

THE 2023 PRAIRIES & NORTHERN TERRITORIES FALL SUMMIT REPORT

Collaboration, Sharing and Looking into the future with IRCC

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Introduction and Summit format

The 2023 PNT Fall Summit was a one-day virtual event that took place on October 25th with just under 300 participants attending. It built on conversations and learning that took place

at the in-person PNT Integration Summit held in February 2023 in Edmonton, Alberta, which also welcomed about 300 participants.

The 2023 PNT Fall Summit was a collaboration between the Manitoba Association of Newcomer Serving Organizations (MANSO), Alberta Association of Immigrant Serving Agencies (AAISA) and Saskatchewan Association of Immigrant Settlement Integration Agencies (SAISIA), in partnership with Immigration, Refugees and Citizenship Canada (IRCC). These are non-profit umbrella organizations that represent agencies that provide resettlement, settlement, and integration services to newcomers in their respective provinces. Their role includes providing leadership and support to members, helping improve the level of services offered to newcomers through professional development, networking, and collaboration. As a federal government agency, IRCC facilitates the arrival of immigrants, protection to refugees, and funds various programming to help newcomers settle in Canada.

The purpose of the 2023 PNT Fall Summit was to provide SPOs an opportunity to join together, share interprovincial best practices and look to the future with IRCC. This report provides an overview and summary of key points from the Summit presentations and discussions.

The Summit was conducted virtually via zoom with the participants joining from their homes or offices. The majority of the attendees were from service provider organizations (SPOs), the umbrella agencies and IRCC. There were moderators for each session responsible for introducing the presenter(s) and coordinating the session to accommodate for questions and comments from the participants. Participants were also able to see the questions as they were being answered on Zoom. Many of the presenters acknowledged the Indigenous and Metis land where they were located. The purpose of the land acknowledgement is to provide a moment for reflection and appreciation for the gifts and people of the lands.

There were three plenary sessions and six breakout sessions. Most of the sessions were conducted in English, however some presenters delivered some portions of their sessions both in English and in French. Simultaneous translation was provided throughout the Summit. The plenary sessions were all recorded through zoom but only one of the breakout sessions was recorded due to the capacity of the platform. There were note takers to document the other five breakout sessions and capture key points and takeaways for reference.

Acronyms Used in the Report

Organizations

CCIS	Calgary Catholic Immigration Society
CSS	Catholic Social Services
IRCC	Immigration, Refugees and Citizenship Canada
IRCOM	Immigrant and Refugee Community Organization of Manitoba
LIP	Local Immigration Partnership
MANSO	Manitoba Association of Newcomer Serving Organizations
OHC	Occupational Health Centre
RIF	Réseau en immigration Francophone
WFC	Welcoming Francophone community
ZIP	Zonal immigration partnership

Settlement Sector Terms

APPR	Annual Project Performance Report
ARPIO	Annual Report on Project Implementation and Outcomes
BIPOC	Black, Indigenous and People of Colour
CA	Contribution Agreement
CFP	Call for Proposals
CLB	Canadian Language Benchmarks
CM	Case Management
FY	Fiscal Year
GAR	Government Assisted Refugee
HIPPY	Home Instruction Program for Parents of Preschool Youngsters
iCARE	Immigration Contribution Agreement Reporting Environment
I&O	Information and Orientation
NAARS	Needs and Assets Assessment and Referral Services
NOS	Newcomer Outcome Survey
PNT	Prairies and Northwest Territories Region
PR	Permanent Resident
PT	Province and Territories
RAP	Resettlement Assistance Program
RIFA	Réseau en immigration Francophone Alberta

SDI	Service Delivery Improvement
SPO	Service Provider Organization
StatsCan	Statistics Canada
SWIS	Settlement Workers in Schools
TEE	Travailleurs et travailleuses d'établissement dans les écoles

October 25, 2023, AM.

Welcome, Land Acknowledgement, Blessings and Opening remarks

Vicki Sinclair, the Executive Director of the Manitoba Association of Newcomer Serving Organizations (MANSO), welcomed participants to the 2023 PNT October (Fall) Summit and proceeded to the land acknowledgement. She introduced Elder Barb Nepinak to offer prayers and set the tone for the discussions of the day by emphasizing the importance of meaningful truth and reconciliation. Vicki thanked Elder Nepinak for the prayers and mentioned that she will be the Master of Ceremony (MC) for the Summit. She informed participants that discussions and presentations will be mostly in English but there is a French interpreter to translate from English to French and vice-versa. She advised participants how to access translation during presentations and discussions. Vicki then welcomed Melanie Holmgren from IRCC to the Summit.

IRCC remarks

Presenter: Melanie Holmgren, Acting Regional Director for the Prairies and Northern Territories (PNT), Settlement Network, IRCC.

Melanie began with a land acknowledgement and the commitment Canada makes to truth and reconciliation. She established that discussions and presentations at the Summit reinforce the reciprocal relationship between settlement and indigenous partners to arrive at meaningful conversations. She mentioned that in 2022, settlement and the PNT collectively served over 147,000 unique clients and there has been a considerable growth in clients support over the years even with the arrival of the COVID-19 pandemic. Among these clients include 39,000 Afghans and 185,000 Ukrainians who have been welcomed to Canada since the humanitarian crises in Afghanistan and Ukraine.

She continued that newcomers arrive in Canada with various experiences, skills, assets and needs and some newcomers are at a greater position of disadvantage than others and therefore face greater settlement challenges. This is where the settlement program of IRCC becomes significant towards the successful settlement of all newcomers in Canada. Gender based Analysis (GBA+) and antiracism help IRCC and service providers understand how clients experience services. IRCC settlement has the goal to meet clients' diverse needs through fair, equitable and culturally-attuned services.

She concluded by saying, the services newcomers receive from service providers help them to easily transition and settle in Canada meeting their personal, employment and education goals and overcoming challenges.

Plenary Session 1. A Look Ahead: Looking at the Past to Prepare for the Future

Presenter: Alex Racine, Call for Proposals (CFP) Coordinator, PNT region.

Alex introduced the session by saying he will be focusing on how IRCC settlement is doing and where it is headed- (the future).

CFP 2019 introduced four core principles which were;

- Services should be client focused which includes Francophone and vulnerable/marginalised clients.
- Services should be outcome-driven.
- Services should be adequately responsive to clients needs.
- There should be effective use of resources that promotes community collaborations.

Client centred/focused

This principle focuses on:

- Extensive delivery of services to Francophone newcomers through the Francophone organizations based on a service delivery model developed collaboratively between IRCC and the Francophone community.
- Responsive to the needs of clients which are predominantly-employment needs of newcomer women, gender-based violence support for those in need, case management services for clients with high need and HIPPY programming to connect newcomer mothers with their community
- Engaging in outreach, referrals and follow-ups with clients to access needs relevant services.

Outcome driven

This principle focuses on:

- Reduction of funding to projects that did not produce any outcomes.
- A standardised approach to ensure follow ups with clients during and post settlement.
- Find out the percentage of clients in the community who are aware of settlement services and supports.
- Strategic additional funding to support projects that will yield increased settlement support.

Responsive driven

This principle focuses on:

- Streamlining access to services and improving consistency to better meet the needs of newcomers.
- Prioritizing the needs of vulnerable clients first.
- Ensuring clients needs are met by accessing services near where they live.
- Setting the expectation of collaboration and referrals between service providers.

Effective use of resources**This principle focuses on:**

- Dividing territory and labour across the major urban centres.
- Reducing extravagant programming to prioritize resources toward more crucial service streams.
- Emphasizing the previous increases that had not been reduced such as funding relating to the Syrians initiative.

Alex showed a diagram of the settlement journey and supports for newcomers' clients which are pre-arrival services, NAARs, RAP, SWIS, IRCC websites, language assessments and information and orientation-referrals, outreach and specific programs to sufficiently support client's settlement in Canada.

PNT System approach (CFP 2019)**NAARs****Mission:**

- To ensure a Centralized / Standardized intake and referrals to appropriate settlement providers developed with PT partners and Francophone providers to ensure utility for all referrals.

Outcome:

- There are centralised NAARs centres for Winnipeg, Saskatoon, Regina, Calgary and Edmonton.
- Consultation with the Francophone providers and PT partners when drafting forms and for translation purpose.
- Centralised SPOs to refer clients to Francophone providers for intake and further support.

Zones

Mission:

- Improvement in outreach and referrals.
- 50% of adult landings in FY1 to be made aware of settlement services.
- 5% increase each year (75% of adult landings by end of FY5).

Outcome:

- COVID-19 pandemic led to delays in reaching targets at both FY1 and FY2.
- Limited access to settlement services, however, urban centres witnessed an increase in settlement services.
- Flaws with the zone reporting mechanism.

Language Assessments

Mission

- Focused on funding a centre of expertise and to include provincially/territorially funded language where possible.

Outcome

- Funding provided to 1 SPO per urban centre instead of 1 SPO per province.

- Due to backlog, some small centres were not prioritized by urban language assessment providers.
- The pandemic also led to the de-prioritization of the provincially/territorially funded language.

Customized referrals

Mission

- Partnership with the Francophone community to provide support to vulnerable individuals and families.

Outcome

- Funding for SWIS and Enhanced-SWIS services for each of the urban centres.
- Increase in funding for seniors for each of the urban centres.
- Funding for HIPPY programming for each of the urban centres as well as 9 small centres.

Case management (CM) + Case management triage

Mission

- Focusing on all high needs and vulnerable clients as opposed to only GARs.

Outcome

- Funding provided to all urban centres as well as small centres.
- Levels of clients ranged from (2-4) and definitions were shared; level 1 seen as those requiring less case management and supports and this was seen as case coordination.
- Check-in status previously known as level 0 was introduced. Clients who have exited were followed up with within 6 months to a year to see how they are doing/adapting.

- A standardized CM triage tool is currently being piloted by 23 SPOs and a review of the pilot will follow. This is available only in English but will be translated into French based on the outcome of the pilot.
- Collaboration among SPOs in the PNT region regarding case management. They meet quarterly to discuss case management and learn from each other to support high needs clients.

