as an influential policy voice while advancing the standards of excellence in the professional settlement practice.

With support from Immigration, Refugees and Citizenship Canada (IRCC), AAISA convened a three-day summit from October 30 – November 1, 2017 to facilitate communication between funders, members, and stakeholders. Discussions focused on current trends, successes, gaps and challenges within the sector, and additionally highlighted promising practice among service providers and community organizations.

Over 300 people attended the event, including representatives from the front-line and leadership of Service Provider Organizations (SPOs); municipal, provincial and federal governments; ethno-cultural and community organizations; employers; and other key settlement stakeholders.

Similar events were also held in the fall of 2017 in Saskatchewan, convened by the Saskatchewan Association of Immigrant Settlement and Integration Agencies (SAISIA), as well in Manitoba, convened by the Manitoba Association of Newcomer Serving Organizations (MANSO).

The three days of the summit focused on the following themes:

- Day 1 (October 30, 2017) centred on **Resettlement**, emphasizing collaboration within and beyond the sector for refugee related initiatives.
- Day 2 (October 31, 2017) examined how the **Settlement** system functions towards the goal of integration through government policies and sector services.
- Day 3 (November 1, 2017) highlighted **Integration**, and provided an opportunity for a range of stakeholders to envision and plan for inclusive and just communities.

The Summit included a mix of plenary presentations and breakout sessions on the key settlement themes, and roundtable discussions on key gaps, challenges and priority actions. Note-takers, coordinated by AAISA, assisted with documenting key discussion points.

Executive Summary

The Summit featured a diverse program of speakers and round table discussions built around topics such as perspectives on overall trends and projections for immigration in Alberta and the settlement and integration of newcomers, professional development of settlement practitioners, and creating effective systems to streamline processes. A series of key recommendations emerged from the analysis of information presented at the 2017 Annual Integration Summit's to help determine the priority actions that the Alberta settlement and integration sector should work towards over the next fiscal year. This report provides a summary of events, and an action plan for AAISA built on recommendations that reflect the Summit's objectives to review the current re/settlement system, highlight effective best practices and collaborations, as well as discuss potential solutions to gaps in the system.

This report also includes proposed recommendations that affect various stakeholders within the settlement sector. Recommendations involve three major stakeholder groupings: AAISA and/or SPOs working collaboratively, all three levels of government, and other related stakeholders such as mental health providers and refugee sponsorship training program (RSTP). Recommendations largely focus on facilitating collaboration, and increasing funding and resources in high-need areas. Key takeaways for positive movement forward include promoting dialogue between Anglophone and Francophone SPOs, and facilitating support and communication throughout the sector and related stakeholders to expedite services such as language training and filling in service gaps with small centres.

Additional suggestions include boosting collaboration between federal, provincial and municipal governments, and fostering collaboration with SPOs and government entities on policy, language services, and mental health initiatives. Regarding increasing funding and resources, suggestions outlined in the Summit propose an increased focus on high needs areas such as housing assistance to refugees, higher level of LINC language training, as well as increasing funding for youth specific initiatives.

Through the analysis of these sector recommendations and in conjunction with our strategic plan, AAISA built a Prioritized Work Plan for the purpose of directing organizational efforts. The objectives of the plan centre on several major themes: **building further capacity of SPOs and practitioners, and those associated with the sector; enhancing or deepening collaboration, communication, and information sharing; improving the effectiveness and efficiency of language training; and advancing policy as a unified provincial voice.** Additional initiatives discussed included promoting awareness and communication of services across SPOs and stakeholders, fostering newcomer and ethno-cultural association's inclusion with their Canadian community, as well as strategically combatting racism.

Details on key recommendations that emerged from the summit are summarized in the Appendix under the title of *Settlement Sector Recommendations on Key Issues*. Specific action items developed to advance AAISA's mandate are found in greater detail under *AAISA Prioritized Work Plan*, which includes items such as fostering relationships with professional associations, and building bridges with Indigenous communities. An evaluation of the summit from participants is also included following the work plan to guide future summit

decisions. Results indicated a strong desire from participants to increase involvement of government officials in Summit activities, and the majority of participants expressed that the summit provided a meaningful learning event where emerging priorities, knowledge, and best practices were shared.

Introduction

The Alberta Association of Immigrant Servicing Agencies (AAISA) hosted the Annual Integration Summit on October 30 – November 1, 2017, funded by Immigration, Refugees and Citizenship Canada (IRCC), for approximately 300 attendees from the settlement sector and those associated with the sector. The Summit was also livestreamed across Alberta and the Prairie Region. This event brought together stakeholders from across Alberta as well as Canada to discuss emerging priorities facing Alberta in the areas of resettlement, settlement, and integration.

The summary report is based on this event and the learnings that were discussed during the three days of plenaries, panels, and breakout discussions. The report will highlight the significant themes, ideas, and information that were shared among stakeholders at the event in order to frame the priorities, at the end of the report, for the sector moving forward.

Purpose

The report's purpose is to provide: a summary of the Annual Integration Summit's proceedings; recommendations affecting different stakeholder groups; and an action plan for AAISA to move the sector forward in the coming year. The report focuses on the settlement issues and needs as discussed by the stakeholders at the Summit. This information was used to determine the key actions and priorities.

The Prioritized Work Plan is based on the issues identified from the Summit's break-out sessions and discussions to frame the priorities for the sector. For readability, all three days of the Summit's group discussion sessions are combined into one section of the report, under the title of ***Combined Highlights of Group Discussions, Day 1-3.***

Overview of 2017 Alberta Integration Summit

For each day of the Summit, a condensed summary of the proceedings is provided. The following summaries outline the plenary sessions and breakout sessions topics of interest and major insights offered. Subsequent plans of action from each day of the summit are outlined in their own respective sections.

DAY 1 SUMMARY – Resettlement

DAY 1 Plenary Sessions

After opening remarks, Michael Casasola, the United Nations High Commissioner for Refugees (UNHCR), started the day with an overview of the 22.5 million refugees worldwide in need of resettlement and outlined emergencies currently taking place. The Canadian Council of Refugees, CCR, followed this presentation with

their position on how to address the large number of refugees— noting that Canada should commit to resettling 20,000 government-assisted refugees annually. The CCR also presented challenges, and potential solutions to issues facing resettlement, such as the backlog in processing claimants, long time periods for reunification for refugee families, and possible diversification of resettlement paths.

At a provincial level, Jill Francis with IRCC reported changing levels for Government Assisted Refugees (GARS) this year and reported finding affordable housing for refugees coming to Alberta as the number one challenge. Elizabeth Orton, the Assistant Director of Refugee Affairs from IRCC, additionally commented on the Resettlement Assistance Program (RAP) review on areas such as income support rates, childcare as an eligible service, and an expansion of service providers.

Summit participants also heard insights on managing refugee influxes. The best practices mentioned largely involved strategically managing and effectively communicating information to clients, and incorporating cultural understanding and past experiences with refugee influxes across organizations into training.

For the final session of the day, commentary on community involvement in the resettlement of refugees offered valuable learning outcomes such as how social media acts as an enabler to bring members of the community together. Further discussions included website support to supply an online workbook for resettlement efforts and aid in the Coordination of Volunteers— especially during large refugee influxes and media attention causing tremendous volunteer responses. Lastly, the final session offered information on follow-up with both volunteers and newly arrived refugees to foster inclusion and support from the community.

DAY 1 Breakout Sessions

These well-attended breakout sessions provided insights into a wide-range of topics affecting resettlement. During the morning break sessions, major topics of discourse included connecting Privately Sponsored Refugees (PSRs) to settlement agencies, Refugee Sponsorship Training Programs, and their support of Sponsorship Agreement Holders (SAHs) through the provision of information and resources. Additionally, breakout sessions covered regional perspectives on Refugee Claimants from Manitoba, British Columbia, and Alberta organizations highlighting housing challenges, lengthy wait time for work permits, media attention, and large increases in border crossings per month. Further dialogues covered refugee needs in small centres—narrowing in on language needs of refugees, volunteer engagement in resettlement, and housing requirements of refugees. The last breakout session featured refugee mental health with main issues for deliberation involving the necessity for Community Helpers to bridge formal and informal support for mental health, and the inadequate supply of interpreters to assist those entering formal mental health support.

