



# MANSO

MANITOBA ASSOCIATION  
OF NEWCOMER SERVING  
ORGANIZATIONS

## **Lessons Learned** Settlement & Integration Consultation

Full Report – June 29th and June 30th 2016







## CONTENTS

<b>Acknowledgements</b>	4
<b>Executive Summary</b>	5
<b>Background</b>	10
<b>Day 1, Wednesday, June 29<sup>th</sup>: Lessons Learned</b>	11
Plenary: Promising practices, Challenges and Opportunities:	
Coordination and Reception	11
Break out discussions: Coordination and Reception	16
Group 1: Coordination, Engagement, and Communications	16
Group 2: Resettlement Services and Volunteer Management	18
Group 3: Connection to Supports	20
Plenary: Promising Practices, Challenges and Opportunities – Initial Settlement	22
Break-out discussions: Initial Settlement	25
Group 1: Education and Language Training (Adult and Youth)	25
Group 2: Health Services	27
Group 3: Housing	29
Discussion: Improving Manitoba’s Settlement and Integration System:	
Manitoba Dabsboard and the Resettlement Assistance Provider (RAP) Experience	30
Summary of Recommendations	31
<b>Day 2, Thursday, June 30<sup>th</sup>: Settlement &amp; Integration</b>	33
Plenary: Settlement & Integration in Manitoba: The Path Forwards	33
Plenary: Settlement & Integration: Evidence to Guide Action	37
Key Themes	41
Presentation: Helping Immigrants Succeed	41
Workshop Discussions	42
Language	42
Labour Market	43
Social Connections	45
Summary of Recommendations	48
<b>MANSO Moving Forward</b>	48
<b>Appendices</b>	52
Agenda	52
Quick Facts on the Syria Refugee Response	56
Final Participant List	57
Acronym cheat sheet	60

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## Executive Summary

Between November 4th, 2015 and the end of March 2016, the Federal Government brought 26,140 Syrian refugees to Canada. Manitoba received 928 of this number. 83% were Government Assisted Refugees (GARs), 13% Blended Visa Office Referred (BVORs), and 4% Privately Sponsored Refugees (PSRs). (A small number of GARs from other countries also arrived during the same period, as well as many families of PSRs from other countries).

All of the GARs that arrived during this period settled in Winnipeg (766). Winnipeg also saw the arrival of 37 Syrian PSRs and 37 Syrian BVORs, and the communities of Dauphin, Morden, Winkler, Altona, Kleeferld, Steinbach and Arborg also welcomed BVORs. Families have since arrived (or are expected soon) to Brandon, Carman, Portage la Prairie, Clandeboye and Steinbach.

To ensure their smooth reception and integration across our Province an unprecedented level of coordination and collaboration took place between three levels of government, the settlement umbrella organization (then MIRSSA), the two RAP providers, other Settlement Service providers, Private Sponsorship Agreement Holders, ethnocultural and faith community groups and the general public through volunteering and donations. IRCC also made several funding innovations including adding a new RAP pilot in Brandon.

MANSO was asked by Immigration Refugees and Citizenship Canada Western Region to convene a lessons learned meeting for Manitoba, after some Service Provider Organizations expressed an interest. A planning committee was formed in May 2016, which built on a framework developed for similar events in Saskatchewan and Alberta.

On June 29<sup>th</sup> and June 30<sup>th</sup> 2016 these key stakeholders and the wider settlement community came together to discuss lessons learned, best practices and challenges faced during the resettlement initiative and how these findings can be used to ensure successful integration outcomes for these Syrians and all refugees and immigrants who settle in Manitoba.

**DAY ONE** included representatives of those organizations directly involved in the initial resettlement of Syrian refugees. These included RAP agencies, Sponsorship Agreement Holders (SAH), ethnocultural and faith community groups, the Province of Manitoba, and other key service providers.

#### **OBJECTIVES FOR DAY 1:**

- Take stock of lessons learned from Syrian refugee resettlement initiative in Manitoba
- Look forward to strategies for building a more responsive refugee resettlement system
- Envision future planning and coordination efforts for refugee resettlement

#### **Key Themes**

Key themes that emerged from the Initial Settlement Break-Out Discussions: Clear lines of communication at all levels of coordination and among multiple stakeholders are critical and will continue to be going forward. The wide variety and range of settlement services being accessed by newcomers requires ongoing commitment to sharing best practices and innovative approaches to planning and collaboration.

#### **SUMMARY OF RECOMMENDATIONS**

##### **Coordination & Collaboration**

- Continue existing coordination mechanisms, including multi-stakeholder coordination table and MANSO conference calls and working groups
- Immigration Partnership Winnipeg and MANSO to continue convening opportunities for information-sharing between ethnocultural and faith community groups
- Prioritize coordination around employment supports for refugee newcomers with low English and French skills and/or little formal education
- Explore ways of engaging dental practitioners in responding to increased needs

##### **Provincial Government**

- Confirm provincial supports for housing, including continuing the provincial rent subsidy program and/or adjusting the policies around Rent Assist so that it offers better support to refugee families, as well as continuing to maintain the provincial housing inventory
- Pro-actively engage with Employment and Income Assistance, RAP providers and other settlement stakeholders to plan for “Month 13” and the transition of some families to EIA supports
- Explore ways of expanding the capacity at BridgeCare Clinic and/or engaging their expertise in planning for alternate strategies. Engage the Regional Health Authorities in educating physicians about refugee health needs

##### **MANSO & Service Providers**

- Collaborate with Sponsorship Agreement Holders (SAHs) on more resources for sponsor groups in Manitoba, to possibly include a “Made in Manitoba” sponsor guide and/or bulletin board
- Work together on developing common needs assessment and settlement planning processes for RAP providers and other service-providers, as well as convening learning opportunities for service providers to better understand privacy legislation and policy, in order to facilitate the referral process

- Look for opportunities to partner with ethnocultural and faith community organizations, and engage them in planning and service delivery
- Strategize on ways to communicate about real and perceived inequities between cultural groups

#### IRCC

- Ensure that pre-arrival orientation is offered to all refugees, and that the orientation offers realistic expectations about life in Canada (including finances, housing, etc.)
- Develop protocols for sharing better data about the arrivals of privately sponsored refugees with provincial governments and the settlement sector. Build on approaches used for Syrian refugees for all refugees
- Align RAP programming to eliminate disparities between groups of different nationalities (in transportation loans, eligibility for IFH). Help RAP providers and settlement sector develop strategies for communicating around these disparities
- Ensure that sufficient settlement funding is provided to RAP agencies to allow them to offer ongoing settlement support to clients
- Add support to RAP budgets for bus passes for youth to allow them to access key support programs
- Offer more education tools to health providers nationally to encourage primary care physicians to register with IFH (and increase number of available practitioners)
- Expand IFH coverage to cover interpretation for all 10 possible sessions with psychologists and increase the number of sessions that can be paid for by IFH
- Increase the pre-arrival medical information available to RAP providers, especially for those with complex needs in order to allow more preparation time
- Continue to work with CMAS on streamlining regulations as much as possible for Care for Newcomer Children (CNC), while still maintaining children's safety

#### Funders

- Continue supporting umbrella organization

with coordination capacity

- Offer support for specialized employment programming for low-benchmark refugee clients
- Ensure that specialized supports for clients with disabilities are available, as well as specialized mental health services
- Offer financial support for supports offered by the ethnocultural and faith community groups

**DAY TWO** focused on service providing organizations, researchers and other stakeholders, as well as many of the participants from Day 1. The scope for Day 2 was much broader with a focus on collecting input on trends and needs, as well as future sector planning and coordination. Participants were asked to not only reflect on the Syrian refugee response but to examine the implications of the Helping Immigrants Succeed (H.I.S) strategy for their programs and organizations. The H.I.S strategy is a Federal Provincial Territorial (FPT) strategy developed to ensure Immigrants understand life in Canada and experience inclusion, a sense of belonging, and life satisfaction, having fully realized the social and economic benefits of immigrating to Canada. Canadians embrace immigrants and their contributions to building communities and a prosperous Canada. This will be achieved through stronger partnership in the following areas:

– **On Social Connections**, the plan endeavors to strengthen the social networks of newcomers and foster welcoming communities.

– **On Official Languages**, efforts will focus on strengthening collaborative efforts to facilitate awareness of, and access to language learning opportunities by newcomers outside of, and not immediately destined for, the labour force.

– **On Employment Fit/FQR**, efforts will seek to strengthen employer engagement to facilitate newcomers' labour market integration. The plan will also seek to improve immigrants' awareness and usage of services for employment and foreign qualification recognition, both pre-arrival and in Canada. This work will be closely coordinated with the FPT FQR Working Group.



## OBJECTIVES FOR DAY 2

- Collect input on settlement trends and emerging needs
- Inform stakeholders on the Helping Immigrants Succeed (HIS) strategy and engage in structured dialogue on how these three areas will be addressed moving forwards
- Share information on funding opportunities and current research on settlement & integration outcomes
- Envision future sector planning and coordination efforts



## Key Themes

Key themes that emerged from the Day 2 Plenaries

Communication and collaboration are key, as is evidence to support funding requests especially data recorded in iCARE. Resources are limited and will be allocated according to proof of need. Health and mental health came up in several presentations, especially the need for interpretation via IFH. Innovative and collaborative solutions to employment programming supports for clients with low levels of language were discussed. Provincial involvement in housing issues is critical, including a central housing registry and evaluation of the Rent Assist program. Youth were highlighted as a population facing additional barriers to integration, as was the minority francophone immigrant population, especially when joining the labour market. Engaging public and private support in newcomer integrations strategies was considered key. The need for clear data about settlement across the province was highlighted as were the additional barriers for those settling in rural areas to accessing language and health supports.



## SUMMARY OF RECOMMENDATIONS

### Language

- Mental health issues are affecting language training. Wrap around care for clients and staff must be provided to ensure best language outcomes
- Increase Care for Newcomer Children (CNC) programming and investigate innova-



tive alternatives for mothers for whom child care is a barrier

- Expanding best practice of linking language training with parenting programming
- Increasing options for continuing language training while working

**Social Connections**

- Increase financial support and involvement of ethnocultural and faith community groups to enable them to reduce social isolation in their communities
- Adaptations to programming to meet client needs, including interpretation, curriculum adaptation, trained volunteers
- Consistency of funding for rural programming to ensure service offerings are available wherever newcomers settle
- Transportation subsidies, especially for youth, are key to allowing newcomers to access available critical social supports
- Support host family initiatives that will lessen newcomer dependence on funded service providers

**Labour**

- Encourage relationship building between SPOs and employers in order to assist newcomers with successful integration within the workplace
- Expanding capture of labour outcomes to include underemployment (different NOC code from country of origin), temporary position as a step to long term career goals, and medium and long term follow up after an employment intervention
- Encourage employers to include language learning at work options in order to improve workplace integration, career planning, employment maintenance and enhancement
- Keep focus on Qualification Recognition as key in long term integration and employment success

**FACILITATION AND NOTETAKING**

Facilitation of the event was a combined effort by MANSO staff, board members, and membership. Notetaking was provided by

four University of Manitoba masters students under the supervision of Lori Wilkinson of Immigration Research West (IRW). MANSO staff also undertook some of the notetaking responsibilities during the plenaries and during question and answer sessions.

**FOLLOW UP**

Following the two-day event, MANSO convened a conference call for service providers who were unable to participate at the event in-person. Input collected from that call was also included in this report. We thank all of the participants for their input and we look forward to hearing more challenges and solutions as the conversation continues.