CFP 2019 process overview

Applications and funding overview

During CFP 2019:

- A total of 1,306 applications were received of which 825 were approved for funding.
- For PNT region, 321 applications were received, 221 approved.
- \$7.3B was requested for PNT region of which \$1.2B was allocated.

Assessment process

- Each application has 2 assessors.
- There were 22 videoconferences on the proposals.
- Principles and priorities were set as well as those items to be removed from proposals.
- A strength-based approach was applied to teams so that small centres were not overshadowed by urban centres. RAP and language were focused on individually.
- Focusing on targets, capacity and division of labour to ensure proper alignment with provincial counterparts. Identification of hot spots that needed more attention.
- A national review was held to ensure consistency.

CFP 2024 overview

- A series of webinars were held nationally and over 1100 people participated to discuss CFP 2024 by looking at things that were working well and things that can be improved.

Areas of strength identified

- Collaboration between organisations and various levels of government.
- Flexibility-both online and in-person services.
- Enhanced specialisation to support clients facing various barriers like mental health.

Opportunities identified

- Extending of settlement services eligibility to include temporary residents and naturalized citizens.
- Continuing efforts on mental health supports.
- Encourage English-based organisations to appropriately refer French-speaking newcomers to Francophone SPOs.
- Recognising the various challenges and differences with rural and urban centres-especially regarding clients with various levels of disabilities such as the need for special accommodation, transportation, medical needs and the availability of required resources in the various communities.
- Ensure a seamless continuum from pre-arrival to arriving in Canada to ensure newcomers are well prepared and have maximum information before moving to Canada.
- Encourage the sharing of resources and tools for development.
- Create a centralized process to ensure newcomer awareness of settlement services available.

Guiding principles

- Provision of right services to right clients at the right time. This includes how intakes are conducted, case management and referrals are made.
- Ensuring that services are tailored towards the needs, characteristics and diversity of clients.
- Recognising how clients will access services. Thus, ensuring if clients prefer to have an in-person support or online support or hybrid. SPOs should bear in mind that it is the client choice and decision.

2020-2025 planning

Francophone Overview

- 5 WFCs have been created in the PNT region including offering of adapted language classes to Francophone clients.
- In all the three provinces, French language classes are being offered.
- 4 RIFs have been established in the PNT region and the RIFA has a fiscal agent located in Alberta since 2023.
- TEE services are being offered in immersion schools and there is a coordination between SWIS and PNT TEE.
- French case management is being offered in the PNT.
- RAP services offered by Francophone SPOs.
- Maintenance of outreach officers and Immersion TEE services should be offered across the PNT region.
- Introduction of itinerant services in rural areas.
- Development of emerging Francophone communities.
- Improved access to language training in French and English, including literacy classes for Francophone newcomers.
- Introduction of mental health services tailored towards supporting Francophone clients.

- Comprehensive services for Francophone clients with various disabilities, those who identify as 2SLGBTQ+, youth and seniors.
- PNT coordination of TEE services and increased collaboration among service providers and experienced organizations across Canada.

Indirect services

These services will continue to receive funding including LIPs (Local immigration partnerships), ZIPs (Zonal immigration partnerships) and RIFs (Réseau en immigration Francophone). Expansion of these areas will also be considered if need is demonstrated and funding allocation is permitted.

CFP 2024 Base services

- There will be a new reporting structure for Case management, information and orientation (I&O) and SWIS/TEE (I&O and community connections). More information regarding these changes will be provided in the funding guidelines. It will help with reporting especially when splitting the regular (I&O) and SWIS/TEE (I&O).
- There will be three new base service/funding streams and more information will be in the funding guidelines once they are released. This includes;
 - **Francophone Integration pathway:** Funding for all direct and indirect service components of settlement and RAP in French.
 - **Equity:** This includes funding for grass root organizations that serve equity deserving groups and also to help these organizations build capacity.
 - **Service delivery improvements (SDI):** This will be similar to the current SDIs but the goal will be to fund the initiatives for the entire duration of the CA cycle.

Next steps

- Launch of the CFP is anticipated by the end of November,2023 and the date will be announced shortly.
- Service providers should be monitoring the webpage for more information or sign up for alerts on the website. It is expected that agreements for settlement and resettlement be signed by April 1st 2025.

Question and Answer Period

Q. Is there a more disaggregated version of the funding numbers (i.e., the amount of money for newcomers in a particular centre)?

A. The information we have on landings is somewhat limited and we hope to break things down in more detail in future to delineate the cost and even the kind of services offered.

Q. Will we see maps of where clients reside?

A. Yes. There will be an overlay map of where clients reside as well as the kind of services they receive.

Q. Can you speak more on the equity funding stream or should we wait for the full guidelines to be shared?

A. Wait for the full guidelines.

Q. Does this RAP approach mean that GARs will receive language training in French instead of English or it will be the choice of the GAR to choose official language of training?

A. It will be the choice of the GAR whether to receive language training in one official language or even in both official languages.

Q. How do you calculate the actual client cost/specific price per client?

A. There is the use of an allocation matrix to determine how much is being spent on services like NAARs, I&O as opposed to client targets or how many clients are being served.

Q. You did mention that the CFP will be coming out hopefully by the end of November. Can you share when the deadline of proposals submissions will be?

A. Unfortunately no. SPOs should wait until the official announcement for CFP is made.

Q. What is the expectation of the Zone lead?

A. The Zone approach is something we are currently looking into based on the challenges we have experienced. As with anything else we need to also be able to support the cost that we are allocating with actual data and we are finding it hard to get the data. There might be some shifts in the zone approach but as of now I cannot certainly tell what it will be.

Q. Will you have any statistics on all clients or number of clients that access specific services, including high needs clients and if not will IRCC be interested in getting that information?

A. Yes. IRCC is more interested in getting information related to high needs clients. We will put a note to see how request can be made for that. I&Os have some data and that gives some knowledge on the type of services accessed by clients and also high needs clients.

Q. You mentioned about supports for high needs clients. What about supports for temporary residents including claimants who have challenges like mental health issues?

A. I cannot fully speak to this question but it was brought up during the reviews that happened in the last Summit period earlier this year and more information will be available when the CFP guidelines are released.

Q. Can grassroots organizations apply for funding themselves or do they need to co-apply with charitable non-profits organizations?

A. You have to wait for the funding guidelines.

Q. Is it a common practice to put a price tag for IRCC staff-(i.e. how much each staff earns vs how many files they manage?)

A. It depends on the review process when we look at services offered, targets vs budget requested and how much we can allocate. However, if you have any questions related to limited funding than the baseline average, discuss with your officer.

Q. Is there an acronym list that you can share with the presentation just for anyone who is new to the sector?

A. Yes, this can be provided. (MANSO shared a link to see list of acronyms in the chat)

Q. It can be difficult to collect employment outcomes after working with clients as we are reliant on clients providing feedback to us directly. We have utilised all follow-up options such as emails, texts, survey and phone calls. There have been difficulties found across all employment and newcomer serving agencies in collecting this feedback. IRCC provides a lot of pressure to meet the targets set in the agreements. What are your thoughts on how IRCC can assist these agencies with this issue?

A. From a service provider perspective I will say, if you are having those issues then track them very closely and explain them in as much detail as you can (e.g.; how many attempts you made, how many clients you were not able to reach). If you know why certain clients are difficult to reach (like there is a trend) then include that too so that your officer can justify when there are low numbers on paper but maybe you were able to access more clients just that you could not report on them for feedback.

Q. Do you know the current percentage of newcomers who access resettlement and settlement services in PNT region?

A. Every GAR in Canada access resettlement services. For settlement, a previous review showed that about 30% of newcomers access settlement services but there has not been a recent review due to difficulty of carrying out such survey/study and I do not know when another review will be done to ascertain the numbers. For the PNT, we are trying our best to use the data we have to compare landings and how many clients access settlement services and this ties into the zone awareness.

Q. We have heard the total funding for the PNT region is decreasing for FY5 but the landings and services demands are increasing. Is there room to increase the funding to meet the demand?

A. Closer to the end of this fiscal year then we will know how much funding will be available to allocate and from there we will know how much we are able to increase.

Q. There is a concern about the number of clients that are not accessing settlement services and yet we know a large number immigrate to the PNT region and by the time they obtain Permanent residence (PR) they have been here for a while and do not need settlement services anymore. Can IRCC consider a limited or small funding stream to provide essential services for temporary residents when they first arrive?

A. It is uncertain as of now whether there will be funding for temporary residents and it depends on the funding guidelines.

Q. Employment counselling requires in-depth and specific career counseling training and it is very costly. Can IRCC provide these trainings that will directly impact quality service delivery for clients to be successful in finding employment?

A. If it regards paid training to help them find a job, then that is not covered. But if it is about certifications to make them more employable then there could be a way around it.

Q. Are there any concerns or discussions happening in IRCC that immigration levels will be reduced due to the housing crisis?

A. I cannot fully respond to this question.

Q. In a competitive labour market, many newcomer organisations are facing the challenges of staff retention, the compensation benefits, and the training provided are limited due to the funding restrictions. How can IRCC support these newcomer organisations to help newcomers successfully settle in their communities? The majority of the settlement providers are racialized women who are under compensated for their skills and the knowledge pertaining to their position. When they retire, they do not really have enough pension available to survive their retirement and many will be living on the poverty line. How can IRCC solve this gender disparity in terms of wage and benefits compensation?

A. You can bring these up during the next CA cycle and also discuss these benefits disparities and retention concerns with your project officer to help get them addressed.

Q. What sort of information and references can we include in our CFP applications that will strengthen the applications, such as statistics research? Is there any sort of orientation on that?

A. Include anything useful (i.e., research, numbers) regarding settlement support and do not limit yourself.

Q. Can CLB7+ clients continue with their classes in the future? These clients still require support with language and finding sustainable employment

A. More information will be available in the funding guidelines.

Q. Are there any plans to improve iCARE friendly reporting programs ahead of the next funding cycle? Apparently, there are a lot of errors in data even if schools input data correctly.