DAY 2 SUMMARY– Settlement

DAY 2 Plenary Sessions

Opening comments from John Biles of the IRCC expressed the theme of day two of the summit, putting collaboration and settlement into perspective by saying,

"We need to think of ourselves as a settlement system, not think as individual (agencies) in terms of how our pieces fit together with other pieces, and how we can connect the dots together to provide integrated settlement services."

As part of this system, with all agencies working together to settle newcomers to Alberta, key messaging through the plenary sessions on day two emphasized the need to identify priorities and pressures points, and design achievable, measurable outcomes for the sector.

However, the number one priority— within 30 days of landing— is for refugees to have their language assessed and referred to appropriate language classes from literacy to Canadian Language Benchmark 4 (CLB 4). Presentations emphasized that settlement agencies need to cooperate with referrals to each other's English training classes and in the case of a wait list, refer the client to an agency that does not have one. The goal is to have full occupancy rate for all English language training classes in Alberta through increased communication and collaboration across agencies.

Day two also held a review of the Immigration Contribution Agreement Requirements (iCARE) statistics— number of overall clients within the settlement sector inputted into IRCC's data base for the different services in the overall settlement framework— launching discussion on the accuracy of information within the system, improving uptake of services, and the need for innovative services for targeted populations in the settlement sector such as Francophones, women and youth.

As well, the topic of performance management and determining outcome-based evaluations as a sector also presented a topic of major interest and led to the collective acknowledgement of the importance to work with AAISA to deliver a collective voice and determine outcome-based evaluations as a unified sector. Failing to define and develop provincial settlement outcomes together puts Alberta interests at risk when defining national outcomes.

Plenary presenters during the second day of the summit additionally shared knowledge on performance measurement and the ethics of data/collective reporting. Key takeaways from these presentations regarding performance measurement include the importance of providing accountability for money spent—as it reviews the effectiveness and efficiency of programming, and collectively it provides information on the impact of settlement services on the integration of newcomers. Presenters reviewed how to build performance measurement into their agency, covering the ethics/laws regarding data collection, and the IRCC's focus on outcomes for programming. This topic included dialogue on investing in agencies to develop evaluation of frameworks to create a collective consensus across the sector.

DAY 2 Breakout Sessions

In the first breakout session of the day, Francophone service providers highlighted that Alberta has the largest concentration of Francophones outside of Quebec in Canada, but often newcomers do not receive referrals to French services. Presenters stressed the need for cooperation between Anglo and Francophone settlement services for the referral of clients as essential.

Later in the day's activities, participants had the opportunity to choose one of three concurrent sessions of: iCARE Q&A, Professional Development & Training Needs, and Waste of Talent Project. The iCARE session followed a Q & A format with respect to using the iCARE database for inputting settlement program outputs and client information, while Talent Pool's Waste of Talent project explored survey results from 2006 against 2016 results. Results included the increased emphasis on transferable skills over translating educational equivalencies.

In the concurrent session, AAISA Professional Development & Training staff provided an overview of training opportunities along with a demonstration of an online class through the AAISA website. A group discussion followed where participants determined emerging training needs, barriers to accessing opportunities, strategies for standardization of settlement practice, and potential training topics for a professional development conference in 2018.

DAY 3 Summary – Integration

DAY 3 Plenary Sessions

On the final day of the Summit, the morning commenced with opening remarks and presentations expressing insights on collaborative approaches in settlement and strategic partnerships guided by the theme of Integration. Presentations from those using collaborative approaches in settlement included examples such as Red Deer as a signatory of the Canadian Coalition of Municipalities Against Racism and Discrimination, in collaboration with the additional municipal support of a welcoming network for newcomers dedicated to using inclusion and diversity as a means of reducing discrimination and racism.

Adding on to the theme of strategic partnership, presentations showcased varying approaches to developing successful partnerships. One successful approach centred on identifying a common objective, then building capacities and experiences together through its implementation, evaluation, and recognition of best practices and achievements. Calgary's Centre for Newcomers followed with their vision-focused collaborative approach— shifting away from emphasizing individual agency programming to the broader agenda of partnerships guided by a vision. Example used was conceptualizing how to accomplish integration and create a diverse and inclusive Calgary as a guiding vision. Building on these varying approaches to partnerships, summit participants learned the premise that we have three innate psychological needs: competence, autonomy, and relatedness. Collaborations should strive to align their collaborative efforts with these three needs to build successful, lasting partnerships.

Integration topics on day three moved to the practical application of inclusion in the labour market and strategies to combat racism at varying risk-levels of racism. This session stressed the importance of engaging the business community with newcomer employment programs and their benefits. An inclusive and diverse work environment increases innovative thinking and productivity, loyalty and retention of employees, and it promotes a positive image of the company to the community. Partnerships are critical in developing these programs, as is the media in facilitating image growth of the program, and telling the stories of immigrants to change public perception and combat racism.

DAY 3 Breakout Sessions

Continuing with the topic of collaboration, subjects during the breakout sessions included Indigenous communities and newcomers' shared interests, and partnerships with LGBTQ+ community and settlement services. Topics such as changing perspectives of stereotypes, creating dialogues, and constructing bridges between Indigenous and newcomers through education and relationship building opportunities arose.

As aforementioned, breakout sessions highlighted challenges facing LGBTQ+ newcomers' unique needs that require communication and collaboration across settlement agencies and the LGBTQ+ community. Few services address these specific needs or have the appropriate capacity to do so. Comfort levels, as well as cultural and communications gaps surrounding sexuality/ gender, create challenges for service providers to aid in newcomers' adjustment. Moreover, newcomers may not identify as LGBTQ+. Thus, awareness and sensitivity to cultural expressions of sexual and gender diversity, as well as crafting settlement practices and strategic partnerships with sexual health service providers, prove especially vital in integrating LGBTQ+ services into safe and inclusive policies and practices.

In the consideration of the topic of health, the overview of health for newcomers also presented pertinent discussion items such as navigating Alberta's Health Care system, complex health insurance processes, deterioration of mental health over time, and cultural competency of programs and of service providers. Notable trends such as movement between provinces, neglected chronic illness, and mental health challenges, were also discussed.

Combined Highlights of Group Discussions, Day 1-3

Roundtables: Key Gaps and Recommendations

Group discussions in the breakout sessions followed the plenary presentations on each of the three days of the Summit. Participants chose a roundtable based on their interests and expertise. The breakout sessions' main points of discussion have been combined under six main themes: Complexity of Needs and Mental Health Issues; Specific Groups Needing Additional Support (Women, Youth); The Need for Collaboration, Communication and Information Sharing; Managing Expectations – Housing and Income Support Issues; Capacity of Settlement Agencies and Training of Settlement Practitioners; and English as a Second Language (ESL) Training Needs. These themes were chosen as the main headings to summarize the discussion points as they were reoccurring in all three days of stakeholder feedback.

Mixed groups of Service Providers, Government staff and Ethno-cultural group representatives discussed changes in clients' needs, emerging issues and priority actions within a specific topic. All input was gathered but there was not consensus from the whole group on every recommendation.

In each of the sessions, after a short presentation, participants were divided into small groups and an AAISA facilitator asked three questions to stimulate discussion. The questions were:

- How have you seen refugees (immigrants) needs around (language assessment and training, services in small centres, housing, volunteer engagement, employment, mental health, or connections to the community) change over the past five years?

- Are there emerging issues or challenges to address clients' needs? What strategies have you used?
- What leverage points exist at a municipal, provincial, or federal level to support improved responses to the needs of refugees (immigrants) in (language assessment and training, services in small centres, housing, volunteer engagement, employment, mental health, or connections to the community)?