**MOVING FORWARD**

The most important lesson we have learned from this process is that the innovative models of multi-stakeholder coordination and settlement services delivery that are described as regional best practices or recommended for the future in this report, will improve the integration outcomes of not only the recent Syrian arrivals, but those of every newcomer we welcome to Manitoba. MANSO is using the Lessons Learned at this event to develop a strategic plan focusing on communication, coordination and capacity building to support our sector to meet their clients' needs and help our newcomers and our Province thrive.

**Tweet activity**

**MANSO** @mansomanitoba  
Refugees need ongoing, timely orientation. They cannot absorb all the information in the first two weeks. #mansoconsult

**Impressions**  
times people saw this Tweet on Twitter

240

**Total engagements**  
times people interacted with this Tweet

5



# Lessons Learned

## Settlement & Integration Consultation

Full Report – June 29th and June 30th 2016

### BACKGROUND

MANSO was asked by Immigration Refugees and Citizenship Canada Western Region to convene a lessons learned meeting for Manitoba. A planning committee was formed in May 2016, which built on a framework developed for similar events in Saskatchewan and Alberta.

### OBJECTIVES FOR DAY 1 WERE TO:

- Take stock of lessons learned from Syrian refugee resettlement initiative in Manitoba
- Look forward to strategies for building a more responsive refugee resettlement system
- Envision future planning and coordination efforts for refugee resettlement

### OBJECTIVES FOR DAY 2 WERE TO:

- Collect input on settlement trends and emerging needs
- Inform stakeholders on the Helping Immigrants Succeed (HIS) strategy and engage in structured dialogue on how these three areas will be addressed moving forwards
- Share information on funding opportunities and current research on settlement & integration outcomes
- Envision future sector planning and coordination efforts

### INVITEES

Invitees for Day 1 included those organizations directly involved in the initial resettlement of Syrian refugees: RAP agencies, Sponsorship Agreement Holders, ethnocultural and faith groups, the Province of Manitoba, and other relevant Service Providers. Each of these organizations played a key role in immediate or early resettlement efforts either through direct service or coordination (or both).

Invitees for Day 2 focused on service providing organizations, researchers and other stakeholders, as well as many of the participants from Day 1. The scope for Day 2 was much broader with a focus on collecting input on settlement trends and emerging needs, as well as future sector planning and coordination. Participants were asked to not only reflect on the Syrian refugee response but to examine the implications of the Helping Immigrants Succeed strategy for their programs and organizations.

### FACILITATION & NOTETAKING

Facilitation of the event was a combined effort by MANSO staff, board members, and membership. Notetaking was provided by four University of Manitoba masters students under the supervision of Lori Wilkinson of Immigration Research West (IRW). MANSO staff also undertook some of the notetaking responsibilities during the plenaries and during question and answer sessions.

### FOLLOW-UP

Following the two-day event, MANSO convened a conference call for service providers who were unable to participate at the event in-person. Input collected from that call was also included in this report.

MB built on strong partnerships b/n govs, settlement sector & ethno-culture to coordinate the Syrian resettlement process. [#mansoconsult](#)

## DAY 1, WEDNESDAY, JUNE 29TH:

### LESSONS LEARNED

#### PLENARY: PROMISING PRACTICES, CHALLENGES AND OPPORTUNITIES: COORDINATION AND RECEPTION

On the first day of the event, a plenary session was held to explore the best practices, challenges and opportunities resulting from the Syria refugee response, with a focus on the initial resettlement phase, including coordination and reception. Representatives of organizations with diverse perspectives were invited to share their insight, including resettlement assistance providers, a sponsorship agreement holder, ethnocultural and faith community groups and provincial government.

**Rita Chahal** – Manitoba Interfaith Immigration Council (Manitoba's largest Resettlement Assistance Provider also known as Welcome Place). Between November and the end of March, MIIC received approximately 800 Syrian GARs in addition to some GARs from the regular stream.

#### Promising practices:

- An opportunity for collaboration through government, including sharing of best practices across provinces/international communities
- The level of engagement with all levels of governments, SPOs, private citizens, private sponsors and the private sector, and information sharing with the media and between stakeholders
- Support of temporary housing arrangements from the provincial government, as well as the Rent Supplement Program, in which the provincial government entered into agreements with owners of private rental housing to subsidize a portion of the rent. This initiative helped the Syrian refugees obtain affordable and suitable housing in the private rental sector and in non-profit affordable housing initiatives
- Increased levels of financial support from existing and new sources aided in success

#### Challenges:

- Overall the quick pace left little time for

planning, and meant that the agency was mostly in reactive mode

- Weekly and daily reporting to IRCC was challenging given the intensity and the pace of the Syrian initiative, and for the frontline settlement workers it was overwhelming
- IRCC did not consult with MIIC prior to undertaking this initiative
- Finding affordable permanent housing to accommodate larger families in Winnipeg with relatively low vacancy rate was the biggest challenge
- Problem of staffing, as there was the need to recruit as quickly as possible
- Managing expectations of staff, clients, volunteers and the public

#### Moving forward:

The following were cited as ways to build on successes:

- More engagement with the policy makers and implementers at various levels
- The urgent need for funding to operate organizational activities
- Expansion of host program

**Boris Ntambwe** – Accueil francophone (RAP). Accueil is a resettlement assistance provider which usually welcomes French-speaking refugees to Manitoba, but as a part of the Syrian initiative Accueil extended their services to welcome Syrian refugees.

#### Promising-practices:

- The development of new service delivery partnerships, including a partnership with Université of Saint-Boniface for free-of-charge temporary housing
- Accueil was able to take advantage of significant volunteer interest and capacity. Volunteers who speak Arabic were paired with the Syrian refugees when the refugees moved to their permanent accommodation to assist them in their early integration process
- Support from corporate sector, including a partnership with Manitoba Telecom Services (MTS) to give refugees free internet and network access for the first three months of their

initial resettlement. The program extended to all refugees, and a partnership with RBC in assisting refugees to open bank accounts while refugees were in temporary accommodation

- The support of the Rent Supplement from Manitoba Housing helped to find safe and suitable permanent accommodations. This helped to move people quickly to permanent accommodations. It was noted that families need continued support with housing, not only help with finding their first permanent accommodation

#### **Challenges:**

- Pace of process
- Language barriers for arrivals, which resulted in many challenges including employment
- Limited resources to aid integration process
- Challenges in medical follow-ups (staff spending more time in emergency services with clients)

#### **Moving forward/ potential opportunities:**

- Effective development of networks
- Housing issues were resolved with the generous help of some stakeholders
- Sending of refugee children to French schools in order to learn and understand French language as an official language

**Liz Robinson** – Immigration and Economic Opportunities Division, Manitoba Education & Training

#### **Promising-practices:**

- Having key provincial departments, IRCC, MANSO, settlement service providers, IPW, the Red Cross, City of Winnipeg and community stakeholders involved in planning and coordinating the response effort made communication, information sharing, decision making and problem solving faster
- Support from EMO added capacity - communications, planning and logistical expertise; and helped to mobilize interdepartmental response; including emergency social services during surge period
- Using alternative temporary accommodation sites vs hotels – more comfortable for families and service delivery

- Mobilizing services to reception centres and streamlining processes during reception period such as health services, MB Start registration processes, language assessment, family and psychosocial programs
- Centralized registration at MB Start provided early information about the Syrian newcomers (education, occupation, language level)
- Centralizing housing inventory and heat maps facilitated moves and service planning
- Streamlining school registration processes and planning for education supports
- Mental health action planning with community based service providers
- Incredible work and support of ethno-cultural and community organizations

#### **Challenges:**

- Quick pace and changes in planning scenarios complicated early planning process
- Unexpected surge in December challenged capacities, preparations and coordination for everyone involved
- Unexpected change in profile of refugees - large families with many children presented challenges in reception centres, transportation, finding housing
- Benefit of many new partners becoming involved in the effort also led to challenges around communications, and roles and responsibilities
- Managing public interest and goodwill – donations, volunteerism, private sponsorship
- Ensuring supports are in place to address settlement needs moving forward

#### **Opportunities:**

- Increased awareness and engagement on refugee resettlement in general will improve refugee resettlement response for all refugees in the province
- The increased information sharing, coordination mechanisms, and increasing capacity in sector and systems will support ongoing work
- Continuing engagement of government, sector and other stakeholders moving forward to address needs

## Mainstream organizations have become more aware of refugee resettlement and are increasing their cultural competencies.

- Working alongside community and faith groups to support settlement
- Opening of a new RAP centre in Brandon will increase capacity in the province to resettle refugees

**Arisnel Mesido – Mennonite Central Committee.** MCC is a key support for many sponsor groups across the province and promotes refugee sponsorship and supports churches through BVOR and PSR process. MCC has had an unprecedented level of activity during the influx of the Syrian refugees (November 2015 to March 2016).

### Promising-practices

- MCC worked with private groups to connect with refugees to put together a sponsorship application including how much money is needed to settle, locations of settlement services and plans for how the sponsors can be there for families of newcomers to help them successfully resettle and integrate into Canadian society
- Coordination between and among stakeholders, including the International Organization for Migration, visa posts, other SAHs was useful in the coordination process
- Benefit to some overlap of information (he would prefer to receive the same documents twice than not at all)
- Had support from centralized processing unit in Winnipeg
- Generosity of the Canadian society was critical, including their time, financial contributions, expertise, patience and flexibility. Without private citizens there would be no privately sponsored refugees
- Received great support from MANSO and MANSO was engaged with ethnocultural and faith community groups to identify emerging needs and make efforts toward building a relationship within SPOs, community groups, private sponsor groups and various governmental departments

### Challenges:

- Short notice from the federal government about the arrival of refugees sometimes the sponsor group had only 24-48 hours before welcoming the family at the airport
- Sponsored refugees faced language barriers with their sponsored families
- IRCC put some refugees on a sponsorship list without having done all the necessary screening this resulted in unexpected delays, including some cases in which sponsors rented houses which have sat empty

### Opportunities:

- PSRs need to know what is happening and when; there is a need for uniform process
- Continued effective communication and collaboration between IRCC and the settlement agencies or services (who is coming, profile, age, family size etc.)
- The need for more comprehensive information for private sponsors, including a “Made in Manitoba” private sponsor guide, a booklet mapping all SPOs in Manitoba or a bulletin board where all SPOs can post their program schedules in order to help private sponsors

**Idris El-Bakri – Manitoba Islamic Association (MIA)**

### Promising-practices:

- There was a great amount of general interest from the public who wanted to help out, and MIA was able to facilitate some of this interest (for example by setting up a website and matching donations of in-kind items to families, and by offering volunteer support)
- The response offered an opportunity to better understand the settlement process and see how we contribute to it, and trust was built relatively quickly with refugees and settlement services. When settlement services realized the magnitude of the challenge, they reached out for help to collaborate and the room to cooperate was stronger
- MIA defined a role for themselves of supporting the work of settlement staff, and reinforcing some of the messaging from

settlement providers. Occasionally this role also includes advocating for the needs of an individual or family to the settlement agency, or helping to mediate a conflict between the agency and refugees

- An important role for the community is breaking down social isolation through involvement with clients and other stakeholders

**Challenges:**

- Language barriers and a lack of resources in Arabic
- MIA observed that some clients had a mistrust of political authority, including service providers connected to the government
- SPOs initially underestimating the organizational capacity of the ethnocultural and faith community organizations

**Opportunities:**

- Effective involvement of clients and stakeholders in order to address social exclusion and isolation
- Can continue to send the message to the Syrian refugees that the initial struggle of resettlement in Canada is worth it
- Building on the new understanding and partnerships between the funded and non-funded organizations

**Nour Ali – Kurdish Association of Manitoba (KAM)**

The Kurdish Association of Manitoba (KAM) is a volunteer run organization that has played an active role in welcoming Syrian refugees to Manitoba, and has also directly sponsored some families in collaboration with MCC.