A. (From the participants). Reach out to the iCARE help desk if you encounter any challenges with iCARE reporting.

Q. Can IRCC make it possible for settlement providers to easily connect with other government agencies when supporting clients especially for those with a language barrier without having to go through a stressful and sometimes complicated process such as connecting with CRA or IRCC concerning a client case, which requires consent and can take longer than expected?

A. This is something we can look into in the future.

Q. We have repeatedly requested that the iCARE team provide us with excel versions of the report and we have been regularly told that they will look into it. This would add great value for us to utilise the reports better. Do IRCC have a timeline of when the iCARE report can be accessed in an excel version?

A. (From the participants). We are currently working on that and cannot give a specific timeline.

Q. Is there a specific funding formula with the CFP when it comes to percentage that goes into program delivery and the percentage that goes into administration? Could you speak to this funding formula and the upcoming CFP?

A. The maximum given for service delivery is 15% and going beyond has to be approved by the finance department and whether there will be an increment to the baseline 15% or not depends on the funding guidelines. If you want to go over the 15% then explain in your budget for assessment.

Q. Implementing a hybrid model of services; combining both in-person and online services. Could this potentially impact the CFPs?

A. Include in your proposal if you want to continue to offer services in a hybrid manner and yes IRCC hopes to continue with the hybrid model.

Q. Will IRCC have interpretation available as other government agencies do?

A. Something, we may look into in the future.

Q. There are employment and settlement programs through provincial governments. Is IRCC going to take this into consideration for approving similar/same programs or can the same model be used?

A. There is collaboration when there are CFPS federally (IRCC) and provincially to ensure there are no duplications.

October 25, 2023, PM.

Plenary session 2. Measuring the (Re)settlement Program Outcomes, Outputs, iCARE and more

Presenter: Jeslyn Thibedeau, Assistant Director, Settlement and Integration, IRCC.

Outcome structure-Settlement and re-settlement programs

The IRCC settlement program focuses on improvements/changes to the knowledge and skills of newcomers regarding a particular topic, which will later result in positive changes in their settlement experiences. These are the immediate and intermediate outcomes. Immediate outcomes focus on the process of receiving information and having understanding about services and generally about Canadian life (e.g. increased knowledge about life in Canada, improvement in official language skills, acquisition of knowledge to prepare for the Canadian job market etc.). The intermediate outcomes focus on the application of this information- (such as finding a job, making informed decisions and accessing services on their own, being functional by using the Canadian language and the like).

Regarding resettlement, IRCC focuses on ensuring that the initial essential needs of newcomers are met (usually within 6-8 weeks of their arrival) and there is a transition of clients to access settlement services to improve their integration in Canada. This is so for all

GARs and other newcomers accessing resettlement support. This program has the same objective for immediate and intermediate outcomes.

Measuring success

Why do we have to measure the success of the settlement and the resettlement programs?

- IRCC is required to provide feedback on the progress of both programs to other government and departmental agencies that provide the funding.
- It facilitates learning process during crisis seasons (e.g., the lockdown). It helps IRCC to understand how unexpected circumstances can impact services and reporting and how improvements can be made.
- Having data about the progress of settlement and resettlement programs informs the narrative between and among government officials whenever they discuss about settlement and resettlement (this includes announcements, publications, etc.)
- It helps IRCC make client-driven decisions-in terms of the quality of the impact of the IRCC settlement and resettlement program on client integration to inform policy and practises, and how to adequately respond to massive arrivals of newcomers with diverse experiences and needs.

How the Resettlement program works.

- **Outputs:** These are counts/figures related to client demands and services offered. It is also related to the client's location, marital status, delivery method of services (whether online, in-person, or hybrid). iCARE is used to obtain data about outputs and this is obtained from service providers every month. Through iCARE, IRCC is able to understand the experiences of newcomers and use that information to plan and adjust program delivery. It also helps to identify the type of services mostly accessed by clients.
- **Outcomes:** This is whether services have qualitative impact in the lives of newcomers to fully integrate and achieve their goals or not- thus if clients' needs

are adequately met by the services and programs offered and if any changes are required to enhance program delivery. The newcomer outcome survey (NOS) is used to measure outcomes. This is administered every year to newcomers accessing services and those not accessing services. This is to help gain understanding into the settlement experiences of newcomers accessing services and those that are not but have similar/same background and needs. Data obtained from the NOS is compared to iCARE and immigration applications to identify any gaps or trends to enhance program delivery. Through iCARE, IRCC accesses the contact information (e.g., email addresses) of clients for the NOS.

- **Context:** This focuses on whether IRCC expectations are being met or not and if there are any vast differences (successes and failures) in certain areas of newcomer's settlement experiences as opposed to other areas. Context is measured using both the Annual report on project implementation and outcomes known as the ARPIO/APPR (which is released by the end of every fiscal year and sent out to service providers through a survey environment to gather information related to challenges, innovations, improvements to improve service delivery) and demographic information, which helps IRCC to ascertain clients differential success and integration by looking at their pre-migration experiences, skills and knowledge. It also shows the migration trajectory of clients- whether they came as temporary residents (like students, workers, visitors) and later became permanent residents or not, their country of birth, their primary language, etc.

Question and Answer Period

Q. Change theory for individuals requires not just knowledge and skills to change behavior but also motivation. Does the logic model make any attempt to consider motivation, especially that it is a critical piece of newcomers' settlement and even for those who have suffered trauma?

A. The purpose of the logic model is to report to funders the progress of program delivery. Social issues like motivation, traumatic experiences etc. are tagged as counts per client.

Q. How does the NOS account for clients with no digital literacy and ability to complete a survey if email is the primary means to contact them?

A. The survey is currently administered in 9 different languages and to be increased to 12 different languages. Unfortunately, the online survey is the only possible approach to reach out to all newcomers and the survey is designed to be compatible with phones, tablets and laptops to allow all newcomers to be able to complete the survey. The IRCC revises the number of languages in response to the demographics of immigrants to ensure that the languages used in the survey capture the majority of the primary language of newcomers. Currently, IRCC does not have the resources to use a different method other than online survey to gather information from newcomers accessing services and those that are not.

Q. Regarding newcomers with disabilities, do you consider the stigma, shame, lack of information around what disability means in Canada regarding the number rate or percentage of newcomers with disabilities that are directly or indirectly identified? Do you take into account the challenges newcomers with disabilities face in your reports?

A. iCARE does not collect any of this information but deeper questions regarding clients' demographics and relationship with their settlement experiences (immigration category, location, race, gender identity, disability related questions) are asked in the NOS and even compared with similar surveys by Statistics Canada to inform policy and practices.

Q. What is done when NOS results do not actually show the needs of the clients such as increase in cost of living, increase in mental health concerns due to misdiagnosis with clients?

A. The NOS is only designed to collect outcomes from the settlement programs and because housing, mental health issues are not outcomes of settlement programs they are

not measured by using NOS. Statistics Canada conducts surveys to measure these experiences (like housing, mental health issues among others).

Q. How is the ARPIO assessed neutrally? Do you see the roles of different SPOs answering questions? How do you judge the quality or length of a qualitative report box?

A. The ARPIO results are analysed by two different analysts and the ARPIO team does not include identifiers during the analysis of the responses. The team focus on the emerging themes for analysis purpose.

Q. We only obtain the PDF version of the iCARE reports. Is it possible to obtain the reports as CSV or excel reports?

A. The team is working on this issue of having iCARE reports in excel.

Q. It is interesting to hear about the newcomer survey. I would like to hear about what the indicators of success are based on, as well as the indicators used to formulate annual reports. I wonder if the indicators are determined by established systems like the 19 characteristics of welcoming communities promoted by the Canadian Index of Measuring Integration (CIMI). Can you speak to this?

A. Regarding using NOS in measuring success of newcomers, immediate outcomes questions are compared with intermediate outcomes questions to understand whether newcomers' access to information translates into improved experiences or not. For integration, we emphasize newcomers' level of belonging and whether they feel welcomed in their community, province and Canada in general or not. Also, the team looks into the confidence level of newcomers in government institutions to understand their overall experiences in Canada.

Q. What is the uptake grade and how is it distributed? Is it via email? Also, you mentioned that even PRs receive the NOS, how many years after obtaining PR will you stop distributing the NOS to PRs?

A. The NOS will be out within three weeks to measure settlement experiences of newcomers who became PRs in (2016, 2018, 2020 & 2022) and this will be merged with 2022 NOS responses which focused on (2015, 2017, 2019 & 2021). The NOS usually receives a response rate of around 15% , which is about 130,000 responses.

Q. Could you speak to any possible changes to the settlement program logic model?

A. Unfortunately no, and we have to wait for the release of the CFP guidelines to ascertain if there will be any adjustments.

Q. What does the Prime Minister do with the data?

A. The data promotes discussions and leads to questions regarding client's access to services and this impact of IRCC operations.

Q. Is there another database that IRCC would prefer to capture data? What is your opinion of the Pros and Cons of the iCARE system?

A. The iCARE system measures the settlement program. Unfortunately, IRCC do not have a different database for data collection and reporting and even with the iCARE system, it is designed to measure a certain amount of data within the funding requirements of the government agencies and departments that support IRCC settlement.

Q. How many SPOs receive funding from IRCC to support Ukrainians? If Ukrainians are arriving in Canada without a UCI, how do we track that information in iCARE?

A. About the question related to SPOs access to funding to support Ukrainians, I am not able to answer that question, as I am not part of the funding department. Regarding tracking newcomers without UCI, we encourage settlement providers to use their database to keep track of interactions with clients and then can retroactively (within 90 days) update their information and interactions in CARE after they receive their UCI.

Q. Do you have data on highest language of needs vs spoken languages from your research?

A. This is available through the IRCC open data portal.

Q. Is there a potential role for LIPs, umbrellas and ethno-cultural organisations to fill the gaps in the digital equity of your research?

A. This is something we are looking into in the future to reach a diverse population.

Q. Are there any plans for the specialised areas of the sectors such as those working with newcomers with disabilities to have additional areas for reporting to provide a great picture of their work or do you see the annual report as the best place to expand on that?