From these discussion questions, participants' answers and comments were taken down in note form. These notes from all three days were then amalgamated under the themes presented below, analyzed and then presented in chart form under the heading of Issue/Need, and then followed with a recommendation, and strategy. For a detailed view on recommendations that emerged, review the following section in the appendix, *Settlement Sector Recommendations on Key Issues*.

The Path Forward from the Summit

Moving forward into the next fiscal year and call for proposal cycle, the Summit uncovered next steps for the settlement sector to move forward. This includes a brief outline of actions items for key stakeholders such as the government and SPOs—as well as a Prioritized Work Plan specifically designed for AAISA— to build the capacity of Alberta's settlement and integration sector as generated throughout the 2017 Annual Integration Summit from the participants' responses to the break-out sessions' discussion questions. These recommendations have been compiled into an action item plan grouped around similar ideas/responses which include four general categories of recommendations:

- Building capacity of service provider organizations and practitioners, and those associated with the Sector
- Collaboration, communication, and information sharing
- Support for client-centered programming including additional support to groups with specific needs groups
- Improving the effectiveness and efficiency of language training needs.

AAISA then compared recommendations, within these four general categories with AAISA's 2018-2021 Strategic Plan. This process gave rise to the Prioritized Work Plan below that outlines AAISA's response to the recommendations gathered from the Summit's proceedings.

Suggested Action Items for Settlement Sector Stakeholders

Valuable insights into settlement sector needs requires actions from varying stakeholders including provincial, municipal and federal government bodies, SPOs, and additional support from AAISA. The following presents important recommendations that emerged from the summit, and would greatly impact the success of sector objectives moving forward.

1. Building capacity of service provider organizations and practitioners, and those associated with the Sector.

1.1 Support engagement tactics to align with target populations needs. This includes facilitating the research of best practices in providing settlement support, and targeted engagement, and funding programs for newcomer youth, women, and seniors.

Examples to Move Recommendation Forward:

- SPOs to connect youth to volunteer opportunities such as through the environmental sector to aid in the adoption of new lifestyles (recycling, environmental awareness, etc.) and integration.
- IRCC, Sponsors, and RAP providers leading the work to support an evaluation or study on how Privately Sponsored Refugees (PSRs) are connecting with settlement agencies upon their settlement in Canada. This could entail engaging with Refugee Sponsorship Training Program and Sponsorship Agreement Holders in committee and consultation events, and regular communication to gather relevant information to inform IRCC of systematic barriers, or facilitating collaborative efforts between RAP providers, RTSP and SAHs to increase referral of PSRs into the settlement system
- Collaborative effort between major stakeholders to support a regional study on children and youth integration and capacity in the school system.
- Key stakeholders offer support to SPOs in developing programs that will engage isolated refugee women to encourage interaction, growth and comfort of language skills, and public transportation.
- Increased funding needed from IRCC to support programs assessing youth for mental health issues, including special needs and trauma support.
- IRCC must lead shift in focus from developing and implementing organizational settlement programming to the broader agenda of successful outcomes for the settlement sector as a whole.
- Collaboration between all three levels of government to align settlement efforts, and ensure resources are available and in place for the most vulnerable.

1.2 AAISA in collaboration with funders, RAPs, RSTP, and SAHS need to educate SPOs, both mainstream and settlement sector, on the importance of understanding the dynamics of clients with diverse backgrounds, and specific needs. This includes professional development, and developing public awareness campaigns.

Examples to Move Recommendation Forward:

- Support SPOs to implement learnings from the Anti-Racism and Anti-Islamophobia in Alberta's Settlement Sector Project and empower them to use the Community Practice Guide to combat discrimination and islamophobia.
- Continue to leverage the work of the RAP committee and existing communications platforms such as www.refugeealberta.ca as a hub for information and public awareness.

- Convene a working group of small centres in collaboration with the RAP Committee and resettlement centres already providing information and orientation sessions.
- Umbrella organizations— AAISA, SAISIA, MANSO— partner with community-based researchers, SPOs to facilitate the research of best practices in providing settlement support for newcomer youth, women, and seniors. Includes regional study on children and youth integration and capacity in the school system and broader community structures.
- SPOs and government entities to combine efforts to share strategies, and best practices regarding newcomer mental health needs. May include developing working groups on mental health to address issues at the provincial and municipal level. Small centres may need to connect with larger centres for supporting clients with complex needs such as mental/physical health services.

2. Collaboration, communication, and information sharing.

2.1 Build capacity for volunteer management in the sector through the provision of training to organizations—especially in smaller centres.

Examples to Move Recommendation Forward:

- AAISA in collaboration with funders, RAPs and SAHs compile and share information, resources and best practices with guidance from the RAP Committee to support volunteer management and training, and additionally share and engage on www.refugeealberta.ca website.
- Small centres need support from larger SPOs and IRCC in areas of training, developing public awareness campaigns and/or information sessions for the public on newcomer needs and settlement to better coordinate their volunteer needs.

3. Support for client-centered programming including additional support to groups with specific needs.

3.1 Facilitate dialogue between Anglophone and Francophone SPOs to create improved referral system of Francophone clients to Francophone services, and support the development of an integrated system of support for Francophone newcomers to Alberta.

Examples to Move Recommendation Forward:

- IRCC and SPOs should survey and review referrals of Francophone clients to French Settlement serving agencies to analyze system for gaps, and coordinate referrals for Francophone clients.
- AAISA, IRCC, and Francophone SPOs should work to identify opportunities to support the development of a RIF in Alberta.
- Government facilitation of collaborations of LIPs to share best practices and emerging trends.

4. Improving the effectiveness and efficiency of language training needs.

4.1 Collaboration between SPOs, IRCC, partnerships with the community to create innovative programming that addresses language program needs.

Examples to Move Recommendation Forward:

- Provide orientation sessions for communities (through LINC classes) early on, as this is an effective practice for creating awareness of services and Canadian culture.
- Create further programming to involve seniors in language training to prevent isolation and elder abuse.
- Promote English learning for the entire family to improve literacy rates.
- IRCC to establish a higher level LINC training for Level 7 or 8, with increased government funding for levels higher than CLB 4.
- Facilitate regional centres in the development of an advisory committee for language provision services. This could be used as an avenue to address available seats in SPOs.
- Partner with library English training programs to enhance current language learning or aid those that do not qualify for LINC.

4.2 Provide support to address system gaps and registration challenges.

Examples to Move Recommendation Forward:

- IRCC and SPOs work together to create a “passport” for clients to avoid waitlist duplications.
- Additionally, both should create continuous intake and exit process for clients accessing language training.

AAISA’s Prioritized Work Plan

Newcomers’ ability to thrive in Canadian society rests on how well the settlement and integration sector supports their needs. This report, in conjunction with AAISA’s Strategic Plan, provides evidence to guide decision-making, and improve program and service planning in Alberta moving forward into the next fiscal year. The following explores key areas for AAISA to further advance existing settlement and integration services, sectoral capacity, collaborative efforts, and promote a unified provincial voice in the settlement sector.

AAISA prioritized recommendations concentrate on the following themes of:

- **Building further capacity of SPO and practitioners, and those associated with the sector—including additional support to specific groups, and small centres**
- **Developing further collaboration, communication, and information sharing in the settlement sector**
- **Develop a unified provincial voice supported by evidence based policy.**

These recommendations emerged from the suggestions collected from participants through the summit plenary, breakout and discussion sessions. The intent is to direct AAISA’s course of actions for the next fiscal year inspired by the needs of the sector; to inform and empower policy makers to develop funding models

and design institutional supports with recommendations of sector needs in mind; and finally, the recommendations will also suggest improvements in areas that present reoccurring challenges.

1. Building capacity of service provider organizations and practitioners, and those associated with the Sector.

1.1 Expand awareness of mental health issues and provide professional development for settlement practitioners to identify mental health issues and refer clients appropriately.

Examples to Move Recommendation Forward:

- Communicate awareness through policy development, networking events, committee work and communication channels.
- Build capacity of current committees and work groups to integrate a holistic approach to mental health supports within existing programming.
- Professional development actions may include facilitating workshops with Canadian Mental Health Association, Management Training sessions on Managing Practitioners Stress and Burnout.