**Promising-practices**

- Opened an opportunity to meet and work together with different levels of government, SPOs, school, private sponsor groups, Manitoba Islamic Association (MIA), Immigration Partnership Winnipeg (IPW) and MANSO
- Based on public demand, KAM carried out dozens of presentations in schools, churches

and other places to let people know of the challenges of the Syrian refugees and the need to help them upon arrival

- Played an important role in visiting families to know their needs and help address such needs, including connecting families with various agencies after they moved to permanent accommodations, as well as working with other organizations and donations of furniture and other items to Syrian refugees
- KAM has started different programs (like recreational soccer) and was a key planning partner in a May 2016 event attended by over 90% of Syrian refugees in Manitoba

**Challenges:**

- Language barrier, resulting in challenges finding employment opportunities for the Syrians
- Lack of educational opportunities for refugees with some level of interrupted schooling. Refugee children had not been initially to school and even those who had, they were taught in Arabic which is not the case in Canada
- New arrivals don't trust service-provider organizations at initial meeting because of what happened in their country of origin
- Finding suitable permanent housing is a problem. The concentration of refugee families in some buildings, especially at Alexander, is creating silos and hindering integration

**Opportunities:**

- Meeting the need to create more employment programs, help refugees to know Canadian values, language, culture, assisting in connections and successful labor market integration
- KAM will continue to meet with settlement providers, engage actively with Syrian refugees and different stakeholders including sponsor groups. Given the work done by groups like KAM in partnership with SPOs, this highlights the need for ethnocultural and faith community groups to receive government funding; they are playing a key (re) settlement role

**Michelle Strain** – Manitoba Association of Newcomer Serving Organizations (MANSO)

#### **Promising-practices**

- The coordination and collaboration between the different government departments and the settlement providers was a key factor in the success of the initiative. The weekly calls and implementation of the dashboard allowed SPOs to have a clear picture of where the initiative stood in order to plan forward
- Increasing MANSO's capacity by both the Federal Government and Provincial government by hiring refugee response coordinators
- The coordination of the Red Cross hotline to manage calls for offers of volunteerism and donations. The outpouring of offers was overwhelming and very generous; without the Red Cross our member organizations would not have had the capacity to successfully maximize the community support
- The work of the SPOs was a huge success, their flexibility to respond to emerging needs throughout the resettlement was a key factor for success
- The interest from a variety of organizations on building cultural competency allowing for increased capacity in working with newcomers

#### **Challenges:**

- The quickly changing dynamics and timelines throughout the initiative
- Managing the disparity between refugee groups
- Managing the expectations of the refugees themselves due to the lack of pre-arrival orientation
- Finding a storage and a distribution plan for donations
- Connecting to Private Sponsors to ensure a connection to settlement services, both in Winnipeg and the rural areas
- Availability of some services such as mental health and trained interpreters in the rural areas

#### **Opportunities:**

- To continue the dialogue and collaboration between settlement service providers and mainstream organization (for example, developing a mental health strategy)
- The opportunity to establish seamless, coordinated and collaborative coordination of services within settlement so as to maximize resources and minimize duplication
- For settlement providers to continue developing innovative service delivery models
- Brandon's Westman Immigrant Services opening as a RAP provider
- In rural communities the new families and the community are coming together to work on building a stronger community

#### **Questions to Panel**

**Q: From the floor:** What happens to smaller families with fewer financial resources?

#### **A: From the panel:**

- We want financial independence for all refugees after 1 year – if not, they may go on social assistance
- The premise of this initiative was to keep people out of harm's way but it also requires a collective effort to help them and we will continue to support them in the process of their integration
- Employment – look to long-term – work with clients/agencies to make lives better
- Employment, social connections, capacity to build in communities, language – more barriers hurt progress
- Become independent after 12 months (government support) service providers want to help
- Large families receive more funding and smaller families unable to pay for necessities

**Q: From the floor:** How do we figure out who coordinates services/who brings people together – who facilitates and takes lead?

#### **A: From the panel:**

- We have some structure that was established early on which will continue to serve us in the future
- It is not only one key player, or government,





it needs a collective effort from all players such as SPOs, all level of governments, ethnocultural and faith community groups, private citizens etc. MANSO to act as support for continued collaboration

- Coordination is multi-stakeholder and is on-going
- Quarterly meetings to receive feedback
- Manage resources/staff to avoid duplication



**Q: From the floor:** How can ethnocultural and faith community groups be better involved at the beginning of the resettlement process?

**A: From the panel:**

- There will be more ability to coordinate and collaborate in future
- A challenge is lack of information and being unable to access information of refugees
- Need to overcome challenge of not being taken seriously by service providers and funders
- If allowed access to refugees to know where they are can break social isolation
- Challenge to access information and to get a response from different levels of government and service providers
- Work and share information in how to help refugee clients
- Orientations and workshops about the (re)settlement process would help; as would collaboratively identifying areas where ethnocultural and faith groups can complement the work of SPOs, and vice versa
- Concerns about privacy about clients – safeguards – develop trust over time



## **BREAK OUT DISCUSSIONS: COORDINATION AND RECEPTION**

### **Group 1: Coordination, Engagement, and Communications**

Participants in this group discussed: pre-planning, coordination, information sharing, community engagement, liaising with media, coordination of donations

### **Key success factors:**

Participants appreciated the high level of collaboration and coordination between various



stakeholders and different levels of government. “Each had expertise to contribute to fuller picture, each had separate tasks”. In addition, they cited the:

- High level of organizational “buy-in”
- Responsiveness of staff throughout the settlement sector to changing plans and scenarios
- Responsiveness of many provincial departments to emerging needs, including the housing department and the department of education
- High level of interest from media in response

#### **Promising Practices:**

- An appreciation for the organizational capacity of the Emergency Measures Organization (EMO) as a model for urgent situations. The EMO model allowed a common vision of programs and services, as well as an ability to adapt to quickly mobilize services
- The weekly “check-in” calls and the dashboard were cited as a useful mechanism for sharing information and data throughout the settlement system. Participants cited a need for weekly statistics and feedback on what we are doing and how fast we are going to meet the needs of refugees
- Increased collaboration between settlement organizations and ethnocultural and faith community groups led to better supports for families. The ongoing meetings between settlement service providers and ethnocultural and faithcommunity groups coordinated by IPW & MANSO were one useful mechanism for information sharing
- The use of The Red Cross as a centralized point for collecting offers of donations was cited as a promising practice, although there were also challenges with ensuring a match between messages through the Red Cross and the needs of service-providers and community organizations
- An increased level of collaboration among school divisions including in the school registration, and in supporting cultural competency training and new models including the N.E.E.D.S. community connector model
- Increased involvement by key provincial departments, including the role of the housing

department in terms of assisting with coordinating additional temporary accommodations. There is an ongoing need for outreach to other sectors and government departments especially mental health, general health and employment and income assistance

#### **Challenges:**

- Challenge to coordinate strategy from one day to another – it was nearly impossible to plan with accuracy or to predict certain problems or complications
- Timing of deploying financial resources was a challenge, as it contributed to a lack of organizational capacity at the time when there was the peak level of planning and coordination and peak level of public interest
- Timing of media interest was challenging, and led to an overwhelming response from the public. The sector as a whole was in need of a better strategy for volunteer and community management, including organizational capacity, to manage in-kind donations, and improved communication with media about how the public could meaningfully contribute. In addition, the sector needed stronger communications with the media to educate the public about other refugee populations in order to decrease disparity in offers of public support
- Ethnocultural and faith community groups contributed immensely, but both they and the sector need a clearer understanding of roles and responsibilities, and to build trust for future relations

#### **Gaps:**

- Several participants cited an ongoing need for improved data on private sponsorship, including a centralized data sharing tool for services providers and mainstream stakeholders
- There is also an increased need for training for sponsors, including perhaps a Prairies Refugee Sponsorship Training Program (RSTP). Sponsor groups and sponsored refugees also need access to better resources from settlement organizations, perhaps a bulletin board of current programs, as well as information on how to access staff if the sponsors encounter challenges

- A significant gap is a lack of coordination on specialized employment services, including specialized low-benchmark language support for employment (which was a pre-existing service gap). We need coordination to develop programs that are designed for refugee clients, including high trauma and low English requirements, and single women
- Existing services for high-needs clients, including disability and chronic health ailments. Society for Manitobans with Disabilities (SMD) unable to get resources needed. They have seven staff with a huge case load of high-needs clients
- Although ethnocultural and faith community groups have been significant stakeholders and service providers, there is an ongoing lack of financial support for ethnocultural and faith community groups to do work. They need to be included in planning and supported in their role

#### **Opportunities:**

- As a result of the public interest, many government & mainstream services displayed an increased interest in cultural competency training. There is an ongoing need for coordination of this training
- The coming reestablishment of pilot host-matching program may lead to increased opportunities for mentorship and successful settlement
- The settlement sector (and umbrella organization) have the opportunity to cast a broader net in terms of funder engagement and community assets (including private sector donations). There may be coordination capacity existing elsewhere in the non-profit sector (e.g.: Volunteer Manitoba, 211, etc.)
- There is an opportunity for the sector to develop new and responsive models, including mobile ESL services in “hotspots”
- There is an opportunity for further partnership between ethnocultural and faith community groups and settlement organizations

#### **Group 2: Resettlement Services and Volunteer Management**

Workshop participants discussed: airport reception, resettlement facilities, RAP services and the use of volunteers.

#### **Key success factors:**

Participants noted that the majority of clients have been very pleased with the assistance they have received from service-providers, but that key challenges remain.

- The support and coordination by the Federal and Provincial governments. Knowing the Syrian project was a priority of the Canadian government and made a priority within the community along with the funding increase by IRCC provided RAP agencies and front-door service providers the capacity to expand human and physical resources. Agencies were able to respond quickly with limited notice or information
- The high interest and positive effect of the media impacted the response
- The generosity of Canadians has also been tremendous
- Clients are coming looking for support for the whole group, not just individuals; they are helping each other and have a real sense of community

#### **Promising practices:**

- The Winnipeg Airports Authority was very helpful to both refugees arriving and the resettlement agencies. Access to a room was granted to the RAP agencies if families were wanting privacy in particular from the media
- Transportation from the airports was good especially since we had large families arriving
- There was coordination among the settlement service providers, banks, Manitoba Start, immigration officers, MB Health etc. in providing services on site at the RAP agencies
- The hotline established by the Red Cross was very helpful by directing calls to one place reducing the impact on SPOs
- Arabic speaking staff helped find community volunteers that spoke Arabic thus increasing the capacity of the RAP and settlement agencies

## Syrian arrivals were a unique demographic. Requires early assessment and innovative service delivery. [#mansoconsult](#)

- Co-ordination by MANSO; the weekly phone calls kept SPOs up to date on arrival information and the emerging needs of the clients; thereby allowing SPOs to expand to meet the demand of the increased need for services and programming
- The rent supplement provided by the Province was instrumental in getting clients from temporary accommodation to permanent housing within the time frame allotted by IRCC
- Volunteer management played a key role in coordination of services in temporary accommodations. The pre-existing volunteer network at Accueil Francophone increased the capacity of settlement workers. Their network was also expanded due to the refugee response
- Using Assiniboine Avenue as a temporary accommodation worked extremely well. MIIC staff were able to move their offices there to accommodate clients and the space worked for having orientations. All Syrian refugees were settled in permanent housing, not a single Syrian stayed in a hotel