A. The Annual report is the best place to expand on that as there is a space to include the specific needs of newcomers (e.g. disabled clients) and even with the NOS, questions around special needs of newcomers are currently being asked to ascertain the kind of supports they will need.

Q. How many newcomers will receive the survey annually and what is the response rate of the newcomer survey (NOS)?

A. It is being administered yearly to about a million newcomers and the response rate is about 15%-17%.

Q. In terms of accuracy of iCARE data, if I have a new student start class in the middle of the month, will iCARE show that the student attended 100% of the classes or will it measure from the beginning of the month which gives less 100% of the student for attendance?

A. iCARE team will measure the number of classes the students attended as opposed to the actual number of classes the student was supposed to attend.

Q. Is it possible that service providers can also be asked to conduct NOS while supporting clients and then share the results with IRCC to have a comprehensive

overview of clients' experiences and challenges since we are the grassroots community organisations?

A. This is not possible unfortunately due to the difficulty in analysing data from over 600 service providers so that is why the NOS is carried out nationally. However, service providers can use the ARPIO to report any specific challenges and notable experiences of the newcomer clients they support.

Breakout Session. CFP & Practical Grant Writing

Presenters:

- Steve Reynolds, Executive Director, Regional Connections.
- Getachew Woldeyesus, Manager, Settlement, Family and Community Services, Regina Open Door Society.

This session was interactive and moderated by Seid Oumer Ahmed (Associate Executive Director, MANSO). He asked the two presenters to introduce themselves to the participants. He then asked some prepared questions.

- **What strategies can help SPOs improve their CFPs writing skills and application process?**
 - o Advance preparation; The application and submission process for CFP usually takes 8-12 weeks which seem to be enough time on the surface but in reality, it is not. SPOs need to prepare adequately before submitting their CFP applications. This includes taking into account the budget for programs, whether the program meets clients needs or not, consulting with frontline staff for their perspective etc. Set realistic goals and budgets. SPOs should not wait until getting close to the submission deadline before working hard on the proposal as there could be some technological drawbacks which can severely affect their application process. Ideally, SPOs should submit their

proposals well before the deadline to help them address and accommodate any unexpected circumstances.

- o Reviewing the submission guidelines before submitting your final CFP application. Make sure to submit all required documents by following the checklist. Related to this is to understand the requirements of the funder regarding services and programs to submit a robust proposal.
- o Take part in webinars and events organised by IRCC to have the opportunity to ask questions related to CFP applications as when the CFP is announced with a deadline for submission you may not get an immediate response to questions related to the application.
- o Provide complete and concise information in your proposal especially as there is a word limit to how much information you can provide in the proposal.
- o Include previous achievements and accomplishments regarding service delivery and client's settlement experiences. In addition to this, conduct internal surveys and focus group discussions to bring to fore program outcome and impacts on what is working for clients and not working for them, and what clients expect to experience in terms of programming and supports. Use data from these community engagement activities for the proposal.
- o When proposals get approved, SPOs should have a copy of all negotiated agreements between them and IRCC. In future, if there are any changes within IRCC or if IRCC raises a concern or question about agreements there is a copy to be provided or a copy to justify program delivery.
- o Acquisition of letters of support from external stakeholders and organisations that have relationship with the SPO and are aware of their services.
- o Updating internal logic model.

- o Including stats, census reports and research data on clients' experiences and community needs. In all, let the information provided in the proposal be research informed.
- **How can SPOs identify gaps and potential services?**
 - o Reviewing the CFP priorities about programs and services and compare with clients/community needs. When there is a match between what IRCC expects and clients needs then an SPO can establish an argument in their proposal for funding.
 - o Supporting staff for quality program delivery. Ascertaining support needs of frontline staff and leadership team and then focusing on the best practises and programs/trainings to enhance their work knowledge and capacities.
 - o Evaluation of internal programs to determine challenges, opportunities and areas of support. Engaging in participatory research to allow clients to come up with areas that require attention.
- **What are some of the factors that can help SPOs stand out in an environment of competition during CFP application?**
 - o Track record of SPOs. The ability to meet funder expectations in previous cycles, effective management of the contribution agreements, staying within budget, demonstrated achieved outcomes among others. Achievements like these highlight you as a trusted partner for the funder and more likely to continue to receive support during CFP applications and even for expansion of services.
 - o The organisational profile also plays a greater role in terms of the SPO background, ability to continue to meet clients needs, longevity despite

difficulties and challenges, impacts etc. These factors can strengthen the application and make a SPO stand out.

- o External relationships and collaboration with other organisations. The ability to expand the scope of services through bringing in volunteers, diverse funding, having more partners who know and understand the programs and services offered can make an SPO stand out.

- **How does an SPO develop a budget for CFP application?**

- o Forecasting. Working with the financial department to become fully aware of what is needed for service/program delivery-number of staff needed for programs and services, staff salary, staff development etc. and then determine how much will be sufficient. While SPOs forecast for 5 years in a funding cycle they should also know that there are circumstances and situations that are beyond control and may affect budget expectations.
- o The budget should consider developing senior/leadership management capacity to positively steer frontline staff towards quality services and program delivery. This may include increased/additional salaries and trainings for current and new management team members.
- o Discussion with other SPOs and agencies who have been running similar proposed programs and services and have been successful and then finding out the resources needed to be successful as well.

- **What are some of the considerations if an SPO wants to introduce a new program?**

- o Determine whether the program will be culturally attuned and responsive to the local community needs. Organisations can benchmark best practises of other SPOs and explore to ascertain its usefulness in your local population. Piloting projects can help and organisations should not be overly ambitious in that phase.

- o Evaluation should be part of the program to ensure its continuity and success. The evaluation should be carried out at the beginning of the program and at midway to determine weaknesses, challenges and opportunities for improvements.
- o Beginning a new program can be difficult and SPOs should consider the ups and downs, staff needed and the trainings for them. When developing the proposal, SPOs should give a trajectory of program performance, which should allow room for challenges and difficulties.
- **How can an SPO reconcile funding from different sources like IRCC, provincial government, United Way among others?**
 - o Allocating expenses as a percentage of overall funding. Thus, a percentage of how much to be spent for services and programs and other activities needed will be allocated to the funder depending on how much the funder wants to give. E.g., if program 'A' requires \$10 funding then it will be allocated to the funder that will give money to support that.
- **What are the preparation strategies ahead of writing the CFP? How can a SPO enter into partnerships and collaborations with other SPOs, and please share more information regarding submitting the proposal early?**
 - o Re-visit previous proposals and review the information to update the current proposal (including outcomes, outputs and programs). This can help reveal whether the same programs and services are being included in the proposal or there is the need for revisions.
 - o The use of Microsoft 365 planner to allocate tasks to staff regarding the CFP application. The 365 planner sends reminders to staff to ensure no one is late and internal deadlines are met to be able to meet the overall CFP application deadline.

- o It is good to apply early to defeat any unexpected technological challenges. There are examples from previous CFPs, where some organisations waited to submit their proposals on the deadline day and could not submit due to technical difficulties.
 - o Collaborations and relationships can be established through outreach to other organisations to support new programs and services.
 - o SPOs should also be aware that IRCC consider space as characters. SPOs should not only look at the number of word characters but the space as well to ensure that they are not going over the word limit when preparing their answers in Word.
- **What are the common documents requested/requirements during CFP applications?**

What the organisation is about (mission and vision), composition of the board members, job descriptions, the Human Resource policy, the budget, financial policies and practices, lease agreements among others.

By-laws, company office filing, previous AGM reports and meeting minutes, previous third-party author reports for the organisation are among the mandatory requirements. Supporting/optional documents may include; census stats for the community, PR landing numbers, letters of support from different service partners, other research reports completed by the organisation and government agencies like Statistics Canada. If there is no more space in the narrative to include important information, develop it into a word document and attach when submitting. You can merge documents and attach them as a single document to avoid being over the attachments limit.

- **Any expert advice on how to meet the unique needs of a SPO? Considerations when a SPO has multiple programs and services (e.g.; Employment support, resettlement assistance program, case management etc)?**

Consultation with staff and looking at program reports, outcomes, outputs, community engagement surveys to ascertain needs and organise them in a way to meet the CFP requirements. This helps reveal challenges, weaknesses and opportunities.

Considering the priorities and funding demands of additional funders like provincial governments.

Delegation of tasks in the organisation so the leadership team and other required staff can focus on the CFP.

Breakout Session. Empathy Meets Efficiency: Pioneering a Future where Technology Enhances Human-centric Service (AI)

Presenter: Mubarak Nsekarije, Founder, Paradigm shifters and Winnipeg Insight.

This session was moderated by Amber Parker.

Mubarak began the session by sharing significant pieces of his journey in Canada when he first arrived in the country in 2007 as a refugee. He took English classes in 2008. Seid Oumer Ahmed, Associate Executive Director of MANSO was his instructor for one class and provided him with a computer at the end of the term which inspired his journey and interest in Artificial intelligence (AI). Mubarak continued that the future is here and Morgan Stanley reports that over 40% of the labour force in the world will be affected by AI in the next three years.

Three insights

- The open AI CEO sees ChatGPT becoming a cognitive super assistant.
- Everyone is programming with generative AI.

- Take a process and remove as many steps as possible.

There will be winners and losers in this AI revolution. Three steps to be a winner;

- Have clarity about roles and responsibilities.
- Introduce actionable learning for tasks.
- Get a framework of protocols that remove steps.

Opportunities and Threats with AI

AI is a computer system designed to perform tasks that typically require human intelligence. These tasks can include problem solving, understanding human language and making decisions. It is like a digital brain that can analyse data.

AI helps in various ways such as;

- Promoting efficiency. If you are completing a task and running out of time, AI can proceed from there and implement tasks faster or on time.
- It supports spell checks and translation.

GAI (Generative Artificial Intelligence) is a subset of AI that can create new content. It helps with creating music, turning photos into drawings, customizing content creation such as brochures in multiple languages and you can engage in interactive learning.

Opportunities of AI

- It enhances efficiency.
- It has predictive analysis capacity.
- It anticipates challenges.
- It is available at all times.
- Data driven decision-making.
- Language/culture bridge with translation without getting a translator.