1.2 Build capacity for volunteer management in the sector through the provision of training to organizations –especially in smaller centres.

Examples to Move Recommendation Forward:

- Adapt a volunteer management course for online delivery, and offer to settlement practitioners across Alberta with special attention paid to the participation of small centre SPOs.
- Facilitate ongoing sector engagement and communication work including the use of www.refugeealberta.ca website.

1.3 Educate SPOs, both mainstream and settlement sector, on the importance of understanding the dynamics of clients with diverse backgrounds. This includes professional development, and developing public awareness campaigns.

Examples to Move Recommendation Forward:

- Continue to provide professional development for settlement practitioners and others who provide services on the dynamics of clients from different ethnic backgrounds.
- Emphasize the multiculturalism components incorporated into current curriculum in courses such as *2H: Multiculturalism, Human Rights, Anti-Racism*.
- Continue to offer the Refugees with Complex Needs course and Creating a Culture of Respect for LGBTQ+ People Workshops while also developing further training to address SPOs needs including understanding the impact of past trauma in newcomers' settlement, preventing practitioner burnout, LGBTQ+ issues, and anti-discrimination.

1.4 Assist agencies in developing a province-wide settlement evaluation framework and measurement tools.

Examples to Move Recommendation Forward:

- Facilitate the process for SPOs to collaborate on developing evaluation frameworks within their agencies.
- Partner with evaluation experts to convene a working group on evaluation frameworks for programs and services offered to newcomers in Alberta.
- Conduct an initial environmental scan of common service delivery models and outcomes.
- Implement recommendations based on scan findings and provide professional development to SPOs in Alberta to enact frameworks.

2. Collaboration, Communication, and Information Sharing

2.1 Create Linkages between SPOs, municipal governments and related sector stakeholders.

Examples to Move Recommendation Forward:

- Build relationships with municipal government through Calgary and Edmonton Settlement Sector Caucuses.
- Continue to meet regularly with LIPs and identify opportunities to engage municipal governments in initiatives and projects.
- Provide municipal government pathways to participation in summits, learning events, and other relevant initiatives.
- Create linkages and partnerships between AAISA and professional associations (such as Association of Professional Engineers) to promote the value of immigrant and refugee labor pool.
- Promote further awareness of settlement services across SPO organizations and other stakeholders connected to the sector, i.e. health and education.
- Create ways to foster inclusion by inviting newcomers, ethno-cultural associations and/or communities to participate in settlement planning events/meetings/conferences, etc.

2.2 Facilitate online information sharing sessions for specific groups such as LINC or RAP providers.

Examples to Move Recommendation Forward:

- Develop online communities of practice and specific newsletters and blogs on shared topics of interest.
- Continue to host webinars and online debrief sessions for the sector from relevant learning opportunities, briefings, and meetings.

2.3 Raise awareness of available programs and services among all stakeholders. Share resources and leading practices systematically.

Examples to Move Recommendation Forward:

- Share and promote programs and services amongst stakeholders and other community partners through AAISA's new Resource Library, websites, social media, traditional media, newsletters, and publications.
- Continue to play a facilitator role for working groups, committees, and caucuses to support sector collaboration and information sharing.

2.4 Build bridges between Indigenous communities and newcomers through education and relationship building opportunities to address past trauma and create awareness of the similarities between refugees and the Indigenous population.

Examples to Move Recommendation Forward:

- Begin to build mutually beneficial relationships with Indigenous communities to start a dialogue between the two groups.
- Connect with Indigenous organizations and cultural mediators to build understanding and strategy.
- Bring partners together for workshops/webinars on how to enact TRC recommendations in SPOs daily business and programming and support the integration of accurate history and Indigenous culture into the *Citizenship Guide*.

3. Develop a unified provincial voice supported by evidence based policy development.

3.1 Investigate and research important issues facing the settlement sector.

Examples to Move Recommendation Forward:

- Conduct research on why family reunification is important to the success of refugees' resettlement to influence policy development at the provincial and federal levels.
- Continue to develop, recommend and implement strategic approaches in combatting discrimination based on religion, race, gender, age, ability, identity and sexual orientation.

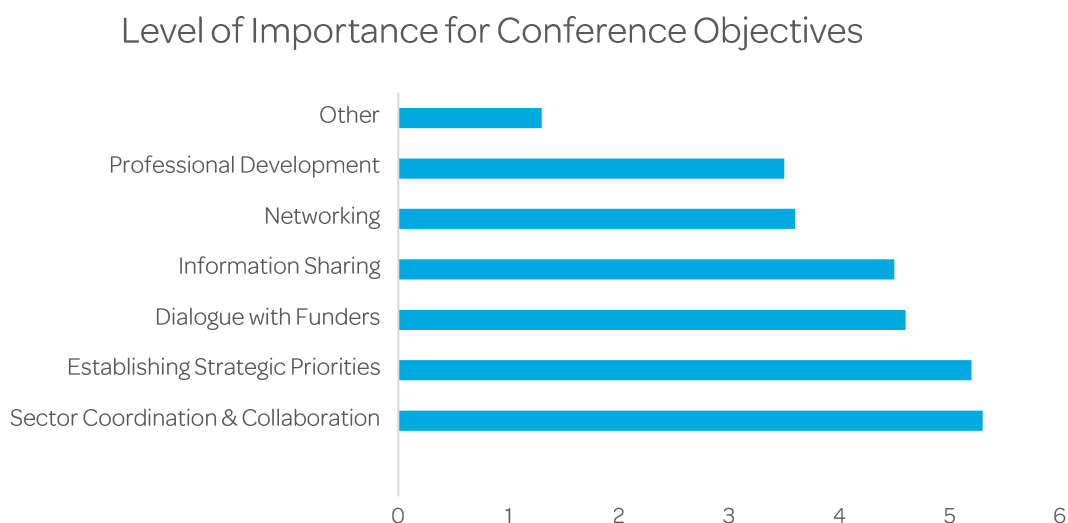
Participants Evaluation of the Integration Summit: Pre- & Post Survey Results

Pre-conference survey

Prior to the conference, participants were sent a survey to ask for input on content and structure of the conference— 47 participants responded. This evaluation allowed sector participants to offer feedback on Summit offerings, and ultimately inform future event decisions. The data obtained indicated that participants were interested in a range of objectives, themes, and specific subjects, and wanted to discuss these subjects in a variety of formats between diverse stakeholders. As a result, the conference agenda was structured to reflect these wishes.

Summit Objectives

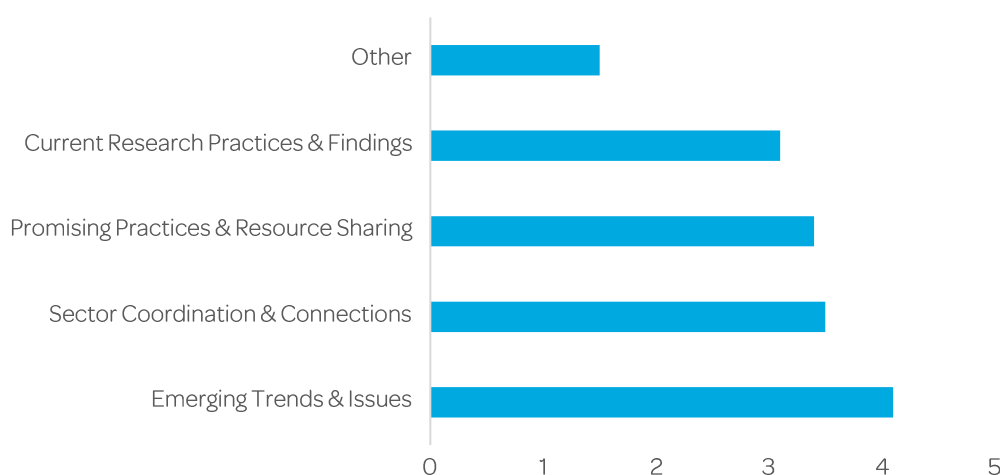
Participants were asked about the primary objectives they hoped to achieve from the summit. ***Sector Coordination and Collaboration*** and ***Establishing Strategic Priorities within the Sector*** were deemed to be the most important goals (score = 5.2 to 5.3 out of 7). Second-tier goals were ***Dialogue with Funders*** and ***Information Sharing***. ***Networking*** and ***Professional Development*** were goals of lesser importance. None of the stated goals were deemed to be unimportant (score of 3 or less).