### Challenges:

- Communication between IRCC and RAP agencies was challenging, this resulted in a few cases of refugees being stranded at the airport. The time frame of "notification of arrival" was often so short that it was difficult to be able to respond and arrange for transportation (or to coordinate with Winnipeg Transit which had offered support)
- There were some challenges navigating the opening of other temporary accommodations. MIIC was not consulted by the Province about housing people at the Alexander temporary accommodation; there were a number of issues and challenges in using this temporary accommodation. When Alexander started to become a permanent housing option, the refugees themselves were confused as to who was in temporary housing and who was in permanent housing and what services were offered and to whom
- BridgeCare Clinic was unable to accommodate all requests due to their lack of capacity;

using Public Health Nurses was more difficult

- The clients that arrived had low language levels, not enough pre-arrival information, many had health and dental concerns; all of these concerns put pressure on the settlement counselors
- Although funding was increased there was a time lag when the SPOs needed more human resources
- A senior member of Winnipeg's established Syrian community mentioned that he had heard of issues of concern from some newly arrived Syrians about the attitude of Arabic speaking settlement staff recently hired by RAP agencies
- Family size has had an impact on initial resettlement; small families at a disadvantage due to money and large families who rely on child tax benefit are buying TVs, cars, etc when the first large cheque comes in
- There was a discussion about preparing for life after RAP and the cycle RAP>Welfare>Poverty. Established community members are concerned that this is where many of the Syrians are headed, and feel that service-providers need to offer hope to refugee clients
- Although using volunteers was extremely useful there were some cases where clients developed a reliance on volunteers and did not want to learn to do things on their own, such as grocery shopping, taking the bus

### Gaps:

- Despite the volume of Syrians arriving, the temporary staff at MIIC are being let go at the end of July, this will seriously impede the organization's ability to do follow up with clients. RAP providers need more resources for ongoing settlement services. Draw a clear line between RAP and settlement
- There are youth struggling with the aftermath of trauma- there needs to be a plan in place for how to help them move forward
- Addressing the health needs of the refugees; the sheer volume of clients with health and dental needs continues to add pressure for the RAP agencies

- There is a need to develop a big picture employment strategy; viable employment options need to be explored and a plan of how to manage employment while still encouraging language acquisition, look at possible language class alternatives. RAP payments will end in a few months and many of the refugees will not be employment ready due to language levels
- Work needs to be done on credential recognition/ recognition of employment skills so the refugees are able to find meaningful employment that will allow them to care for their families

#### **Opportunities:**

- Service providers would like to have more flexibility with funding (timing/use, etc.) in order to best serve their clients
- Managing expectations of the refugees coming in since they expected more and also were suspicious of the fact resources were available and RAP agencies did not want to provide them
- Continuing the increased coordination and collaboration among the settlement service providers would be beneficial for all newcomers
- It would be beneficial to extend the time frame we use to orient the refugees that are arriving

#### **Group 3: Connection to Supports**

Participants in this group discussed: Initial needs assessments, partnerships for early supports, connections between sponsors and settlement organizations, case management for vulnerable clients.

#### **Key success factors:**

- Flexibility and an openness to partnership
- Maintain welcoming communities and the momentum
- People and institutions were open to cultural competency training

#### **Promising Practices:**

- The increased coordination efforts, including the conference calls, dashboards, and provincial coordination strategy through the Emer-

gency Measures Organization. It was highlighted that communication between the managers in attendance at these coordination efforts and front-line staff was key to the success

- Efforts to improve communication between private sponsor groups and settlement service providers, including the networking and information fair hosted by MANSO in April, and participants had recommendations to improve and build on this work. It was noted that private sponsor groups developed strong and mutually supportive relationships with ethnocultural and faith community groups
- The provision of “on-site” services at the temporary accommodations was an extremely important support, and included the visits from Public Health Nurses to reception centres, as well as early connections with other service-providers
- The “express” orientation (orientation normally takes 2 weeks, for Syrians done in groups in 1 week at Entry Program). Although some new arrivals reported it being too much information, too fast
- Services have been pro-active in offering new programs, including expansions of existing language classes and childminding programs, and offering new preventative programs like parenting that can prevent involvement with Child and Family Services (CFS)

#### **Challenges:**

- The referral process was a challenge, as some of the normal referral procedures were altered during the surge to accommodate increased arrivals. For example, BridgeCare Clinic only accepted GARs but not BVORs and PSRs
- Service providers cite a need for a coordinated resettlement needs assessment form for RAP or SPOs, as well as a standardized needs assessment process across all SPOs
- There is a disparity between provision of services for GARs and PSR/BVORS and information provided. Private sponsors sometimes are not sure which services are available to privately-sponsored refugees, and which are only available to GARs. Private sponsor

## Community participants recommend service providers show flexibility when meeting emerging needs. [#mansoconsult](#)

groups would benefit from a Manitoba-specific guide to settlement

- Disconnect between national Sponsorship Agreement Holders (SAHs) and local/Provincial settlement processes (sometimes the SAHs were unaware of local nuance in the guidance they offer to local groups)
- The short timelines, including shorter times in temporary accommodation meant that families had less time to develop networks of resources prior to moving into permanent accommodation. There were concerns about families “falling through the cracks” after the transition to permanent accommodation, and not being connected to community-level resources. Some recommended that GARs be allowed to remain in temporary accommodation for at least two weeks
- There are challenges with some clients being settled in areas with fewer services for refugees and limited transportation, there is concern about women being left at home alone all day with the children and becoming isolated. Women need to be made aware of rights available to them in Canada
- Although the “express” orientation was cited as a success, there were also some concerns about the provision of first-language services for Syrians (e.g.: Arabic-only services) and the impact on other newcomers, including other refugees
- Privacy is a huge bottle-neck in regard to sharing information between SPOs, ethnocultural and faith community groups and other sectors. Protecting client confidentiality also creates a challenge to establish open lines of communication within settlement services, including Neighbourhood Immigrant Settlement Workers (NISWs) and school-based supports like inter-cultural support workers
- Ethnocultural and faith community groups need to be provided with better opportunities to connect with the Syrian refugees because this connection is vital in providing social supports needed
- Although the support of non-traditional partners was very much appreciated, educating the new players and negotiating

roles and responsibilities in the Syrian initiative takes a lot of time. It was challenging to respond to all offers of partnership in tight timelines

- It created a stark disparity between different groups of refugees, for example transportation loans were waived for some Syrians
- There was a steep learning curve for ethnocultural and faith community groups about the resettlement process and helping the Syrian refugees
- Change in demographic information (who they thought was arriving vs who did, example: a RAP provider was informed of hearing loss in a child, which turned out not to be the case)

### Gaps:

- There is an ongoing need for more preventative programs in the area of parenting, CFS involvement, mental health, EIA, etc.
- A need for expansion of EAL classes with childminders
- An ongoing need for public education to prevent racism
- Transportation was cited as a major obstacle in helping families access some of the existing supports
- Service providers in rural areas noted that they don’t have the specialized services available, including interpretation services and mental health supports

### Moving Forward:

- To address the challenges presented by privacy legislation, service providers need some combined workshops on what legislation allows or prohibits SPOs to share
- Service providers need continued communications and coordination strategies to stay aware of what programming other agencies are doing
- Continue to include ethnocultural and faith community groups in planning, and ensure that they are aware of the content of initial orientation sessions that RAP agencies provide
- Continue to keep new connections
- Continue to develop and offer cultural com-

petency training to mainstream organizations working with refugees

- There is the opportunity to build on a higher level of engagement between settlement organizations and ethnocultural and faith community groups. Ethnocultural and faith community groups should be consulted in the initial resettlement planning
- An inclusive approach will also allow refugee families to play a role in helping other refugees
- Continuing to build on public education on racism
- Establish a standardized needs assessment for all agencies
- Establish a formal resettlement process to BVORs and PSRs. Clarify eligibility of PSRs and BVORs for services including access to BridgeCare Clinic
- Strengthen the connection between PSRs and SPOs

#### **PLENARY: PROMISING PRACTICES, CHALLENGES AND OPPORTUNITIES - INITIAL SETTLEMENT**

The second plenary moved past the reception phase into the very early settlement supports. Panelists from a variety of service providers and other stakeholders examined three key settlement issues, including education (for both children/youth and adults), health and housing. The discussion helped to inform conversations in three break-out groups which followed the plenary.

**Heather Robertson** – Newcomers Employment and Education Development Services (N.E.E.D.S. Inc.)

##### **Promising practices:**

- The expansion of the intro program, which has been operating for 10 years to include all GAR children who arrived between December 2015 and March 2016
- Routines are important for programming, especially for children and youth with interrupted schooling (or no school experience). This helps students adapt to Manitoba classroom norms prior to school entry
- Beneficial to have staff that speak Arabic, as

well as having interpreters on site. In this way they were able to balance early exposure to English with communicating key information in Arabic

##### **Challenges:**

- The high number and quick pace necessitated changes to organizational processes, including creating new systems, renting school buses for transition times for transportation and feeding kids. The organization was surprised by the number of arrivals in December, and had trouble managing demands on resources (space and staff) during this time
- Getting children to the program, need partners to refer youth and to engage youth in programming
- The shorter times in temporary housing required the Intro program to condense their curriculum, so a lot of youth did not get all of the program content such as using transportation or classroom preparation

##### **Opportunities:**

- N.E.E.D.S. created the community connector program, which will provide some supports to refugee students in some of the most affected schools (including some schools that have few refugee students, but are in areas that have not developed refugee programs). The community connectors will organize cross-cultural activities in school to allow students to feel connected with school community
- A lot of media attention recently for people coming together to help youth which brings new opportunities for collaboration

**Debra Schweyer** – Winnipeg English Language Assessment and Referral Centre  
All newcomers who wish to attend either English or French language classes in Winnipeg must first have their language assessed at WELARC. They are then referred to an adult language training program.

##### **Promising practices:**

- WELARC and the other centralized intake agencies were able to adapt their usual process to meet the needs of a large number of arrivals by doing language assessments for

many clients prior to participation in Entry Program. This allowed time for programs to expand programming as needed to respond to the real needs of students. Prior to these assessments, there was a perception that there was higher level of education and language ability than the reality. Moving forward WELARC might tweak the referral process so that referrals could be done earlier

**Challenges:**

- The orientation process went too fast for participants to get all of the information needed, and then some needed to wait on a waiting list following orientation for language classes. This means that language providers later on are finding that their clients have more settlement needs than usual
- WELARC did a lot of negotiation with families in order to get the parents into language classes with childcare (balancing needs of both parents with child care options, school pick-ups, etc.) At times, the family was not ready for certain options, and after a short time they were more willing to explore various solutions. For some families, in the rush to do things quickly, we rushed too quickly

**Hani Al-Ubeady – MIIC – Housing**  
Housing is the most challenging factor in settlement, and during the refugee response, RAP providers had a limit of 10 days to move clients from temporary to permanent accommodations. In general, MIIC met this deadline, but they encountered challenges.

**Challenges:**

- Paperwork not being processed for some families presented immediate challenges
- Because of the pace, the housing team needed to train new staff and simultaneously move families. It was a challenge to coordinate departments to meet the housing goals

**Promising practices:**

- Coordination with city, provincial, and federal governments – to settle many people in only a few months

- Set precedent for the rest of Canada and provinces to settle more in the future

**Sheri Larsen-Celhar – BridgeCare Clinic, WRHA**

BridgeCare Clinic is 5 years old and provides specialized primary care for GARs in their first year in Canada, including pregnancy screening, vision, hearing, screening for HIV/hepatitis, mental health assessments, physical tests, as well as immunizations. At the end of the year, BridgeCare Clinic connects the client with a primary permanent health-care provider.