Threats with AI

- It can lead to loss of personal touch.
- Privacy is not entirely ensured.
- Misunderstandings – it can misinterpret cultural nuances or emotional subtleties.
- It can result in loss of jobs for many and other associated negative impacts for over-reliance on technology.

Synergized approach- a relationship between human and Artificial intelligence (AI).

There should be coordination between humanity and AI to ensure efficiency as AI does not have emotional feelings and cannot engage in complex thought process. Achieving this includes;

- Guided predictive analysis. AI can be used in the implementation of tasks but humans should make the final decisions and plans.
- Hybrid availability. Significant and crucial matters should be handled by humans.
- Augmented decisions should be made by humans.
- Cultural/language support with oversight. Humans should review while using AI to identify and correct AI mistakes.
- Privacy should be emphasized.
- Strict protocols to ensure sensitivity.
- AI should not be used for storing data.
- Job evolution and not displacement. AI should bring efficiency and increased productivity in human jobs but not entirely replacing the job of humans.
- There should be continuous training and adaptation to ensure effective use of AI.

Three outcomes

Achieving a synergized relationship between humans and AI will lead to three possibilities;

- Immediate capability of upgrading.
- Short term arbitrage and;
- Long term competitive advantage as an employer.

The presenter ended the session by encouraging participants to use AI as a sidekick for their tasks, build their capacity with it and keep working on it even in the midst of challenges.

Question and Answer Period

Q. What are IRCC's policies regarding AI? Are we allowed to use it?

A. There are no formal guidelines from government on how we deal with it.

Q. IRCC is talking about this. What would you use it for? Are we behind on this?

A. It can be used to simplify emails for ESL learners and correct grammar.

Q. What about prompts, is there a way to improve the prompts you give to chat GPT? What resources are for this?

A. You can actually ask ChatGPT how to improve your prompt. You can do this by inputting your prompt before submitting it and you can also ask: 'how can I make this prompt better'? ChatGPT will come back with suggestions.

Q. Are there similar tools?

A. Bing has the capabilities of ChatGPT and it is free.

Q. Does ChatGPT uses previous conversations in new conversations?

A. If you haven't pre-trained it with information, every search is random and it won't remember the previous search. Create objectives and parameters. Within the same chat, you may have to remind it of your objectives.

Q. Can we get AI recommendations for things like a floor plan for optimizing an event?

A. Yes, but it comes down to training it.

Breakout Session. Motivational interviewing

Presenter: Gord Commings, artist/author.

This session was moderated by Chloé McBean.

This session was interactive.

Discussion question 1: Do you like change or not?

- Change can raise your heartbeat- some people thrive on change as they see it as an opportunity for growth and new experiences.
- People like change when it is manageable and comfortable.
- Change is positive when it gives an opportunity for growth.
- Change being a choice is very significant (being forced to move out of your country, current location and leave behind cultural experiences can have substantial impacts on the mental and physical health of people). Hence, people prefer to change location out of free will and this becomes a positive experience for them.
- Darwin's ideas- people think it is survival of the strongest and this it is actually about who is more adaptable when changes occur.
- When the reason for the change is clear and well communicated, people are more willing to accept it.

Discussion question 2: When and how did you know you were ready for this change?

- When your current situation does not produce the joy you expect. E.g.; being unhappy at work or in a relationship.
- The present situation compels people to introduce changes. Eg; adapting to living in Canada as a newcomer can be challenging but those changes should be made to continue to live in a different environment and be successful.
- Feelings of frustration, mundane and loss of motivation can mean a change is needed.

- When something needs to be changed to obtain the best outcome.
- Change takes place when people begin to review ways to change the situation.
- Motivation for change emerges from personal values.
- You are ready for change when the outcomes are not aligned with your efforts.

Discussion question 3: When did you know that implementing this change was 'doable'?

- You don't know about whether change is doable or not until you try.
- It becomes doable when the people in your social network begin to show up and help you make a change. It reminds you of your strength. In relation to settlement, staff can become a strength to clients and help by being a great support in addressing their challenges and achieving their goals.
- Once you get into the change phase and you begin to adapt, implementing change becomes doable
- Determine your goals and implement the changes knowing that you are dealing with the unknown.
- Have an alternative plan even if change is doable.
- Create a community of support and know that small accomplishments are vital to sustaining the change on the way.
- Change should come from within.
- The impacts of change can be felt positively and negatively and hence we should not be deterred if we need to make a change that has had a negative impact on someone else. There could be situational differences.

Discussion question 4: Even if you sustain this change or are currently in this change, do you ever miss the way things were before?

- Change brings back memories and experiences. E.g., a newcomer in Canada leaving behind family and loved ones in their home country.
- Change becomes part of your identity.

- Changes like the pandemic introduced remote working, which many were comfortable with, but it also led to loss of jobs for others.
- Nostalgia hits sometimes when you read or watch things that remind you of before a change.
- "Change makes you stronger" - A person wants to keep evolving and changing.
- Humans follow predictable patterns when we experience change.

When supporting clients we should consider change and how much change is too much? Are we burning this person out? At the workplace, management teams should consider the responses and feelings of staff about changes.

Motivation

In settlement, service providers should do their best to support clients to make informed and rightful decisions about change or find out about their motivation. Motivational interviewing offers good guidance to staff about ways to prepare client minds for change. There are two types of motivations that make people want change. The intrinsic and the extrinsic types. Intrinsic motivators focus on the personal gain an individual will obtain through change such as being congruent with values, being best self, satisfaction of performance, being caring. Extrinsic motivations involve external gains an individual will obtain through change such as getting money, increase in wages and salaries, getting a trophy, avoid negative consequences etc.

Discussion question 5: Which of these two types of motivations do you think are more sustainable, extrinsic or intrinsic?

- Emphasizing extrinsic factors as a source of motivation creates dependence on them and prevents an individual from knowing more about his or her intrinsic motivation.
- Intrinsic motivation promotes internal locus of control, makes a person feels autonomous and have a sense of agency in their lives.

- We also need to consider the relationship between intrinsic and extrinsic motivations. Some newcomers need extrinsic achievements such as finding a house, a job, and the like to be able to tap into intrinsic motivation- thus have an increased sense of value and satisfaction.

Client stages

These are the stages a client goes through when about to enter into a phase of change.

Pre-contemplation; This is where the client is doing well, has accepted the status-quo, not aware of changes and does not need to make any changes.

Preparation; Here, the client has decided that change is necessary. Psychological and physical resources are determined and planning for the change begins. Settlement staff start building settlement plans or action plans with the client.

Action; The client accepts the plan for the change and mobilizes the resources required to implement the plan and make change possible. When supporting clients to implement changes, sometimes we have to go through with them gradually and then transition smoothly into the bigger and complex changes.

Breakout Session. Bringing together Antiracism Champions and Active Co-Learners: Collective Implementation Strategy

Presenters;

- Shereeen Denetto, Executive Director, IRCOM (Immigrant and Refugee Community Organisation of Manitoba).
- Carlyn Nicholson, Executive Director, Occupational Health Centre.
- Abdikheir Ahmed, Executive Director, Aurora Family Therapy Centre.
- Nina Condo, Executive Director, Elmwood Community Resource Centre.

This session was moderated by Meghan Cunningham.

Introduction

The Antiracism Framework was created through informal conversations on racism experienced within the settlement and integration sector. Although 70% of the sector identify Black, Indigenous, or people of colour, only 30% are in leadership positions. As a systemic and institutional issue, MANSO's Policy Resolution Process was identified as an existing mechanism that would allow the opportunity to coordinate experts within the sector to collectively address racism. Presented at the June 2021 MANSO's Annual General Meeting (AGM), the Antiracism Policy Resolution was adopted unanimously to address systemic racism in organizations.

A formal committee was developed and convened to develop the terms of reference, membership criteria, and stakeholder engagement process to develop the framework. Working with consultant Jackie Hogue, an extensive stakeholder consultation in early 2022 provided details from surveys and focus groups that informed the development of the framework. In Spring 2022, the framework was released to help MANSO member agencies and settlement service providers address racism within their organizations and settlement sectors.

With 9 Calls to Action to craft orientation to support meaningful engagement and action, MANSO put out a call for members to engage in the collective implementation strategy through an expression of interest in Fall, 2022. In response, committed volunteers were invited to embrace the Calls to Action collectively and develop a Champion and Co-Learning model to structure and embed a process where people could lend support where they could and take support when needed. Taking action in their respective organizations and on the collective vision for the sector, a variety of opportunities, barriers, and successes were realized.

Here is the link to MANSO Antiracism framework:

Conversations captured among the presenters.

- Engagement as a Champion and Co-Learner built momentum as a cohort and capacity through shared delivery of small-scale projects. For example, we were aware that some communities did not have the opportunity to contribute to the COVID-19 pandemic aggregated survey data. We know many experience racism and structural violence. Through this endeavor, the concept for the Manitoba Executive Leader of Colour Network began to assist ethno-cultural organizations to continue to assist their communities in securing funding and assisting their journey for continued growth. Proposals to train and enhance leaders of colour were welcomed in dialogue with funders to enhance programming and continues to cement progress towards increasing the diversity and inclusion of Black, Indigenous, and people of colour and racialized people through an equity funding model.

Some questions were asked during the session and it was interactive;

Discussion question 1: What were the challenges Antiracism and Active Co-Learners faced during this first year of collective implementation?

- One of the challenges is that the settlement sector in Manitoba has the lowest representative population to that of who we serve.
- Organizational receptivity to antiracism varied with some challenges particularly regarding terminology and responsibilities. It requires leadership (internally and the board) to move forward.
- It is difficult to achieve concrete expectations around antiracism when organizations are already working over their capacity.

- When the expression of interest in the year-long commitment went out there was no response from Small Centres. “Seems like there was less permission to talk about the realities of racism” in these contexts.
- Within settlement and integration work we see opportunities for specific antiracism framework principles in service delivery.
- Governance is important and can change regardless of hierarchy within the organization and so it must be put in writing and embedded in governance structures. Specific governance structures in some cases were very slow to open up to change.
- Sometimes staff are unaware of the importance of organizational antiracism endeavors.