Themes and Specific Subjects

When asked about conference themes, Emerging Trends and Issues were deemed to be the most important, followed by Sector Coordination and Connections, Promising Practices and Resource Sharing, and Current Research Practices and Findings.

Level of Preference for General Summit Topics

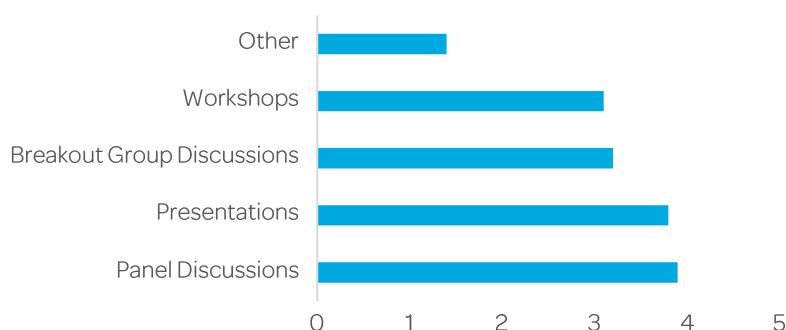


In terms of specific topics, the most important topic chosen was ***Community Inclusion and Readiness in Settlement***, reflecting a key aspect of settlement work. This was followed by ***Newcomer Mental Health*** and ***Newcomer Needs in Community Connections***. Next were ***Performance Measurement*** and ***Data Sharing and Collective Reporting***, indicating a desire for improved delivery of services.

Format

Participants indicated a desire to discuss topics in a variety of formats. The structure of the conference reflects this preference, and will guide future decisions in the event's planning.

Level of Preference for Summit Formats



Participants were interested in presentations and discussions led by a mix of government representatives, settlement workers, and academics. Presentations and discussions by industry professionals were preferred over those by non-professionals indicating the desire to collaborate with colleagues on professional practices as a priority.

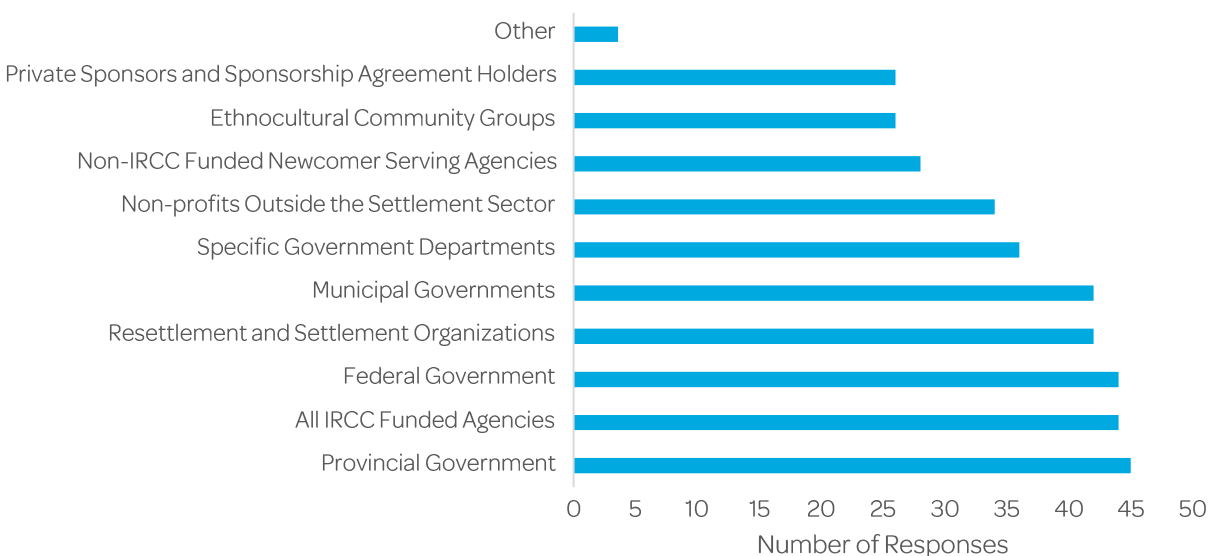
Level of Preferences for Types of Speakers



Stakeholders

Participants wanted a range of stakeholders to be present at the conference. Interestingly, there was a strong desire for representation from municipal governments, suggesting a lack of local municipal voices in current settlement sector discussions.

What Stakeholders Should Be Present?



Post-conference survey

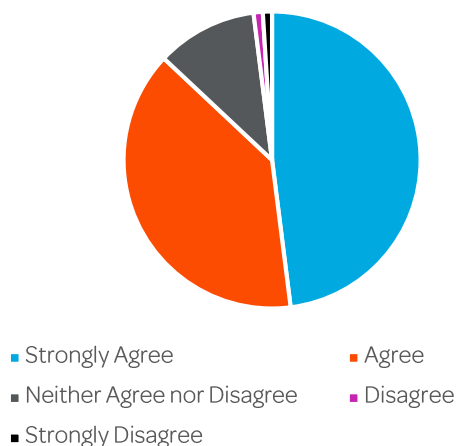
A post-conference survey polled 102 participants. Results indicate generally high levels of satisfaction with the overall structure, organization, and outcomes of the conference.

Overall satisfaction and impact

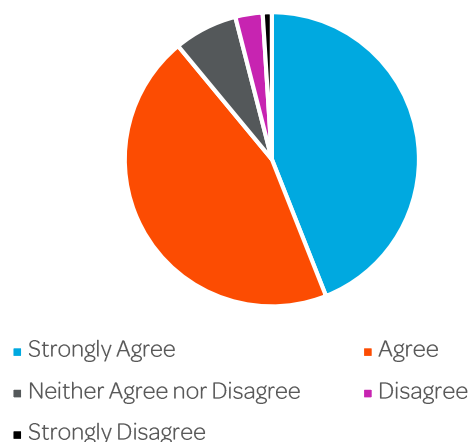
When asked: “As a result of the Summit, do you feel the settlement and integration sector has engaged in a meaningful learning event where emerging priorities, knowledge, and best practices were shared?” **89% of respondents agreed or strongly agreed, 6% were neutral, and only 5% of respondents disagreed or strongly disagreed.** When asked: “As a result of the Summit, do you feel the settlement and integration sector has engaged in a meaningful learning event where emerging priorities, knowledge, and best practices were shared?” **89% of respondents agreed or strongly agreed, 6% were neutral, and only 5% of respondents disagreed or strongly disagreed.** Over 85% of participants surveyed, indicated that they have opportunities to build relationships and connect with people from a range of roles and organizations across Alberta and Canada.

When asked: “Will you use the information from this Summit in your work and/or organizational programming?” 87% of respondents agreed or strongly agreed, 11% were neutral, and only 2% of respondents disagreed or strongly disagreed. These results largely indicate that the Summit provides effective learning tools applicable to the settlement sector’s daily functioning, and an opportunity to share best practices among colleagues.

Conference Impact
Will you use the information from the Summit in your work and/or organization?