**Promising practices:**

- Connecting Syrians to primary-healthcare providers

**Challenges:**

- As BridgeCare Clinic did not have capacity to see all of the clients, Public Health Nurses did initial triaging of clients in the temporary accommodations, and medically complex cases were to be referred to the clinic (including those with development delays, mental health issues, equipment needs, severe health issues)
- BridgeCare Clinic was not directly involved with the planning process. There needed to be clearer communication about referral, and better communication paths between public health and BridgeCare Clinic. Public Health Nurses provided detailed physical and mental health information, but sometimes information that was received was not clear or understood and BridgeCare Clinic had to reassess
- Many women were pregnant and had to deliver in the same month, which was unexpected. One physician who comes once a week to deliver was overwhelmed
- As many clients settled outside of the core area, there were some complaints about the difficulty of accessing the clinic downtown
- In some cases, clients had already been connected with healthcare professionals, resulting in double doctoring





**Yasmin Ali** – Canadian Muslim Women’s Institute (CMWI)

**Promising practices:**

- CMWI provides settlement services regardless of faith and acted as a ‘second home’ during the winter months for families at Welcome Place. As well, CMWI served as a donation depot and prepared welcome packages for the families. This demonstrates how a community organization can complement services offered by a RAP SPO. Their Arabic speaking staff also helped clients to connect with resources, and were able to build trust with clients. This trust was key to helping clients to feel comfortable with important decisions (like choosing to accept permanent accommodations offered by MIIC staff)
- CMWI was approached by Winnipeg Harvest to serve the Muslim population – to identify which products are Halal and which aren’t
- As there was at times a lack of activity for the men, CMWI was able to fill the gap. The men got to meet and socialize among each other to alleviate mental stress and anguish



**Challenges:**

- They usually see 10-15 clients a day, but after the initial intake began to see about 50 per day, which was a challenge with a small staff. Volunteers could not volunteer during the times that the agency needed them (only weekends and evenings). Volunteers struggled with volunteer “fatigue”
- Community agencies need to see their role recognized and supported in the broader settlement system



**DID YOU KNOW?**

Through the IPW Summer Refugee Youth Engagement Strategy, IRCC invested \$55,500 for additional summer youth programming. A variety of weekday, evening and weekend programs were offered through Islamic Social Services Association (ISSA) Manitoba Islamic Association (MIA) and Kurdish Association of Manitoba(KAM).

**Nour Ali** – Kurdish Association of Manitoba (KAM)

**Challenges:**

- Struggles to find appropriate permanent accommodation have led to many families living in one apartment block, which leads to concerns about language learning, health and integration



- A small number of families have been in Winnipeg for six months and do not yet have an English class, this has an especially big impact on women. There is an opportunity to develop some creative solutions to meet these needs
- KAM feels there is a need for a settlement worker to be on call 24/7 in case refugees have health emergencies and need support. Ethnocultural and faith community groups can not offer these services unfunded. They want to partner not volunteer with the sector
- The Red Cross had provided some time-limited funding support to the Islamic Social Services Association to staff a "24/7" phone line service to provide information in Arabic, but this service has since stopped

**Arisnel Mesidor** – Mennonite Central Committee

#### **Promising practices:**

- Sponsor groups often have a certain individual or group tasked with locating the permanent accommodation, and families are typically able to move directly into their permanent accommodation. These groups are able to reach out to landlords and rental agencies to engage them in welcoming newcomers
- When it is possible to connect with medical services prior to the arrival of newcomer families to let them know that they are coming, it can lead to good connections. It is also helpful to be connected with the relatives and friends from original country, who can help to prepare the family

#### **Challenges:**

- Some landlords won't rent apartments to families of 6 people let alone larger families of 11-13 people. It should be illegal to refuse a family due to the number of people in it
- Some healthcare providers would not accept the Interim Federal Health program insurance, and were not willing to register with the program. More intervention at a systemic level may help
- Transportation can present a barrier to accessing educational opportunities outside

of the K-12 system. Sometimes sponsors are able to provide transportation support, but it is time-consuming

- Some refugees have had no or little schooling and find the system very confusing. Teachers not used to working with refugees are not always able to help them adjust

**Q: From the Floor:** – Do panelists use Health links or have experience with using Health Links – for refugees? Interpretation is available through the system.

#### **A: From the panel**

- You need to use English to navigate the initial call system, which presents a huge barrier, plus the service often tell callers to go to Emergency

### **BREAK-OUT DISCUSSIONS: INITIAL SETTLEMENT**

#### **Group 1: Education and Language Training (Adult and Youth)**

Participants in this group discussed: *Youth and adult orientation, language assessment and referral, language training and education*

#### **Key Success Factors:**

- Agencies demonstrated an ability to quickly adapt their programming to increased numbers, including N.E.E.D.S. renting school buses
- Availability of volunteers
- Regular communication between temporary accommodations and service providers
- Financial and instructional support from the Department of Education to schools with many new students, schools felt supported by the Department of Education
- Engagement of the Department of Education and school divisions with sector, leading to 'magical' things happened within education sector
- Flexibility in order to work with non-traditional partners
- Clients are eager to learn and participate in classes

## DID YOU KNOW?

Newcomer Employment and Education Development Services (N.E.E.D.S) through the Community Connections Program worked with 12 schools and a total of 741 clients including 284 returning clients and 181 parents of children attending the program.

### Promising Practices:

- The collaboration between the three centralized intake agencies (Manitoba Start, Altered Mind Inc. – Entry Program and WELARC) with Welcome Place was successful
- Data sharing between service providers and government enabled better planning. For example, reports went from N.E.E.D.S. to the provincial education department, as well as school divisions reporting to province
- The increased investment from Immigration, Refugees and Citizenship Canada did allow for increased programming at lower CLB levels, and allowed some programs to reduce their waitlists
- WELARC was willing to negotiate and problem-solve with clients individually, in order to help them find a language training solution that would work for their family
- Because not all clients are able to attend full-time language classes, additional strategies are needed. The support of Neighbourhood Immigrant Settlement Workers in coordinating conversation circles at the neighbourhood level increases access, especially for mothers with young children
- Language providers have been flexible in adding supports to meet the needs of their students. For example, WSD1 is offering a pilot program of clinical support services in language provision, as well as other in-house supports
- The transition from the Intro Program at N.E.E.D.S. into school was challenging, but has led to some positive changes. In Winnipeg School Division 1, for example, K-12 Student assessments will soon be done at the school level, rather than divisional level. There were some challenges with consistency of assessments during the influx. Hearing and vision screening was done during the orientation programming at N.E.E.D.S for refugee children, which helped to ensure a successful start
- Some school divisions are developing innovative solutions to meet the needs of refugee clients, for example, a specialist to work with a family of school-aged children on things like EAL. The program can be at the same location for the age of the students

### Challenges:

- As many clients have literacy needs in their first language as well as English, this has been a challenge to provide appropriate language training
- The accelerated orientation meant that many clients needed further orientation in language classes. Many felt that the families received too much information in too short a period of time, and that a more relaxed pace would have better served the clients. In addition, as clients have different information needs and readiness, they need to know how to re-connect with supports when they are needed
- English language is made mandatory learning and French is not given as an option
- Ongoing negotiating with clients about referrals is time-consuming for WELARC, and occasionally referral procedures led to some confusion for clients. Some clients want more hours in class than they are able to access
- In spite of the clear need for programming with childminding, the extensive regulations from CMAS made adding additional programs more difficult. Although some programs were able to expand, there is still a need for more programs with childminding. There are also some ongoing gaps in childminding support, including for Entry Program
- Specialized supports – including the Entry Program for Older Adults – are not well known, and it is challenging to get the information out
- There is a need for a strategy to collate information about informal ESL classes (including conversation circles) as well as computer classes, as there are many resources provided by non-traditional partners
- Community partners contribute a lot, but their roles are not always clear. Sometimes community groups were unable to make referrals into formal systems
- The lack of comprehensive information about arrivals of privately sponsored refugees makes planning difficult for the formal education system, especially outside of major centres. Because they do not have comprehensive data on arrivals, it is impossible to

confirm that school-aged children in privately sponsored families are registered for school

- In addition, there are programming options (e.g.: summer ESL classes for school-aged youth) in Winnipeg that are not available outside the city
- There was some confusion among RAP providers when school registration procedures changed during the influx. This resulted in some children being delayed in their registration process
- Some students continue to struggle with their classroom placement (based on age and not skills). This is especially true in schools that do not have as much experience working with refugee children (or children with interrupted education), including some schools in rural areas. A special concern was flagged for boys aged 12-14 who need support as they adapt to the school environment
- Some noted that there has been some resistance from parents to enroll children in school, and some challenges with attendance. Accueil francophone noted that they regularly receive phone calls from schools concerned about attendance
- Older youth being challenged to go into career/trades training versus education for employability
- As some schools were at capacity, some students were placed in schools that were not close to their permanent accommodation, which means that their neighborhood integration is more challenging, and also can present some logistical challenges for families (various school bus schedules)
- In some school divisions (or schools), lunch programs were either full or cost-prohibitive for families. This meant that some parents struggled to attend ESL classes due to the need to pick up their children at lunch. Strategies to ensure that all refugee children are able to access lunch programs (including possible subsidies) are needed
- As well, there continues to be a lack of age-appropriate programming for older youth (ages 19-21) who have interrupted education and also need ESL training. There is a need

for specialized language/education/employment programming for these older youth/young adults

#### **Opportunities:**

- A need for summer programming – in the city and in rural areas – and to do extensive information sharing
- Different kinds of events that engage community supports (social events, learning events)
- Ongoing engagement with ethnocultural and faith community groups, including the potential for schools to engage ethnocultural and faith community organizations in informing staff and students, reducing stigma
- Flexibility in EAL and childminding, including service providers seeking diverse sources of funding for childminding programs
- Developing responsive programming to meet emerging needs, including EAL programs for mothers with young children, as well as programming for men and seniors. Data collection is needed to support the development of these programs

#### **Group 2: Health Services**

Participants in this group discussed: *mental and physical health needs of refugees, particularly immediate health needs such as dental care.*

#### **Promising Practices:**

- Service providers across the sector are united in the belief that the BridgeCare Clinic model offers the best model of service delivery for refugee clients and leads to the best outcomes. Given that the WRHA was unable to quickly increase the capacity of the clinic to deal with the increased demands, service providers appreciated the support offered by Public Health Nurses, who did on-site visits to families in temporary accommodation, and assisted with referrals to clinics and urgent care as needed to address immediate health concerns, as well as assisting with vision, hearing and immunization screenings. During this period, they continued to refer some cases to BridgeCare Clinic if they were identified as having more

complex health needs (e.g.: a disability, an identified mental health need, pregnancy)

- WRHA's Language Access Centre has provided many clients with access to interpreters at important points. Some service providers indicated that clients also have additional needs for cultural brokering which is not covered by the WRHA interpreters
- Sharing information of healthcare providers, availability to share information to all physicians who may be interested in serving refugees
- Community psycho-social supports that also offer access to counselling (e.g.: Mount Carmel Clinic and Aurora Family Therapy Centre) have been valuable allies for referrals