Discussion question 2: What are the logistical/social tools to open conversations on antiracism endeavors?

- As some organizations were further along than others, creating an equity committee was a good start in some organizations. The committee looked at exploring diversity and equity aspects of existing organizational policies and revealed opportunities in organizational policy development to align the framework to promote antiracism.
- Collective community conversations on current world issues caused conversation echo within organizational conversations around racism, intersectionality, and diversity.
- It's important to create policies that are clear and affirm what we are trying to change.
- Conversations and attempted partnership with municipal and provincial governments to further the Calls to Action has had varying degrees of success. With all organizations existing in Winnipeg, the City of Winnipeg's *Newcomer Welcome and Inclusion Policy* (https://legacy.winnipeg.ca/cms/projects/newcomer_policy/newcomer_policy.stm) provided groundwork on which to engage these relationships. This assisted the

progression of dialogue on direct antiracism efforts and context when engaging with authorities for collaborative solution generation at the sector level.

- OHC's Cross Cultural Community Development Program helped the organization bring concrete antiracism direction to the organization.
- Internal organizational policies are effective tools to open conversations on antiracist endeavors.
- From a governance and human resources mindset, developing guidelines for succession planning to ensure promotion of ethno-cultural/BIPOC staff is very important. Retention and hiring struggles lead us to "How can we get creative with existing capacities and resources?" Policies must indicate how to support antiracism direction.

Discussion question 3: Has intersections of Race and Gender come up?

- Yes, it has. We know that most non-profit organisations primarily hire women and not men. We also know that the pay gap can be considerable. As we are developing resources and supports, we are looking at race and gender from an intersectional lens. This is something we want funders to be very much aware about and it is necessary internally within organizations and process practices.
- Implementation can be organic. At IRCOM, linking antiracism with indigeneity is a holistic perspective.
- This antiracism framework is a launching space to consider intersections.

Discussion question 4: What challenges do you face in service delivery in the application of the Antiracism Framework?

- Using IRCOM as an example, in situations where counseling supports are provided, equity practices encourage staff to take one day a week for no appointments to allow a break from work. We carry vicarious trauma daily. Continuous debrief of staff is important in these scenarios. When funding allows, additional supports and training are provided.

Breakout Session. High Need Clients

Presenters:

- Govinda Timsina, Program Supervisor, RAP and Case Management, Catholic Social Services (CSS), Edmonton.
- Bindu Narula, Director, Resettlement & Integration Service Division, Calgary Catholic Immigration Society (CCIS).
- Lina Abbas, Manager, Client Support Services, Calgary Catholic Immigration Society (CCIS).

This session was moderated by Valeria Castellanos. It was interactive and the presenters were asked the following questions to understand the programs and services offered and experiences of high need clients.

Question 1. What does your organisation do?

- **Govinda:** CSS initially provided services to only GARs but has expanded to include other newcomer populations.
- **Bindu & Lina:** CCIS serves newcomers residing in Calgary and Southern Alberta. We provide settlement and RAP services and also do private sponsorships of refugees. We have an intensive case management team which focuses on supporting high need clients, especially with the influx of clients from Syria, Yazidi, etc.

Question 2. What kind of high need clients are you encountering, such as clients with cognitive disabilities, physical disabilities, literacy learners, clients with complex medical needs, etc.?

- **Bindu:** CCIS provides the tools needed to facilitate easy integration of newcomers in Canada. We have been seeing clients within the above categories such as those with cognitive disabilities, mental and physical health disabilities, people with chronic illnesses, lower EAL (English as second language) newcomers and people with lower

life skills for Canada. Since 2017, CCIS saw a substantial number of refugee clients experiencing trauma and seeking support.

- **Lina:** First of all, we need to understand the definition of high need clients. CCIS created a triage tool to review cases referred to them by either the RAP or the settlement team to determine how to triage high need clients. You could be attending to clients that require intense case management but you also want to place them into certain levels, which for CCIS are levels 2, 3, and 4 of complexity. We need to understand the pre-migration needs and experiences of newcomers and then determine suitable settlement plans for them. Clients who are suffering from schizophrenia and are medicated and someone who is stressed because of the change of environment/migration to a new place should not be treated the same way when it comes to mental health. Each client carries different weight when triaging. You can also determine the level of the client's need by emphasizing their duration in programs and the likelihood of accessing settlement services. Usually, clients who only need short term support can be classified as level 2 and so on.
- **Govinda:** Catholic Social Services in Edmonton provides the same services as Bindu mentioned that CCIS does. CSS receives folks with cognitive, physical, and mental disability to literacy learners and clients with complex medical needs. Because of the psychological toll of this pandemic, in addition to other stresses already listed, we also support folks that are evicted, as well as victims of geopolitical and cultural crises that were forced to migrate to Canada and are experiencing trauma. All in all, we support a diverse range of newcomers. CSS also provides urgent support/care services.

Question 3. What is the average number of high need clients you serve in Edmonton per year?

- **Govinda:** CCS receives at least 35% of the arrivals with extreme needs. Especially for GARs and RAP services, CCS is requested to accommodate those needing additional

support but we are not able to take everyone due to limited capacity even though we wish we could.

- **Bindu:** The total number of GARs we are supporting is a higher percentage (about 60-75%) of newcomers that are in need of case management and it is for all levels (2-4).
- **Lina:** CCIS currently has a case load of 745 clients that fall into 267 households or cases. 63 of them are at level 2, level 3 is the highest which is about 497 clients, and 185 clients are at level 4.

Question 4. What programs and services do you have to support high needs clients?

- **Lina:** CCIS focuses on the expected outcome. Our ultimate goal is to review the trauma-informed based approach, specifically for the GARs which form around 98% of the total caseloads of our programs. Clients' previous adverse experiences determine the suitable settlement support for them. There are differences in need and challenges of clients and they may not be supported in the same way. We utilise strength-based approach geared towards enhancing the client's independence and self-sufficiency, as we will not always be available for them.

It is significant to set boundaries between us and our clients and to have a more structured and organized relationship that ensures that clients are aware of community resources and they can make informed decisions to help them easily integrate in Canada. To achieve this goal, CCIS has created strategies such as frequent check-ins, which is very important when conducting needs assessment and building rapport with clients. Conducting the needs assessment help us understand trends and needs and then through a collaborative and strength-based approach determine a suitable settlement plan for the client.

- **Govinda:** Helping newcomers in making informed decisions is critical. We invest in finding them complimentary services and determining the immediate needs of the client. One of the services we provide when we receive newcomers with high

medical needs is to refer them to the health navigator. There is the Refugee Health promotion team which perform this task.

We also pay attention to building and maintaining relationships. We find out if we are able to develop specialized services and post-pandemic operations. We connect with government departments to use their offices to support high need clients access certain services they are eligible to receive.

- **Bindu:** When dealing with high need clients, there are few things that we need to remember:
 1. The client drives the phase of the resettlement. We need to adjust our phase and ensure that we are adequately responding to what they need and not what we need. SPOs should treat clients with respect and support them to make informed decisions to thrive in Canada and as a way to empower them. Additionally, building established relationships with them is a necessary integration factor.
 2. Teamwork and coordination are significant towards successful settlement of newcomers in Canada. Partnership with other SPOs and community organisations play a crucial role in the settlement process of newcomers in Canada.
 3. SPOs should not only focus on the principal client but all members in the household should also receive massive support to ensure that each and everyone is settling well in Canada.

Question 5. How are you collaborating with your communities to support your clients' needs?

- **Govinda:** CCIS reaches out to non-profit and government agencies at all levels and align common interests and goals to support newcomer clients.
- **Bindu:** We create capacity and reach out to organisations that are immigrant based and even non-settlement based like hospitals, to support our clients, and this includes information and resources sharing. We also ensure that there are

representatives at government meetings and tables to voice our newcomers' concerns and advocate for them.

- **Lina:** Collaboration is a holistic approach and it includes case management. CCIS connects with other agencies that offer services and programs that are not available internally to help the clients integrate. Some of these include connecting with legal systems, food banks and counselling services when they are not offered internally to meet the interests of the newcomer client.

Question 6. If funding was not a concern, what programs and services would you have on your dream list to offer high need clients?

- **Lina:** We need to consider if the programs and services accommodate the specific needs of everyone and do not marginalise others, including clients with disabilities and ensure that they are not experiencing any barriers accessing programs.
- **Bindu:** Information and orientation sessions for SPOs to understand the demographic profile of refugees to be able to provide adequate support for them.
- **Govinda:** Reduction in caseloads and developing more stakeholder relationships.

Breakout Session. Mental Health

Presenters:

- Mbalu Lumor. Director, Programs and Newcomer Services, Canadian Centre for Victims of Torture (CCVT).
- Mona Hassannia.

This session was moderated by Kira Epp. Mbalu began the session with land acknowledgements and informed participants about the sensitivity of the presentation and materials to be shared. Mbalu focused on mental health issues during the session whereas Mona concentrated on frontline workers and their well-being.

Terms and concepts.

- **Mental health and Trauma experience:** Mental health is the state of well-being and does not refer to illness. 1 in 5 people will experience mental health issues every year and many do not seek mental health support. In understanding mental health, we should know that it is not an individual health issue but a community/public health issue. Related to mental health is trauma which affects every part of our being but not all trauma experiences are the same. Trauma can be physical and mental. It remains chronic when realities are not changed.
- **Trauma informed care:** is an organisational structure and treatment framework that emphasizes the physical, mental and spiritual safety of individuals seeking support.
- **Anti-oppressive framework:** is a practice of safety, trustworthy, peer support and collaboration. We should consider gender, cultural and historical issues when supporting clients. Incorporating these principles at the work place reinforces resilience and recovery.
- **Intersectionality:** considers gender, religion, class, body and how that ties to mental health issues. In supporting clients, we should avoid exhibiting paternalistic attitude but build trust and consistency. We should empathize with clients, validate their feelings and empower them.
- **Self-care for service providers:** Service providers should prioritize self-care. This includes setting goals and boundaries, taking breaks and being reflective. Some of the organisational strategies to support staff are; regular managerial check-ins with them, limiting caseloads, recognizing their job and impacts and debriefing with them to improve their performance.