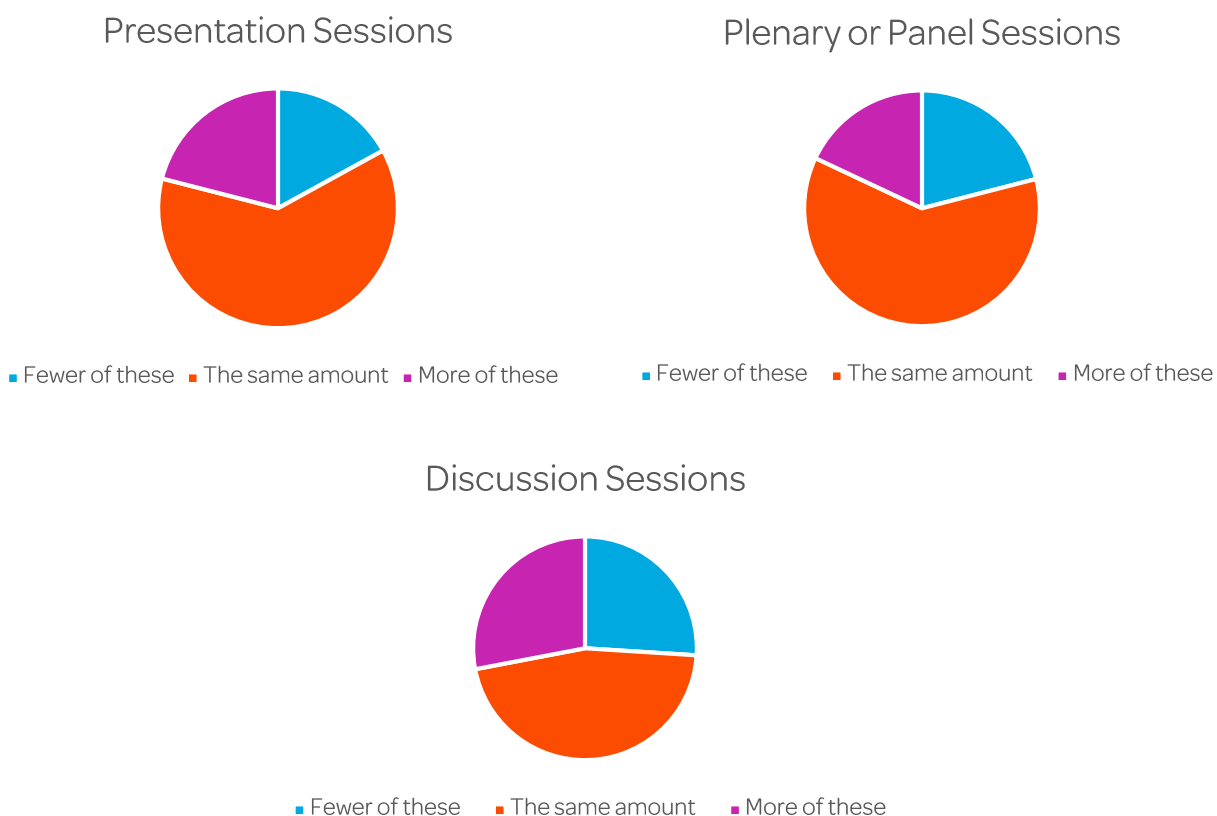


Conference Satisfaction
As a result of the Summit, do you feel the sector engaged in meaningful learning?



Format

When asked whether there should be more, fewer, or the same number of sessions for each format (plenary and panel, presentation, and discussion sessions), respondents provided very evenly weighted responses. Most respondents thought the number of sessions was just about right, and the number of people who thought there should be fewer sessions were about the same as those who thought there should be more. These results indicate that AAISA struck the right balance in designing the conference structure and schedule.



Satisfaction for individual sessions

Almost all of the sessions held had very high levels of satisfaction. Only two sessions recorded significant levels of dissatisfaction: the session on ***iCARE*** (9 respondents very dissatisfied) and the session on ***Supporting Francophone Client Needs*** (2 respondents dissatisfied, 4 respondents very dissatisfied). The causes of dissatisfaction will be investigated to improve the quality of these sessions in future conferences.

Conclusion

Over the course of three days, the 2017 Integration Summit provided attendees with the opportunity to collaborate on best practices, partake in essential discussions on settlement sector challenges, and actively participate in moving the settlement sector forward to better serve newcomers to Canada. Through a variety of presentations, breakout sessions, and lively discussion groups built around the conference's themes of

settlement, integration and resettlement of refugees, participants developed key recommendations that include targeting sector stakeholders to build capacity, facilitate collaboration, increase supportive efforts for client-centred programming, as well as improve effectiveness and efficiency of language training needs. With these recommendation in mind, AAISA developed its own *Prioritized Work Plan* to address the needs of the settlement sector, while continuing to advance our objectives outlined in our *Strategic Plan*.

Appendix A – List of Attending Organizations

Accès Emploi	Calgary Immigrant Women's Association
AFCA Regionale de Wood Buffalo	Calgary Learns
Action for Healthy Communities	Calgary LIP
Agape Language Centre	Calgary Outlink Centre for Gender and Sexual Diversity
Alberta Chambers of Commerce (ACC)	Calgary Public Library
Alberta Community & Social Services	Calgary Region Immigrant Employment Council
Alberta Health Services	Calgary Research Network
Alberta International Medical Graduates Association (AIMGA)	Calgary Sexual Health Centre
Alberta Ministry of Labour	Canadian Volunteers United in Action
Alberta Network of Public Housing Agencies	Canadian Council for Refugees
Alberta Teachers of English as a Second Language	CANAVUA (Canadian Volunteers United in Action)
Alberta Urban Municipalities Association (AUMA)	Catholic Social Services
Alberta Workforce Essential Skills Society	Catholic Social Services (Edmonton)
APEGA	Catholic Social Services (Lloydminster)
ASET	Catholic Social Services (Red Deer)
ASSIST Community Services Centre	Central Alberta Immigrant Women's Association (CAIWA)
Aspen Family and Community Network Society	Central Alberta Refugee Effort (CARE)
Association Francophone de Brooks	Centre d'accueil et d'établissement du Nord de l'Alberta- Fort McMurray
Aurora College	Centre d'accueil et d'établissement du nord de l'Alberta
Bow Valley College	Centre d'accueil pour Nouveaux Arrivants Francophones de Calgary (CANAF)
Boys & Girls Clubs Big Brothers Big Sisters of Edmonton & Area Society	Centre for Newcomers Society of Calgary
Boys & Girls Clubs of Calgary	Changing Together: A Centre for Immigrant Women
Bredin Centre for Learning	Chinook Learning Services
Brooks & County Immigrations Services	CISSA-ACSEI
Brooks Community Adult Learning Council	Cité des Rocheuses
Calgary Bridge Foundation for Youth	Coalition for Equal Access to Education
Calgary Catholic Immigration Society	Columbia College
Calgary Chinese Community Service Association	The Classic Business Consulting Group
Calgary Immigrant Educational Society	

Edmonton Catholic School District (LINC)
 Edmonton Immigrant Services
 Association
 Edmonton LIP
 Edmonton Mennonite Centre for
 Newcomers
 Equilibrium International Education
 Institute
 Field Services, Alberta Education
 Flexibility Learning Systems
 HIV Edmonton
 Grande Prairie Centre for Newcomers
 Immigrant Services Calgary
 Immigration Research West (IRW)
 Indo Canadian Women's Association
 Immigration, Refugees and Citizenship
 Canada (IRCC)
 Jewish Family Service Calgary
 Lethbridge College
 Lethbridge Family Services
 Lloydminster LIP
 Making Changes Employment Association
 of Alberta
 Manitoba Association of Newcomer
 Serving Organizations
 Maple Leaf Academy
 MCC Taber Services for Newcomers
 Mosaic Refugee Health Clinic
 Mount Royal University
 Municipality of Jasper
 Multicultural Association of Wood Buffalo
 Multicultural Health Brokers Co-op

Multicultural Relations Office (COE)
 Norquest College
 NWT Literacy
 Portail de l'immigration Association de
 Calgary
 Refugee Sponsorship Training Program
 Red Deer College
 Red Deer LIP
 Rehoboth Alliance
 Reseau en immigration francophone de
 l'Alberta
 SAAMIS Immigration Services
 SAISA
 SAIT School of Business
 YWCA Calgary
 Service Canada
 Settlement Services in the Bow Valley
 Solomon College
 Southern Alberta Language Assessment
 Services Ltd.
 SPEC Association
 Talent Pool
 Town of Banff
 UNHCR
 University of Calgary
 United Way Calgary
 Volunteer Alberta
 Edmonton Catholic School District (LINC)
 YMCA of Northern Alberta
 YWCA of Calgary