#### **Challenges:**

- There was a concern that the provincial coordination did not directly include BridgeCare Clinic or other health providers with refugee expertise, and a suggestion that some planning may be better placed at the municipal level, where decision makers are aware of the local players
- There were challenges around communication and clarity of services, including changes to referral pathways. As the RAP providers are accustomed to working with BridgeCare Clinic, making referrals to primary health physicians for those clients who were not referred to the clinic was at times challenging, and it was difficult to confirm that all clients had not only been referred to a primary health care provider, but had accessed their services. Accueil francophone notes that some of their clients had difficulty accessing a primary care practitioner
- In general, RAP providers spent more time than usual facilitating access to medical services, including a particularly large burden of dental care appointments. In a few cases that some health information was provided for families prior to their arrival in Canada, the RAP providers were better able to respond to the family's needs
- Ethnocultural and faith community members have needed to provide extensive supports to clients to help them navigate the health care system, and have encountered

challenges, including physicians with little expertise in dealing with refugees, and physicians who treat the clients similar to any other patient, and do not provide any kind of comprehensive health assessment or referrals

#### **Gaps:**

- There is a gap in the Interim Federal Health program in terms of covering the costs of interpretation for appointments with a psychologist. The 10 appointments covered through IFH could be a good support for some families, but are not useful without funding for a trained interpreter
- There is an ongoing critical gap in non-emergency dental care for both PSRs/BVORs and GARs. Both RAP service providers and sponsors have found some small-scale solutions (including a small number of dentists offering pro-bono services, and some existing dental access programs including Mount Carmel Clinic and the University of Manitoba Faculty of Dentistry), however these solutions are not sufficiently large-scale to meet the needs of all refugee families, and there is a lack of centralized information about them
- The WRHA Crisis Response Centre plays an important role, but is only helpful for acute cases. The RAP providers identify a need for more support with clients that have mental health concerns that are not acute, and the client does not want assistance. In addition, the formal mental health system was not well informed on the community levels supports, including settlement supports, and unclear on their role in promoting positive mental health, and offering supports outside of the formal system
- In general, there is an increased need for culturally appropriate mental health services for newcomers

#### **Opportunities:**

- Participants identified the need for increased support for BridgeCare Clinic, and the opportunity for increased collaboration between community Public Health Nurses and Bridge-



Care Clinic, which would allow for some shared responsibility for the refugee response. The RAP providers identify that they would in the future refer a whole family to BridgeCare Clinic, rather than just a family with complex health needs

- There is a need to offer better (specialized, centralized) services to privately sponsored refugees, as well as to include private sponsors and health providers outside of the City of Winnipeg in coordination efforts
- IRCC could improve the quality of medical information available to the RAP providers prior to clients arriving (especially in complex cases, and those with mental health concerns)

### Group 3: Housing

Participants in this group discussed: temporary accommodations and the transition to permanent accommodations.

#### Promising Practices:

- The approach of using alternate temporary accommodations proved successful, as not a single Syrian refugee stayed in a hotel as they had to in other provinces. The province providing MIIC the use of alternative temporary accommodation sites worked extremely well
- The province's Rent Supplement program helped RAP agencies to find permanent accommodation in a very limited time frame. This was extremely beneficial when working with the large families. All the Syrian refugees from the initial wave are settled in permanent accommodations
- A relationship was built between the RAP agencies and ethnocultural and faith community groups; this was an important aspect in the housing search

#### Challenges:

- It was extremely challenging to move people based on a deadline set by the federal government. This pressure to move people in ten days resulted in a backlash towards the RAP agency when clients moved to permanent accommodation
- MIIC opposed the idea of changing Alexander

to a permanent accommodation from the beginning because it is not suitable (location, air quality, access to service providers) MIIC "inherited" the decision of taking Alexander as a temporary accommodation

- Managing the expectations of the refugees; not everyone is happy with the permanent accommodations that are found for them, due to the time limits people did not have an opportunity to look at housing options before they were moved, this was a cause of concern of many refugees as well as that of the community groups
- Although the Rent Supplement allowed clients to move quickly and into better housing the clients do not realize the long term consequences of Rent Supplement (beyond 365 days) and that they may not be able to maintain this housing once it ends
- The workshop participants indicated that in their agencies new challenges have risen due to having to lay-off housing and settlement workers. They had recruited staff and trained them and now they are laid off; this seems short sighted in light of the fact that more refugees will be arriving and will result again in their lacking resources to deal with this new influx
- Locating and securing suitable housing has become more challenging now that a hold that has been placed on the Rent Supplement; it has increased pressure on MIIC as well as caused inequities among arriving Syrians not to mention other refugees. The refugees don't understand why some people had access to better housing than they do
- The situation at Alexander is currently posing problems for settlement agencies; on one hand, the refugees do not want to move, the location is gradually turning into a 'ghetto', it defeats the process of integrating the refugees in to the Canadian society as well as their learning of the English language since they are to some extent excluded from socializing with members of the wider community

#### Gaps:

- There is no long term housing plan or structure in place if Manitoba receives another

influx of refugees; this will result in longer wait times in temporary accommodations

#### **Opportunities:**

- Ethnocultural and faith community groups are willing to do more according to one of the workshop participants and as such, ask that the settlement agencies reach out to them as they can help with some of the accommodation issues including getting contact information. Ethnocultural and faith community groups have already engaged in peer mentorship-type relationships that involve home visits to check on new arrivals, and providing family-to-family support links
- In other provinces there has been more engagement of the private sector in providing housing, the workshop participants would like to see this in Manitoba. Although there were some landlords wanting to help they were not willing to take a loss on their rents
- Need for the province to continue with the Rent Supplement
- Providing pre-arrival information sessions to the refugees on what to expect in Canada and Winnipeg specifically would be hugely beneficial
- Public awareness was the key to mobilizing the community; the momentum needs to continue
- We can better utilize the services and assistance of private sponsors; many are extremely well organized and experienced in settling refugees; we can better partner with them and perhaps the government-assisted refugees would benefit. There can be better coordination with other service providers, faith groups, etc.
- Workshop participants cited the importance of keeping the government interested and associated with resettlement issues. This is vital as it strengthens the public's interest as well, creating an atmosphere where resources can be pulled from all sources
- In addition, the workshop participants indicated the need to have better plans and specific structures in place. The IRCC has to be more involved and helpful to deal with some of

the expectations and surprises that may arise when refugees are being sent to Manitoba

- In Brandon, all of their services are located in one location and that is where resources have been put in place, staff who speak Arabic as well as other foreign dialects have been employed and housing arrangements negotiated, including a former refugee who has over 800 housing units and is knowledgeable on the subsidy program who is showing interest in working with their agency to provide affordable housing when they receive refugees

#### **KEY THEMES**

Key themes that emerged from the Initial Settlement Break-Out Discussions:

Clear lines of communication at all levels of coordination and among multiple stakeholders are critical and will continue to be going forward. The wide variety and range of settlement services being accessed by newcomers requires ongoing commitment to sharing best practices and innovative approaches to planning and collaboration.

#### **DISCUSSION: IMPROVING MANITOBA'S SETTLEMENT AND INTEGRATION SYSTEM: MANITOBA DASHBOARD AND THE RESETTLEMENT ASSISTANCE PROVIDER (RAP) EXPERIENCE**

Moderator *John Biles* (IRCC)

- Need to look together at what worked well and what didn't and decide what each stakeholder could have done differently and the role we each have to play in making it work better
- Need to ask ourselves, "What are the newcomer needs and how do we adapt ourselves/programs to meet them?" within the timeline needed
- Need to examine shared outcomes and the advantages of improving and scaling standardized tools such as the Manitoba Dashboard in order to support the work of service providers
- Need to engage RAP providers and SAHs to ensure the dashboard works for their needs

during the initial resettlement phase and over the long-term as refugees transition into the broader settlement and integration sector

- Need to have all the implicated players around the table from the beginning including all 3 levels of government, SPOs and ethno-cultural community groups
- Need to organize into a client driven system-level model fed by evidence and not resist change because of pre-existing notions
- What do we need to know about the arriving refugee population to do this? What isn't showing up on the dashboard? SAISIA developed a common needs assessment in conjunction with Saskatchewan's 5 RAP providers in order to populate their dashboard with data
- Discussion needed on common needs assessment for SAHs to help Settlement service planning
- MANSO's role of convenor of open, inclusive conversations between diverse stakeholders to help future strategic directions for resettlement and settlement
- Where can we put resources to maximize the best possible impact?

Reflecting on other jurisdictions and good practice, it takes some 20 partnerships between RAP agencies and invested stakeholders to do effective resettlement; sometimes it's the partners who notice gaps that can be flagged and addressed collaboratively. We need to get better at partnering well at the outset

- IRCC actively creating connections between PSRs and Settlement funding so they can access the system as early as possible. Chain migration means more refugees settling in rural areas in the future
- We have to find an effective way to track community connections in Manitoba and the impact of volunteers on (re)settlement efforts A deck was shared that included Syrian Refugee Destinations in Manitoba; this info is intended to be public and available on the MANSO website via quarterly updates
- For the dashboard to have value the sector needs to agree on metrics and who are the best organizations to collect them. I.e. waitlist heat map shows misalignment of clients and services

and structural barriers to accessing services

- 94% of Syrian arrivals had accessed non RAP Settlement services by March 31st 2016
- Need to demonstrate through evaluation that the things we think are best practices are working – figure out a feedback loop
- Request was made to add a “social integrations indicator” section to the dashboard (i.e., associated with Community Connections). IRCC indicated integration outcomes will be added to the provincial dashboards in time
- Susan Coughlan (IRCC) can add new categories to the dashboard if requested
- Request was also made to see/get a copy of the Pre-Arrival info that refugees are given overseas; this seems to have been creating expectations that SPOs would like to know/better manage

## SUMMARY OF RECOMMENDATIONS

### Coordination & Collaboration

- Continue with existing coordination mechanisms, including multi-stakeholder coordination table and MANSO conference calls and working groups
- As volunteer-driven ethnocultural and faith communities may not be able to attend week-day coordination table meetings, IPW and MANSO to continue convening alternative opportunities for information-sharing
- Prioritize coordination around employment supports for refugee newcomers with low English and French skills and/or little formal education and look at new models
- Build on engagement of dental practitioners in responding to increased needs
- Prioritize collaboration on new models for language learning, education and employment for older youth and young adults (approximately 19-22 year olds) who have interrupted education

### Provincial Government

- A need to combine EAL and other educational upgrades with entry to the labour market. This will improve financial, family and health outcomes for newcomers, reduce public backlash regarding social assistance uptake and upgrade the Manitoban workforce





- Confirm provincial supports for housing, including continuing the provincial rent subsidy program and/or adjusting the policies around Rent Assist so that it offers better support to refugee families, as well as continuing to maintain the provincial housing inventory
- Pro-actively engage with Employment and Income Assistance, RAP providers and other settlement stakeholders to plan for “Month 13” and the transition of some families to EIA supports
- Explore ways of expanding the capacity at BridgeCare and/or engaging their expertise in planning for alternate strategies. Engage the Regional Health Authorities in educating physicians about refugee health needs

#### **MANSO & Service Providers**

- Collaborate with Sponsorship Agreement Holders (SAHs) on more resources for sponsor groups in Manitoba, to possibly include a “Made in Manitoba” sponsor guide and/or bulletin board
- Work together on developing common needs assessment and settlement planning processes for RAP providers and other service-providers, as well as convening learning opportunities for service providers to better understand privacy legislation and policy, in order to facilitate the referral process
- Look for opportunities to partner with ethnocultural and faith community organizations, and engage them in planning
- Strategize on ways to communicate about real and perceived inequities between cultural groups on IFH, transportation and other benefits
- Evaluate new pilots and explore incorporating new best practices