Mona explained that being a frontline worker often leads to burnout. Statistics show that 35% of frontline staff experience burnout and 75% of Canadians have experienced a form of burnout. Frontline workers can find it difficult to obtain affordable supports. Organizations should regularly offer wellness debriefs and activities such as check-ins,

management discussions on promoting worker wellness, doing stress buster activities and creating a safe space for staff to talk about wellness.

Many frontline workers in Canada are newcomers and management should explore stress and mental health issues to adequately support them. Difficult experiences of newcomers in their home country can impact their settlement in Canada. Mona discussed emotional triggers when dealing with frontline staff. Some of the ways to address them are;

- Setting boundaries and making prevention the focus.
- Asking questions around mental health/wellbeing in different cultures.
- Taking Health Walks.
- Thinking about self-preservation.

Question and Answer period.

Q. What does self-care look like?

A. It must be structured and consistent.

Q. How do we take care of ourselves given all the concerns that come through our doors?

A. We must focus on scheduling, be consistent and intentional.

Q. What are the effective ways to reduce stress for staff?

A. Confiding in colleagues, using massage chair, breathing and mindfulness activities before meetings, celebrating each other's cultural celebrities and going for walks.

Q. Where do discussions around mental health fit into your life and organization?

A. Ensure a safe and inclusive workspace, we should be aware of cultural stigmas, follow the cues of clients and change language to suit their needs and profile and we should focus on building relationships.

Plenary session 3. 2021 Census results on immigrants & recent immigrants in the Prairie Region

Presenter: Francisco Luna, Course Instructor & Consulting Analyst, Statistics Canada.

Francisco began the session with land acknowledgement from Vancouver. In the presentation, Francisco dwelt on immigrants' mobility to Alberta (Edmonton & Calgary), Saskatchewan (Saskatoon and Regina) and Manitoba (Winnipeg).

About Statistics Canada (StatsCan)

It is the official Canadian statistics agency that provides Canadian residents with high quality, unbiased and accurate statistical information to help them make informed decisions and even for research purposes. Most of the data collected by StatsCan can be freely accessed.

2021 Canadian census

The Canadian census is an important compulsory national exercise which is conducted every 5 years to ascertain demographic characteristics and experiences to inform the public, policy and practices. It is through the census that SPOs are also able to understand the movement of immigrants to Canada, their experiences and how to better support them. The most recent Canadian census was conducted in 2021.

Immigration data of the 2021 Canadian census

Definition of terms:

- **Immigrant:** refers to a person who is, or who has ever been, a landed immigrant or permanent resident. In the 2021 Canadian Census of Population, 'Immigrant' includes immigrants who were admitted to Canada on or prior to May11,2021.
- **Recent immigrant:** refers to a person who obtained landed immigrant or permanent resident status in the five years preceding a given census. For the 2021

Canadian Census of Population, this refers to the period from January 1, 2016, to May 11, 2021.

- **A non-permanent resident:** a person from another country with a usual place of residence in Canada and who has a work or study permit or who has claimed refugee status (asylum claimant). In other words, person who has not been granted a permanent residency in Canada but has residential ties to the country.
- **Period of immigration:** the period in which the immigrant first obtained landed immigrant or permanent resident status.
- **Pre-admission experience:** refers to the category under which an immigrant was authorized to enter Canada for temporary residence purposes before admission as a landed immigrant or permanent resident.

Notable immigration stats of 2021 Canadian Census of population (specific stats for provinces and the Prairie region are in the appendix)

- Nearly one in four people in Canada are immigrants.
- Close to two-thirds of immigrants to Canada are of core working age.
- 10 of Canada's 41 large urban centres have a higher proportion of immigrants than all of Canada. A large urban centre refers to a census metropolitan area (CMA) with over 100,000 residents.
- In the Prairie region and according to place of birth, most immigrants were from the Philippines followed by India. Alberta recorded the highest number of Philippino and Indian immigrants, followed by Manitoba. Saskatchewan had fewer Philippino and Indian immigrants but larger than other immigrant populations. Generally, in Canada, nearly one in five percent of immigrants were born in India.

Regarding recent immigrants (place of birth), majority were from the Philippines followed by India for Alberta and Saskatchewan but with Manitoba, many were from India with a slight difference compared to the Philippines.

- More than one-third of recent immigrants in Canada have pre-admission experience.

- Majority of immigrants between 25-64 years (active labour force) in the Prairie region have some formal education; a greater number have had university/college education.

Question and Answer period.

Q. Is data available for whether the industry occupation matches the experience and qualification of newcomers from their home country?

A. StatsCan do not collect data related to newcomers experiences vs their occupation in Canada but there is data on newcomers education background vs their occupation as of the time the census is been conducted.

Q. Is there a way we could zoom the immigration data to the neighbourhood of the city we are serving?

A. Yes. Francisco showed participants how to access data for city and even neighborhoods by visiting the StatsCan website and then move to data and access census profile, and use the search box to indicate the city of interest for data review purposes. There will be an interface showing different data categories and specific neighborhoods can be accessed from there by clicking on the geography hierarchies.

Summit Closing Remarks

Vicki Sinclair, Executive Director of the Manitoba Association of Newcomer Serving Organizations (MANSO), proceeded with closing remarks and comments by thanking Francisco Luna for a great presentation. She mentioned that recordings for the plenary sessions and also PowerPoints for all sessions will be shared with participants and that MANSO will develop a Summit Report. Vicki included that a survey link will be sent via email to participants and encouraged all to complete the survey to inform planning of future Summits.

She thanked all the presenters and plenary session speakers, participants, translators, note takers and IRCC for funding the Summit. She acknowledged that the various sessions led to different ideas and knowledge for settlement planning for now and beyond.

Conclusion

From Vicki Sinclair, MANSO Executive Director, Summit Planning Committee Chair and Master of Ceremonies

Although our planning timeline for this one-day virtual event was short, the impact of the summit has been long lived, and the resources and information shared have been vital as the sector moves forward in globally, politically and fiscally unpredictable and challenging times. The Advisory Committee of umbrellas, IRCC and SPO representatives set the objectives of joining together to share best practises and look into the future and those goals were definitely achieved. The summit took place just weeks before the CFP 2024 was launched and followed in the footsteps of similar events occurring across Canada. It allowed 300 sector partners from every part of the Prairies to gather together, hear directly from IRCC and Statistics Canada in three information-packed plenaries as well as from their sector colleagues in five fascinating and inspiring facilitated and interactive breakout sessions. All the participants had the opportunities to ask the questions they needed answering to plan for the next five years in the most client centred and effective way possible. They also gathered insights on how to best serve, manage and support the clients and staff they are working with right now. Key topics such as sustainable funding, building organizational capacity, vicarious trauma and burn out, and the challenges of supporting high need clients were raised in multiple sessions. One key takeaway from the event, was that funders, service providers, ethno-cultural welcoming communities and newcomer clients themselves are all in full agreement that the focus must be on providing “The right services for the right clients at the right time”. But we will need to pull on all of our combined expertise and intersectional understanding of settlement and integration to define the correct meaning of “right” in each of those examples and to work together to

figure out the “right” way to do it. Once again I would like to thank AAISA and SAISIA, IRCC and the MANSO team and everyone involved in planning, funding and participating in another successful PNT Summit. A sentiment summed up eloquently by one of our members shortly after the event.

“I just wanted to express my thanks to everyone at MANSO for a really wonderful PNT Summit last week! The sessions were so pertinent for us, and the opportunities to exchange with other colleagues in the sector were invaluable. The conference was really well organized and I definitely appreciate and recognize all the behind-the-scenes work that goes into organizing something of this nature.

Thank you too to IRCC for funding to hold this amazing event! I hope that we can continue to have events like this in the future for our sector!”

Summit evaluation

After the Summit, a survey link was sent to all participants via email to complete to inform planning of future PNT Summits. Out of the 298 attendees at the PNT October Fall Summit, 2023, a total of 44 respondents responded to the survey. These 44 respondents will be identified as participants/respondents throughout this section and the responses may not be accurate representation of the total number of participants who attended the Summit and this therefore will affect the quality of conclusion to be made on the survey findings. 10 questions were asked in the survey and the response rates are described below. The survey had 8 closed-ended questions and 2 open-ended questions and none of the open-ended questions received responses.

Q1. Did the Summit meet its intended objectives (i.e. an opportunity to join together, share interprovincial best practises, and look into the future of IRCC)?

Out of the 44 respondents, a majority of the respondents representing (75.0%) reported that the Summit met the objective of looking into the future, (65.91%) expressed that it met the objective of sharing interprovincial best practises, and

(70.45%) said it met the objective of connecting together as a sector. A very small portion of the respondents (13.64%) did mention that the Summit did not meet the three stated objectives.

Q2. How organised was the event?

More than half of the respondents stated that the Summit was organised effectively.

Q3. Prior to the event, how much of the information that you needed did you get?

Two thirds (63.64%) of the respondents expressed that they had the majority of the information they needed before the event where a notable (25.0%) included that they only received a small amount of information before the event.

Q4. Was the event length too long, too short or about right?

In this question, more than (60.0%) responded that the event was about right, (6.68%) said it was too long and (2.27%) reported that it was too short.

Q5. How did you rate the following sessions?

Respondents were asked to rate their level of satisfaction with the plenary sessions which were A Look Ahead: Looking at the Past to Prepare for the Future, Measuring (Re) settlement Program Outcomes, Outputs, iCARE & More, 2021 Census Results on Immigrants & Recent Immigrants in the Prairie Region. All the plenary sessions gained more than half of the interest and satisfaction from the respondents. Many of the respondents were more satisfied with A Look Ahead: Looking at the Past to Prepare for the Future, followed by Measuring (Re) settlement Program Outcomes, Outputs, iCARE & More, and 2021 Census Results on Immigrants & Recent Immigrants in the Prairie Region. However, the 2021 Census Results on Immigrants & Recent Immigrants in the Prairie Region was considered to be an exceptional presentation.