Appendix B - Summit Agenda and Speakers

Day 1: Monday, October 30 - *Resettlement*

8:00-9:00	Registration
9:00-9:15	Welcome and Opening Remarks
9:15-10:30	Plenary 1: Refugee Settlement Trends in Alberta Speakers: <ul style="list-style-type: none"> • Jill Francis (IRCC) • Marisa Berry Mendez (Canadian Council for Refugees) • UNHCR Michael Casasola (UNHCR) • Astrid Velasquez (Catholic Social Services) • Mohammad Idriss (Brooks Catholic Immigration Society)
10:30-11:00	Plenary 2: Resettlement Review Update Speakers: <ul style="list-style-type: none"> • Elizabeth Orton (IRCC)
11:00-11:15	Break
11:15-12:15	Concurrent Presentations Private Sponsored Refugees (PSRs) and Sponsorship Agreement Holders (SAHs), Speakers: <ul style="list-style-type: none"> • Melissa Scott and Anoush Newman (Refugee Sponsorship Training Program) • Nicholas Pope (Mennonite Central Committee) • Antoinette Godbout (Roman Catholic Diocese of Calgary) Regional Perspectives on Refugee Claimants, Speakers: <ul style="list-style-type: none"> • Michelle Strain (Manitoba Association of Newcomer Serving Organizations) • Erick Ambtman (Edmonton Mennonite Centre for Newcomers) • Saleem Spindari (MOSAIC BC) Refugee Mental Health, Speakers: <ul style="list-style-type: none"> • Dr. Annalee Coakley (Mosaic Refugee Health Clinic) • Callum Ross (Canadian Mental Health Association, Calgary)
12:15-1:00	Lunch
1:00-2:15	Panel: Managing Refugee Influxes: Best Practices and Research Findings Speakers:

- Fariborz Birjandian (Calgary Catholic Immigration Society)
- Sarah Amies (Lethbridge Family Services)
- Leah Hamilton (Mount Royal University / Pathways to Prosperity)
- Lori Wilkinson (Immigration Research West)

2:15-2:30	Break
2:30-3:30	Concurrent Group Discussions
3:30-3:45	Break
3:45-4:45	Panel: Community Response to Refugee Resettlement Speakers: <ul style="list-style-type: none"> • Scott Deederly (Mayor's Office, City of Calgary) • Rod Olson (Canadian Western Baptists) • Sam Nammoura (Syrian Refugee Support Group of Calgary)
4:45-5:00	Closing Remarks

Day 2: Tuesday, October 31 - Settlement

8:00-9:00	Registration
9:00-9:15	Welcome and Opening Remarks
9:15-10:30	Plenary 1: State of the Sector, Trends and Projections for Newcomers to Alberta Speakers: <ul style="list-style-type: none"> • Nita Jolly and John Biles (IRCC) • Erick Ambtman and Anila Lee Yuen (AAISA)
10:30-10:45	Break
10:45-11:15	Plenary: Settlement Evaluation Speakers: <ul style="list-style-type: none"> • David Kurfurst (IRCC)

11:15-12:30	Panel: Supporting Francophone Client Needs Speakers: <ul style="list-style-type: none"> • Georges Bahaya (CAE) • Nathalie Beuregard (Acces Emploi) • Herve Steclebout (Cite des rocheuses) • Bintou Sacko (RIF du Manitoba) • Nita Jolly (IRCC)
12:30-1:15	Lunch
1:15-2:30	Plenary: Performance Measurement Speakers: <ul style="list-style-type: none"> • Roxanne Felix-Mah (University of Alberta) • David Kurfurst and Anne Couillard (IRCC) • Jason Lau (PolicyWise)
2:30-2:45	Break
2:45-3:45	Concurrent Presentations iCARE, Speakers: <ul style="list-style-type: none"> • David Kurfurst and Anne Couillard (IRCC) Waste of Talent Project, Speakers: <ul style="list-style-type: none"> • Nicole Jelley (Talent Pool)
3:45-4:00	Break
4:00-4:45	Concurrent Group Discussions
4:45-5:00	Closing Remarks

Day 3: Wednesday, November 1 - Integration

8:00-9:00	Registration
9:00-9:15	Welcome and Opening Remarks
9:15-10:30	Plenary 1: Collaborative Approaches to Community Inclusion and Community Readiness for Integration Speakers: <ul style="list-style-type: none"> • Meagan Reid (Bow Valley LIP) • Dr. Francis Boakye (Centre for Newcomers) • Frank Bauer (Welcoming & Inclusive Communities Red Deer) • Doug Piquette (ERIEC)
10:30-10:45	Break
10:45-12:00	Concurrent Presentations Health, Speakers: <ul style="list-style-type: none"> • Christa Kahl (Mosaic Refugee Health Clinic) • Bukola Salami (University of Alberta) Shared Legacies and Pathways Forward for Indigenous and Newcomer Communities, Speakers: <ul style="list-style-type: none"> • Oliver Kamau (Edmonton Immigrant Services Association) • Tim Fox (Calgary Foundation) • Cindy Provost (Calgary Police) • Children and Youth, Speakers: <ul style="list-style-type: none"> • Kathryn Melrose (Calgary Bridge Foundation for Youth) • Ameer Ali and Dunia Azzara (CCR Youth Network Edmonton) • Sentsetsa Pilane (BGCBigs) LGBTQ+, Speakers: <ul style="list-style-type: none"> • Lily Tsui (Multicultural Family Resource Society) • Sharalyn Jordan (Simon Fraser University) • Harry Yee (Centre for Newcomers) • Yara Kodersshah and Sizwe Inkingi (OCASI)
12:00-12:45	Lunch
12:45-2:00	Panel: Employment

Speakers:

- Brenda Stanton (Banff Lake Louise Hospitality Association)
- Lisa Rochman (NorQuest)
- Bruce Randall (CRIEC)
- Nicole Jelley (Talent Pool)

2:00-2:15 Break

2:15-3:30 **Panel: Strategic Approaches to Combatting Racism**

Speakers:

- Stephanie Kot (AAISA)
- Brenda Johnston (Calgary Anti-Racism Education Collective)
- Mark Francoeur (Lost Time Media)
- Kamal Sehgal (Alberta Network of Immigrant Women)

3:30-3:45 Break

3:45-4:45 Concurrent Group Discussions

4:45-5:00 Closing Remarks: Honourable David Eggen, Minister of Education

Appendix C- Settlement Sector Recommendations

1. Complexity of Needs and Mental Health Issues

Issue/Need	Recommendation	Strategy
Increasing number of refugees with serious mental health issues and low literacy levels.	Build better connections with health care providers and community resources.	Facilitate communication between stakeholders and develop a working group to discuss issues.
Smaller centres are not able to support clients/families with complex needs.	Develop partnerships with larger centres to refer clients and arrange for transportation.	Provide linkages for smaller centres to urban centres to address clients' needs.
Increasing number of clients with trauma in the classroom, and we need to know how to support clients in the community, for both students and instructors.	Find ways to support instructors with professional development opportunities.	Build connections between services and mental health services and provide training for instructors.
Need for funding from IRCC to develop training for SPOs to assess students for special needs, trauma.	Find ways to support instructors with professional development opportunities.	Develop specialized training to fit the needs of SPOs and/or connect SPOs to training through CAMH (Canadian Association of Mental Health) Refugee Mental Health Project
There is a gap in services for youth with mental health issues.	Investigate ways to address this gap in services for youth.	Connect with mental health providers to discuss the need and brainstorm ideas for addressing the issue.
Newcomers with mental health issues do not trust mental health services, as it is a foreign concept to many, i.e. going to a therapist.	Engage with faith groups/ethno-cultural community groups to assist in the community helpers program with active listening as a starting point.	Engage faith group/ethno-cultural community groups to participate in the program and provide training.
Newcomer specific addiction programming is lacking.	Develop culturally appropriate addiction counselling.	Connect with Alberta Health to address the issue of having cultural appropriate training for addiction counselling.