#### **IRCC**

- Ensure that pre-arrival orientation is offered to all refugees, and that the orientation offers realistic expectations about life in Canada (including finances, housing, etc.)
- Develop protocols for sharing better data about the arrivals of privately sponsored refugees with provincial governments and the



settlement sector. Build on approaches used for Syrian refugees for all refugees

- Align RAP programming to eliminate disparities between groups of different nationalities (in transportation loans, eligibility for IFH). Help RAP providers and settlement sector develop strategies for communicating around these disparities
- Ensure that sufficient settlement funding is provided to RAP agencies to allow them to offer ongoing settlement support to clients
- Add support to RAP budgets for bus passes for youth to allow them to access key support programs
- Offer more education tools to health providers nationally to encourage primary care physicians to register with IFH (and increase number of available practitioners)
- Expand IFH coverage to cover interpretation for all 10 possible sessions with psychologists and increase the number of sessions that can be paid for by IFH
- Increase the pre-arrival medical information available to RAP providers, especially for those with complex needs in order to allow better planning
- Continue to work with CMAS on streamlining regulations as much as possible for Care for Newcomer Children, while still maintaining children's safety

#### Funders

- Continue supporting umbrella organization with coordination capacity
- Offer support for specialized employment programming for low-benchmark refugee clients
- Ensure that specialized supports for clients with disabilities are available, as well as specialized mental health services
- Offer financial support for supports offered by the ethnocultural and faith community groups who play a key role

### **DAY 2, THURSDAY, JUNE 30TH:** **SETTLEMENT & INTEGRATION** **CONSULTATION** **PLENARY: SETTLEMENT & INTEGRATION** **IN MANITOBA: THE PATH FORWARDS**

**Corinne Prince-St- Amand** – Immigration, Refugees and Citizenship Canada

- Increased numbers of immigrants for first year of new Federal government
- Family reunification a priority. Name change of department to include refugees is a marker for more change in that area
- Reduce times for spouse reunification
- Points for having siblings in Canada
- Return maximum age of child dependent from 19 to 22
- Expanding refugee programs and welcoming more diverse immigrants so as to boost the country's economic success and subsequent population growth
- Effective strategies in unifying refugees with families in Canada

#### **Best-practices or success stories:**

- Innovative and ambitious targets set by the government
- Effective partnership (passion, commitment and knowledge sharing of partners in welcoming immigrants into Manitoba)
- Engagement – call to action/civil society/ employers and public support
- Passion and commitment of those with specific knowledge of refugees
- Engagement of other stakeholders in decision making and planning processes of resettlement and integration of refugees into Canadian society

#### **Challenges/gaps:**

- Language/literacy
- Mental health and health needs
- Education and employment
- Private sponsor frustration re time taken to get refugees to Canada
- Lack of effective mechanisms to ensure long-term integration of immigrants into Canadian society
- Problem of maintaining and strengthening of public support and engagements in the resettlement and integration process of immigrants
- Difficulties in meeting the needs of huge and diverse immigrant population
- Implications of pace of integrating immigrants, considering the inflow of huge number of immigrants in recent times

- Mental health (biggest challenge)
- Youth-family violence supports, supports for women and children for family violence and trauma
- Assist Syrians to adapt to cultural norms or gender norms
- The need to strengthen the language training of immigrants
- The need to assist immigrants in successfully integrating into the Canadian labour market by overcoming employment barriers. Key = Need to collect data
- Encouraging public support and social connections
- The need to strengthen general and mental health care services of immigrants
- The need to ensure client-based services
- Involvement of community groups (community connections)
- The need to review and subsequently apply best practices in building the capacity of Francophone minority communities to welcome and support refugees
- The need to encourage private sponsorships

**The government is successfully moving towards:**

- Result-oriented delivering approach
- Engagement in both bilateral and multilateral collaborations with stakeholders
- Engagement and collaborations with service providers and other federal governments
- Calling for proposals that would incorporate lessons learned into programming priorities

**Other key messages:**

- All decisions are based on evidence – how do we get evidence to build our stories so we can show we are using every dollar well and still need more? IRCC Evaluators are currently in the field. Please share your data with them
- iCARE is the most important piece of the puzzle. If you don't have your data in there, then you can't show you need the resources. IRCC realize it isn't perfect and are trying to make it better
- The Settlement envelope is stretched to the limit but we want to do more to help

immigrants settle. How do we tell this story when immigration levels are increasing. IRCC consulting on levels this summer. Important to share your views

- To bring more people in we need settlement supports in place already. Learnt from the Syrian Settlement that communication is everything. We are living the new normal
- Marta Morgen: New Deputy Minister for Immigration. She came from Finance and before HRSDC. Plans to expand further and reopen doors to those who can contribute to Canada. Thanked John Biles and Nita Jolly and their teams for their passion, knowledge and commitment to their work in the Prairie region

A request was made for more information on the 2015 Call for Proposals

- They were assessed and then everything was extended “as is” for one year by the new Minister
- Contracts being reassessed in the current context and IRCC plans to start negotiations with SPOs this fall
- It will return to 3-year format for 2017-2020

A request was made to stress to the Treasury Department the importance of networks such as the RIF

- Heritage Minister Jolie heading up 25 community consultations across Canada on the next Official Language Action Plan in summer 2016. Important for SPOs to be a part of this conversation as part of the government's long term strategy

Information about the possibility of citizens becoming eligible for settlement services was requested.

- RCC aware of concern that clients are applying for citizenship without knowing they would become ineligible for federally funded services.
- Length of eligibility for settlement services already one of most generous worldwide. No current plans to relook at this policy

Request for information on current crime prevention strategies regarding the recent surge in refugee arrivals:

- Crime prevention with refugees a number one priority for the Public Safety Department.
- Deputy Minister aware only takes one incident to change the Canadian welcoming mindset on Syrians overnight to negative

Concern was expressed about the limitations of the IFHP, especially inadequate funding for interpreting for psychologist appointments and that in year two the severe lack of affordable housing will lead to a lot of stress. Mental health issues will be triggered/emerge, family, violence issues etc. Need to advocate for frontend access to employment and language training and more support for national trauma programming. Already a 2-3 year wait list for funded services, a major concern if increasing the levels of refugees with low language levels.

- Interpretation a key focus for IFH programming. The message will be sent to them that language levels are key to clients admitting there is a problem

Request for clarification on priority level for Federal and Provincial governments of specialized employment programming and resources for refugees (Syrian and other) with low CLBs.

- IRCC recognizes need to dedicate more funding to language
- Recognition that all groups with low skill sets need to be supported to attach themselves to the labour market. Manitoba government is working on these issues, such as matching job skills and competencies with needs by sector which is proving effective. IRCC working closely with Employment and Social Development Canada. They have Youth Funding and IRCC is trying to link the SPOs to this funding

Clarification requested on whether Provincial government will reinstate rent support units website as the housing list of provincially supported housing was very useful during Syrian settlement process.

- CHMC and ESDC working on a national housing strategy to assess affordable housing for all and address the lack of housing across the country.

### ***Ben Rempel – Immigration and Economic Opportunities, Manitoba Education & Training: Settlement and Integration in Manitoba***

- Immigration is essential to the Province's economic development and population growth. The population of Manitoba has been unprecedentedly boosted by immigration in the past year
- In 2015 Manitoba's population saw a record high increase, primarily due to immigration
- The Manitoba Provincial Nominee Program remains the Province's most successful and effective tool for increasing economic immigration and integration into the Canadian labour market
- There has been consistent growth over the years in Manitoba's population and rate of employment
- Manitoba's funding commitment for newcomers is in the areas of healthcare, education, youth services, employment and service coordination that is of benefit to all immigrants
- Increases in Immigration in Manitoba have not resulted in increases in unemployment. Manitoba has the 3rd highest Immigrant Labour Market participation in Canada

#### **Challenges:**

- It is projected that Manitoba will receive double the number of refugees in 2016 than it received in the previous year
- The planning process was complicated by the rapid pace and unexpected changes in scenarios, such as the unexpected December surge
- The profile of refugees was much different than had been projected, with large families presenting challenges to reception centres, transportation, and housing
- Diverse and multiple partnerships required for the effort led to challenges around communications as well as everyone understanding their and others' roles and responsibilities
- Managing public interest and goodwill was a challenge - donations, volunteerism, and private sponsorship

### **Promising-practices**

- Close and effective collaboration and partnerships
- Early engagement of ethno-cultural community groups
- Using of alternative temporary accommodation strategies
- Public support

### **Opportunities/Moving forward:**

- Increasing public awareness of the needs of immigrants, community engagement and capacity building
- Thinking beyond RAP and improving on the long-term integration need to attach to labour market
- Engagement with more local recruiters
- Centralized housing response
- Coordinated mental health action planning
- Centralized registration from Manitoba
- Start to early engagement of employers (for refugees)
- Partnerships to address needs (bilaterally)
- Looking at strategic and well- targeted interventions to support newcomers with low CLBs and other groups trying to attach to the labour market including bringing a labour market lens into the classroom
- Opportunity for new partnerships as the sector renegotiates contracts with IRCC
- Cross sections between Federal settlement investments and language training/labour market investments. Employment can prevent people getting the language training they need so need strategic ways to access the labour market
- Need to work together to be strategic and targeted focusing on where the needs are highest

Information was requested on the level of priority for the Province moving forward to increase BridgeCare's capacity, especially in the context of a second surge in Syrian refugee arrivals.

- Budgetary process just completed and never any lack of support or interest in having BridgeCare deployed as it was
- Need to make sure it is sufficiently re-

sourced to do the work. Not a question of its value. Mental health is a long-term issue but early intervention can't be overlooked. Sometimes symptoms don't show up for 2-3 years but early connections key

**Abdikheir Ahmed** – Immigration Partnership Winnipeg (IPW)

### **Four strategic priorities set by the organization:**

- 1.** Creation and enhancement of relationship between newcomers and the indigenous community through effective and timely orientation programs. By putting measures in place to make indigenous people be part of welcoming of newcomers into the province
- 2.** Working with service providers in creating and expanding progressive policies to assist the needs of refugees economically, socially and financially, including credential recognition and cultural competencies for employers
- 3.** Enhancement of public understanding of refugee values upon arrival in Winnipeg, by improving public perceptions on refugees as a vulnerable group in the city of Winnipeg
- 4.** Increasing action and meaningful participation of civic integration of newcomers. Thus, giving immigrants the opportunity to participate in civic and political processes in the Province

### **Promising Practices:**

- 850 Syrians to welcome event. Minister McCallum Impressed
- Consultation with community members
- Favourable labour market outcomes
- Important partnerships with private agencies

### **Moving forward/Strategies for improving conditions:**

- Ensuring successful integration of immigrants into Canadian society by working hand in hand with MANSO, the media, academia, among others to support the work of the council
- Engagement of the indigenous community in resettlement and integration processes of newcomers
- Working with municipalities to engage with

## 94% of Syrian refugees accessed Settlement services by March 31st 2016. #mansoconsult

the processes

- The need to head towards “Newcomer youth engagement strategy” just as there is the “Aboriginal youth engagement strategy”

**Salwa Meddri** – Francophone Immigration Network – Réseau en Immigration francophone (RIF)

### Promising-practices:

- Successful integration of Francophone newcomers into the Province of Manitoba
- Identifying gaps and weaknesses in the process and strategically finding ways in resolving those problems
- Effective resettlement, integration and collaboration with partners
- Promotion of newcomer job opportunities to be successful in the Canadian labour market
- University of Saint-Boniface – Offered important Syrian refugee temporary housing support
- Rural area initiative with CEDEM, RIF, Accueil, promoted jobs and services – i.e. within the Francophone school division
- Plurielles gave gifts to Syrian women and girls. Attended Festival Manipogo
- RIF and Welcome Place working together