Q6. Please share more feedback on your chosen rating (open-ended question)?

No response was given for this question.

Q7. What breakout session did you attend?

Over (50.0%) of the participants attended the (CFP and practical grant writing). A greater number of the participants were interested in this session than the other session and this could be due to the CFP 2024 as many SPOs compete for IRCC funding. The High Need Clients session saw the next highest attendance, and the Motivational Interviewing session had the lowest number who mentioned that they attended that session.

Q8. How will you rate the breakout session you attended?

Almost all respondents were satisfied with the breakout sessions they attended.

Q9. Overall, how will you rate the Summit?

Majority of the participants viewed the Summit very positively and rated it as 'very good' (40.91%) and 'good' (15.91%) and substantial number of respondents rated it as 'excellent' (36.6%).

Q10. Is there anything you will like to share about the Summit (open-ended question)?

No response was recorded for this question.

Appendix A. Agenda

October 25, 2023

Time (In Central Time)	Session	Link
9:30 am	Virtual Registration Opens	
10:00 am	Opening Remarks – Vicki Sinclair, with Melanie Holmgren, A/Director, PNT, IRCC Blessing and Land Acknowledgement, Barb Nepinak	
10:15 am-11:45 am	A Look Ahead: Looking at the Past to Prepare for the Future Plenary Speaker: Alex Racine Moderator: Laura Fryer	
11:45 am-12:00 pm	Health Break	
12:00 pm-1:00 pm	Measuring the (Re)Settlement Program Outcomes, outputs, iCARE, & More! Plenary Speaker: Jeslyn Thibedeau Moderator: Roopali Saxena	
1:00 pm-1:30 pm	Lunch	
1:30 pm-3:00 pm	Welcome Back – Breakout Sessions	
Breakout 1:30 pm-3:00 pm	CFP & Practical Grant-Writing (Simultaneous Interpretation) Plenary Speakers: Steve Reynolds and Getachew Woldeysus Moderator: Seid Oumer	Room #1
Breakout 1:30pm-3:00pm	Empathy Meets Efficiency: Pioneering a Future where Technology Enhances Human-centric Service (AI) Speaker: Mubarak Nsekarije Moderator: Amber Parker	Room #2
Breakout	Motivational Interviewing – AAISA	Room #3

1:30 pm-3:00 pm	Speaker: Gord Commings Moderator: Chloé McBean	
Breakout 1:30 pm-3:00 pm	Bringing together Antiracism Champions and Active Co-Learners: Collective Implementation Strategy Speaker: Panel Moderator: Meghan Cunningham	Room #4
Breakout 1:30 pm-3:00 pm	High Need Clients Govinda Timsina, Bindu Narula, Lina Abbas Moderator: Valeria Castellanos	Room #5
Breakout 1:30 pm-3:00 pm	Mental Health Mbalu Lumor, Mona Hassannia Moderator: Kira Epp	Room #6
3:00 pm-3:20 pm	Health Break	
3:20 pm-4:20 pm	2021 Census results on immigrants & recent immigrants in the Prairie Region' Plenary Speaker: Francisco Luna Moderator: Maryam Karimi	
4:20 pm-4:30 pm	Closing Remarks	

Appendix B. Participating SPOs

- A & O - SUPPORT SERVICES FOR OLDER ADULTS
- Accès Emploi Alberta
- Action for Healthy Communities Society of Edmonton
- African Communities of Manitoba Inc.
- Agape Language Centre Society
- Alberta Association of Immigrant Serving Agencies
- Alberta International Medical Graduates Association
- Alberta Somali Community Centre
- ALTERED MINDS INC.
- Assemblée communautaire fransaskoise (A.C.F.) inc.
- Assiniboine Community College
- ASSIST Community Services Centre
- Association des municipalités bilingues du Manitoba
- Association Francophone de Brooks, AFB
- Aurora College
- Aurora Family Therapy Centre Inc.
- Battlefords Immigration Resource Centre
- Bolu Intermediary Services Inc.
- Bow Valley College
- Boys & Girls Clubs Big Brothers Big Sisters of Edmonton & Area
- Boys and Girls Clubs of Calgary
- Brandon Neighbourhood Renewal Corporation
- Bredin Centre for Learning
- Calgary Catholic Immigration Society
- Calgary Immigrant Women's Association
- Calgary Region Immigrant Employment Council
- Calgary Young Men's Christian Association
- Canadian Muslim Women's Institute
- Carlton Trail College
- Carrefour Nunavut
- Catholic Family Services Society
- Catholic Social Services
- Central Alberta Immigrant Women's Association (CAIWA)
- Central Alberta Refugee Effort (C.A.R.E.) Committee
- Centre d'Accueil pour Nouveaux Arrivants Francophones de Calgary - CANAF

- Centre for Newcomers Society of Calgary
- City of Calgary
- City of Edmonton
- City of Grande Prairie, Community Social Development
- City of Saskatoon
- Collège Mathieu
- Collège nordique francophone
- Columbia Training Centre
- COMMUNITY FUTURES NORTH CENTRAL DEVELOPMENT
- Conseil de développement des municipalités bilingues du Manitoba (CDEM)
- Conseil de développement économique de l'Alberta
- Conseil de développement économique des Territoires du Nord-Ouest
- Conseil Économique et Coopératif de la Saskatchewan (CÉCS)
- Conseil jeunesse provincial inc.
- Cumberland College
- Division scolaire franco-manitobaine
- DLS Consulting Inc
- East Central Newcomer Welcome Centre Inc.
- EDGE Skills Centre, Inc.
- Edmonton Catholic Separate School Division
- Edmonton Immigrant Services Association
- Edmonton Mennonite Centre for Newcomers
- Edmonton Region Immigrant Employment Council (ERIEC)
- Elmwood Community Resource Centre
- EmployAbilities Society of Alberta
- Employment Solutions for Immigrants Inc. (Manitoba Start)
- English Online Inc.
- Equilibrium International Education Institute
- Family Dynamics
- Flexibility Learning Systems Ltd.
- Global Gathering Place Inc.
- Grande Prairie Council for Lifelong Learning Society
- Great Plains College
- HIV Network of Edmonton Society
- Immigrant and Refugee Community Organization of Manitoba Inc.
- Immigrant Centre Manitoba Inc
- Immigrant Services Calgary Society

- INTERNATIONAL WOMEN OF SASKATOON
- JEWISH CHILD AND FAMILY SERVICE
- Keyano College
- La Fédération franco-ténoise
- La Francophonie Albertaine Plurielle
- Lethbridge College
- Lethbridge Family Services - Immigrant Services
- Louis Riel School Division
- Making Changes Employment Association of Alberta
- Manitoba Association of Newcomer Serving Organizations (MANSO)
- Manitoba Institute of Trades and Technology
- Manitoba Interfaith Immigration Council Inc
- Manitoba School Improvement Program - The Peaceful Village Inc.
- Maple Leaf Academy Ltd.
- Margerit Roger
- Medicine Hat College
- MFL - Occupational Health and Safety Center Inc.
- Moose Jaw Multicultural Council Inc.
- MOSAIC - Newcomer Family Resource Network INC.
- Mount Carmel Clinic
- Multicultural Family Resource Society
- Municipality of Jasper
- Neepawa and Area Immigrant Settlement Services, Inc. (NAISS)
- NEWCOMERS EMPLOYMENT & EDUCATION DEVELOPMENT SERVICES (NEEDS)
- NorQuest College
- North West College
- North West Regional Immigrant Services Inc.
- NWT Literacy Council
- Parkland College
- Pluri-elles (Manitoba) inc.
- Portage la Prairie Community Revitalization Corporation
- PORTAGE LEARNING AND LITERACY CENTRE
- Portail de l'Immigrant Association de Calgary
- REACH Edmonton Council
- Red River College
- Regina Immigrant Women Centre
- Regina Open Door Society Inc.

- Regional Connections Inc.
- River East Transcona School Division
- Saamis Immigration Services Association
- Saskatchewan Association of Immigrant Settlement and Integration Agencies (SAISIA)
- Saskatchewan History & Folklore Society
- Saskatchewan Intercultural Association Inc.
- Saskatchewan Polytechnic
- Saskatoon Industry Education Council Inc
- Saskatoon Open Door Society
- Saskatoon Open Door Society
- Seven Oaks School Division
- Sexuality Education Resource Centre MB, Inc.
- Société de la francophonie manitobaine
- Société du centre scolaire communautaire de Calgary
- Society for Manitobans with Disabilities, Inc.
- Society of Brooks Community Adult Learning Council
- Solomon College
- SOMALI CANADIAN WOMEN AND CHILDREN ASSOCIATION
- Southeast Advocates for Employment
- Southeast College
- Southwest Newcomer Welcome Centre Inc.
- Spence Neighbourhood Association
- Steinbach Chamber of Commerce
- Supporting Employment and Economic Development (SEED) Winnipeg Inc
- Talent Pool Development Society of Calgary
- THE AFRICAN CANADIAN RESOURCE NETWORK SASKATCHEWAN INC
- The Board of Trustees of Edmonton School District No. 7
- The Calgary Bridge Foundation for Youth
- The Edson and District Community Learning Society
- The Humboldt Regional Newcomer Centre Inc
- The Immigrant Education Society (TIES)
- The North End Women's Centre (NEWC)
- The Salvation Army - Barbara Mitchell Family Resource Centre
- The Social Planning Council of Winnipeg
- The SPEC Association for Children and Families
- The University of Manitoba

- The Winnipeg School Division
- The Young Men's Christian Association of Edmonton
- Today Family Violence Help Centre
- Town of Banff
- Université de Saint-Boniface
- University of Regina
- Waverley EAL Consulting Inc. o/a Enhanced English Skills for Employment
- West Central Women's Resource Centre
- Westman Immigrant Services
- Women In Need Society of Calgary
- YMCA-YWCA of Winnipeg Inc.
- Young Women's Christian Association of Calgary YWCA
- YWCA Prince Albert Inc