2. Specific Groups Needing Additional Support (Women, Youth)

Issue/Need	Recommendation	Strategy
Increasing number of recent refugees come from collective and male dominated cultures. Men are more likely to attend English training programs in order to find employment and women are more likely to stay home and look after the children, becoming more isolated. Need for programs that will benefit isolated refugee women with a focus on language enhancement and life skills.	Promote activities targeting women, to increase language development, and encourage the use of public transportation.	Determine the need for specific programming targeting refugee women and research program ideas to address the issue.
Challenge for SPOs in delivering services to those newcomers who only want services delivered by their own ethno-cultural community.	Work with ethno-cultural communities in partnership to deliver services.	Develop relationships and connections with ethno-cultural groups.
Women need access to information around domestic violence.	Through the settlement counselling relationship and information and orientation services provide culturally appropriate information on domestic violence.	Work with women resource centres to understand how best to handle domestic violence issues.
Need more connections for youth to get involved with volunteering/youth centres/recreation/social activities to assist in integration.	Develop innovative programming to engage youth. Example – getting involved with adopting new lifestyles (re-cycling, environmental awareness, water resources, etc.) shows promise for helping youth integrate by connecting youths to volunteer opportunities.	Research best practices in newcomer youth integration and share information with SPOs.

3. The Need for Collaboration, Communication and Information Sharing

Issue/Need	Recommendation	Strategy
Need to have additional advisory committees for different areas of service delivery that include funders and SPOs, e.g. ERLAC (Edmonton Regional Language Advisory Committee)	Develop more advisory committees between SPOs and funders to share information, determine client need collectively and develop strategies to work together in providing settlement services.	Organize advisory committees for specific streams of service, i.e. Employment, Settlement, Language Training, etc.
Need alignment between all three levels of government There is a need to collaborate and communicate within all levels of government to ensure that the resources are available and are in place for the most vulnerable.	The Federal and Provincial governments need to align their policies in settlement.	Communicate with funder partners to address the issue.
Need to create linkages between services, settlement providers and municipal governments.	Establish an advisory committee for newcomer settlement in all small centres.	Creation of local advisory groups in the absence of Local Immigration Partnerships (LIPs)
Need for enhancements to language training for newcomers.	Build connections with Libraries who offer language and conversation classes for newcomers, who don't qualify for LINC.	Investigate whether a more formalized partnership between Public Libraries and SPOs is needed.
The needs of francophone communities and clients are not being met.	Referrals and connections need to be established between Anglophone SPOs and Francophone SPOs.	Review the SPO referral system of Francophone clients to determine whether the system needs improvement and then make recommendations on how to improve the system.
SPOs with Community Connections programming need to build connections with other SPOs to create awareness of programs and services to establish links and refer clients.	Establish communication links between SPOs.	Survey SPOs to investigate the level of awareness of each other's services.

For employment programs create linkages with the Association of Professional Engineers and Geoscientists of Alberta, the Chartered Professional Accountants of Alberta, and the Human Resource Association in Alberta due to a need for more education for employers on working with immigrants/refugees.

Educate employers on the benefits of tapping into the immigrant talent pool to meet their labour market needs.

Facilitate relationship building between professional associations and the Human Resource Institute of Alberta (HRIA).

There is a need to address newcomers' feelings of marginalization and to create ways to foster inclusiveness. Ensure communities are invited to community events and that they are contributing to the development of the community.

Ensure ethno-cultural communities are invited to community events and contributing to the development of the community. Establish organic partnerships, 'networking' and connecting with local churches/faith groups.

Form partnerships with ethno-cultural communities/faith groups in the settlement planning process and advisory groups.

There is a need for collaboration, at both the provincial and federal level, and SPOs/Mental Health service providers to address the increasing demands for newcomers with mental health issues.

Develop working groups to strategize on newcomer mental health needs. The group would share strategies, best practices, and tools to communicate better moving forward.

Facilitate collaboration and sharing of best practices between SPOs, and Mental Health Service providers.

4. Managing Expectations – Housing and Income Support

Issue/Need	Recommendation	Strategy
Housing assistance that refugee families are receiving from the federal government is not realistic to accommodate what is available on the open market.	Increase housing assistance to match the supply and cost of accommodation that is available for rent.	Investigate whether the housing assistance allowances match the average rental cost across Alberta and then communicate this information through appropriate channels to funders.
The amount of income support allocated for the 13 th month, when refugees are transferred off federal income support and onto provincial social assistance, is much less money and this reduction in income is a shock to the client and a challenge to manage.	Find appropriate ways through information and orientation sessions and settlement counseling to communicate income support information and managing money.	Prepare clients through developing budgets, understanding rental costs and income supports how best to handle the transition between income supports, i.e. change over from federal to provincial.

5. Capacity of Settlement Agencies and Training of Settlement Workers

Issue/Need	Recommendation	Strategy
Burnout of Language teachers dealing with refugee influxes and high-needs refugee clients.	Create professional development opportunities for Language teachers to address stress and teaching high needs refugee clients who may or may not have experienced trauma.	Connect language trainers to professional development opportunities to address issues.
Mental Health issues – staff training and debriefing is needed. Additional resources for psychological counselling is needed to educate staff and provide services. Settlement agencies are not equipped to deal with mental health issues and it is hard to find adequate mental health services to refer clients.	CCPA- Canadian Counselling and Psychotherapy Association have lists of professionals in Alberta and it would be helpful to know which individuals have experience in counselling immigrants/refugees with various ethnic background. AAISA could distribute this information to our members and the sector.	Collaborate with mental health associations to improve client referral processes and to create awareness of the mental health needs of refugees.
Need for public awareness campaigns and/or information sessions for the public in smaller centres on the settlement of newcomers and the services available.	Develop communication plans targeted for the general public in small centres.	Collaborate with municipal governments in small centres to facilitate community engagement.
Service providers need to educate themselves about the dynamics of different ethnic groups and the issue with members identifying themselves with a certain group, i.e. one ethnic group is afraid of another group.	Develop cultural awareness training programs.	Conduct a needs assessment for cultural awareness training in SPOs.
SPOs in smaller centres do not have the HR capacity for volunteer recruitment and management.	Develop volunteer management training.	Conduct a needs assessment for volunteer management training in SPOs.

6. Language Training Needs

Issue/Need	Recommendation	Strategy
Create a 'passport' for clients to carry around to avoid the problem of one person being on four or six waitlists for language training.	Develop a system to avoid the duplication of clients being on more than one wait list.	Review the wait list system for language training and develop an effective and efficient system.
Create a continuous intake and continuous exit in language training. Upon level completion, student goes to the next level in the same month. Every month, identify students near completion.	Adopt best practices in service delivery of language training for all SPOs.	Review Language trainers' methodology for intake and promotion of learners to the next level in training at the Language Advisory Group.
Address the Needs of Clients in Service Delivery - flexible schedules, access to classes, proximity to home, support for special needs, additional funding for gap between stage 1 and Alberta Works funding at CLB 5.	Adopt best practices in service delivery of language training for all SPOs.	Continue to review the effectiveness and efficiency of IRCC funded language training programs.
IRCC to establish a higher level LINC training for Level 7 or 8, with increased government funding for levels higher than CLB 4.	Develop funding supports/training for clientele wanting to take higher level language training as necessary for their employment.	Research and investigate ways to address newcomers' higher level language training needs with additional funding sources.
The need to consider the whole family in addressing settlement needs.	Promoting English learning for the entire family shows evidence of improving literacy rates among children.	Research and develop innovative language training for the family as a unit.
Involving seniors in Language Training - senior immigrants (who were sponsored by their children), have their own specific language training needs, i.e. learning is not for employment. Many seniors need first-language assistance in accessing services and there is the potential for elder abuse and isolation.	Link language classes with community connection programs and provide transportation to access services.	Review senior settlement programming.

There is a need to take an integrated approach with language training and employment programs, instead of sending clients to different places for different program.

Develop employment programs with part-time work combined with language training.

Create innovative and holistic language training programs.