### Opportunities/Moving forward:

- Involvement of newcomers socially, economically and culturally to enable them to overcome some of the barriers they encounter in integrating into Canadian society
- Survey on services in French for Francophone newcomers to build on strength and expertise of partnerships. Currently analysing results
- Foster growth and integration of Francophone immigrants
- Foster empathy – for service providers to develop connections with newcomers
- Race awareness – engage more stakeholders and identify priority for community and partnerships
- Work together for stronger community – inclusion a question of space

**Bram Strain** – Provincial Deputy Minister Education and Training: Comments

- There is a need for an all government response. The Provincial departments of Education, Training and Immigration are already working together under one department. Lots of other departments and levels are working together on these issues including Justice and Health etc. The Province can’t do it alone, needs the Federal Government and Municipal Government. Increased load on mental health when already stretched will lead to a public response. Immigrant youth issues in the school system will lead to a public response
- Language at Work: Need to combine the ability to provide and to learn by offering innovative options like English at Work
- Need to break down some of the traditional models and some of the funding models to allow options for meeting client needs
- Move to solutions: Not always about money. The budget is now set but we can choose how to invest what we have
- We have training supports, labour market training and development money from the Federal Government. The private sector want to be involved and how do we leverage that? Many ways to do it, need to be innovative. It’s the system that is broken, don’t need to teach people how to navigate the system, fix the system. That’s where we need your help. That’s where we need to go

### PLENARY: SETTLEMENT & INTEGRATION: EVIDENCE TO GUIDE ACTION

**Dr Rachael Pettigrew** – Rural Development Institute: Immigration Settlement Services in Six Rural Manitoba Communities: An Inventory And Opportunity Assessment With A Focus On Refugees

### Purpose and focus of the project:

- Focusing on refugees in rural communities to successfully resettle and integrate into the Canadian society
- The project is funded by IRCC through MANSO

- Advisory panel of the project include Immigration Research West, IRCC, MANSO, and the provincial government of Manitoba

#### **Key findings:**

- Active strategies and plans to bring more refugees into the Province by the end of 2016
- Provision of good services to clients
- 5 rural Manitoba communities – criteria – receive or planning to receive newcomers – Winnipeg and 2015 study communities excluded
- Used Dauphin, Portage La Prairie, Steinbach/Kleefeld, Morden, Winkler
- Methods – telephone interviews
- Opportunities for Development – Language interpretation (for services – initial stages)

#### **Challenges:**

- No public transport. Volunteer networks organizing to transport refugees
- Limited mental health services and childcare (drive to Winnipeg for health problems and long wait list)
- Service/labour jobs – foreign credential recognition
- Problem with expansion of current services to meet the diverse needs of refugees in the province
- Gaps in cultural understanding
- Clarification needed for timing of refugee arrivals
- Reports of PTSD and domestic abuse are now coming in

#### **Strengths of community settlement:**

- The involvement of religious organizations such as churches
- Significant and crucial role of community partnerships, schools, public support and strong volunteer networks
- School – some well-versed in working with immigrants
- Development of databases to manage and organize
- Gaps in cultural understanding (bi-directional)

#### **Moving forward/Opportunities for development:**

- Effective development of committees to organize and manage sponsorship activities
- The need to prioritize language and literacy skills training before linking newcomers to the Canadian labour market
- The urgent need for local government involvement

Further information requested on the release date of the report

- Will be sent to advisory committee for final comments and will then be available on MANSO website

Request for further details on mental health services required by people in rural area

- Preliminary findings were looking at distance and availability
- One issue emerging included some domestic relationship issues. Counsellors don't have enough awareness and knowledge of the newcomers' cultural backgrounds leading to client frustration
- Some people driving long distances into Winnipeg. Normal resource issues magnified in rural areas

*Mamadou Ka – University of Saint-Boniface/ Immigration Research West: Ten Years of Francophone Settlement Services In Western Canada And Territories: Realities And Perspectives*

**Project objective:** To assess settlement services utilization of newcomers in Western Canada and territories over the last 10 years

#### **Project focus:**

- The challenges with integration of Francophone newcomers into their new communities
- The strategies developed to facilitate Francophone newcomers' integration into their new communities

**Key findings:**

- English or French language ability: Francophone newcomers in Manitoba scored lowest in Canada in French language ability tests. English and French ability are increasing in BC but lowering in MB
- Francophone newcomers are well integrated in Manitoba
- Francophone newcomers feel happy in their recent places of resettlement in Manitoba
- Francophone newcomers in Manitoba utilize settlement services effectively compared to other provinces. The Francophone settlement services providers in Manitoba are doing very well compared to other provinces, due to effective collaboration and partnerships
- More educated Francophone newcomers tend not to use the Francophone settlement services, due to the frequent use of other services such as the internet and other relevant source of service utilization and opportunities. Also pre-arrival programs work very well for educated newcomers compared to their uneducated counterparts
- Need larger Francophone communities
- Refugee class most likely to access English/French providers

Clarification requested on whether the survey participants who claimed they didn't need services said this because they had already accessed pre-arrival services?

- Pre-arrival just a presumption, but people gave many answers, some said they didn't need it, some said they didn't have enough information. Mostly people with higher level of education
- It was an open-ended question – many hundreds of answers coded. Small percentage mentioned pre-arrival services. Most didn't have the information or could find that support elsewhere
- Many respondents from France, might be accessing Alliance Française or felt they didn't need the services as “ex-patriots” not immigrants. In Manitoba, the French from France not high percentage of total. Congo, Cameroon the top countries of origin

- Accueil francophone and SFM (Société franco-manitobaine) work closely together which may result in higher take-up of services

**Dr Lori Wilkinson – Immigration Research West: A Demonstration of Immigration Trend Data in Canada's West****Project purpose:**

- To develop GIS platform containing usable data for Western provinces
  - To provide easy access to online data that any organization or person needs for their purposes, such as knowing number of newcomers in a particular area in the province or in the country in order to strategize how to reach them with essential services
- Newcomers' demographic categories to be captured on the website for exploration purposes:
- Language/literacy skills
  - Employment
  - Education
  - Age and Gender
  - Immigrant's entrance class
  - Ethnicity of immigrant
  - Country of origin
  - Community destination

**Moving forward/future expansion of project**

- To explore the addition of further variables and years pending needs, as well as data availability
- Maps are located at <http://gistest.usask.ca/irw/>

**John Biles – IRCC: Towards A Settlement Dashboard for Manitoba**

- Based on the Syrian Dashboard but for all Settlement Services
- A useful tool of putting together information in the newcomer resettlement and integration system
- Key demographic features captured: age of immigrant, Gender
- Future newcomer characteristics to be explored and added: country of origin, among other useful features
- Will only ask for data that they will use (like iCARE)





- SPOs via MANSO to provide data to IRCC then dashboard will be available to the sector
- Heat maps will be developed for different service usage and non usage. Data needed
- Objective for each program has a slide on the dashboard for each service filled with data, allowing for a collective understanding of the system, the service usage and the service non usage, not only in Winnipeg but across the Province
- IRCC knows the realities and the pressures are different in smaller communities and we want that to be a part of the conversation
- Here's a snapshot in time. Where are the pressures? Most effective partnerships? Including francophone communities which are an important part of this
- Dashboard a tool to give us collectively all the information we can use in our day-to-day planning. So we are using the same information. Take anecdotes out of the conversation. If it is a systemic, generalized problem we need to find a solution

#### **Promising Practices:**

- Have started with monitoring quarterly waitlist for language classes
- IRCC clear that until waitlists for CLB4 and under clients are down to under 1 month, there will be no more investing in CLB4 and above. Target is a month for a space in a class from assessment to space offered
- Dashboard shows where are long wait times, where are the pressures. We can have a meaningful conversation about the language system and make the investments and adaptations that we need to

Request for clarification of data elements  
IRCC hoping to capture in healthcare and mental health

- Saskatchewan has a standard needs template for RAP providers in 5 communities across the province. Intake interview at the front end and then more data collected during transition to permanent housing and settlement providers; client privacy is key
- IRCC will work as a coalition to agree on a



collection strategy if it is already being collected in the health system

- IRCC working with sector to develop useful metrics for the dashboard
- IRCC want to use existing data wherever possible, and only collect new data if absolutely essential
- Everyone benefits from having an accurate snapshot of client needs and current system capacity to meet those needs

## KEY THEMES

### Key themes that emerged from the Day 2 Plenaries

Communication and collaboration are key, as is evidence to support funding requests especially data recorded in iCARE. Resources are limited and will be allocated according to proof of need. Health and mental health came up in several presentations, especially the need for interpretation via IFH. Innovative and collaborative solutions to employment programming supports for clients with low levels of language were discussed. Provincial involvement in housing issues is critical, including a central housing registry and evaluation of the Rent Assist program. Youth were highlighted as a population facing additional barriers to integration, as was the minority francophone immigrant population, especially when joining the labour market. Engaging public and private support in newcomer integrations strategies was considered key. The need for clear data about settlement across the province was highlighted as were the additional barriers for those settling in rural areas to accessing language and health supports.

## PRESENTATION: HELPING IMMIGRANTS SUCCEED

**John Biles** – IRCC and Liz Robinson  
– Manitoba Education & Training  
Helping Immigrants Succeed (H.I.S) is a Federal-Provincial-Territorial (FPT) Action Plan developed from the Pan-Canadian Settlement Outcomes survey. In 2012, over 20,000 immigrants were asked about their experience about settling in Canada. Results from

this survey revealed that social connections, official language use, and employment fit and FQR are key drivers for settlement and integration, and that improvements in these areas will improve settlement outcomes.

- **Ultimate Outcome:** Immigrants understand life in Canada and experience inclusion, a sense of belonging, and life satisfaction, having fully realized the social and economic benefits of immigrating to Canada. Canadians embrace immigrants and their contributions to building communities and a prosperous Canada. Through H.I.S, FPT governments will support immigrants in achieving the ultimate outcome through stronger partnership in the following areas:

- On Social Connections, the plan endeavors to strengthen the social networks of newcomers and foster welcoming communities
- On Official Languages, efforts will focus on strengthening collaborative efforts to facilitate awareness of, and access to language learning opportunities by newcomers outside of, and not immediately destined for, the labour force
- On Employment Fit/FQR, efforts will seek to strengthen employer engagement to facilitate newcomers' labour market integration. The plan will also seek to improve immigrants' awareness and usage of services for employment and foreign qualification recognition, both pre-arrival and in Canada. This work will be closely coordinated with the FPT FQR Working Group

The F.P.T Settlement Working Group are carrying out the work through the following phases

- **Phase 1** (March to May 2016) gathering information from FPT governments and publicly available sources to undertake analysis
- **Phase 2** is a comprehensive analysis of data gathered and draft reports
- **Phase 3** is to develop report and recommendations to implement new initiatives that replicate best practices, respond to gaps and eliminate areas of duplication

Through MANSO, IRCC is sharing the three scans with the Settlement sector, and asking for any feedback on gaps. MANSO will then convene a working group in each of the three streams to come up with the outcomes that can be measured in the H.I.S Strategy to demonstrate success.

Intergovernmental engagement is an important frame in supporting settlement of newcomers. There is a need for continually engaging various government sectors, academic institutions, and service providers and to ensure more structured coordination, stretching of resources and the avoidance of duplication.

## WORKSHOP DISCUSSIONS

### Language

#### 1. What are the core services your organization offers in this area (language)?

- Full-time and part-time language training including:
  - LINC programs (Literacy – CLB 8)
  - Literacy programs (some for newcomers only; some that support Canadian-born and newcomers)
  - Care for Newcomer Children (CNC) to support LINC programs
  - Skill-based language training; English for Professional Purposes; English for Academic Purposes
  - Summer programs, including summer literacy
  - English at Work programs (costs shared by the employer)
  - French language training
- Language assessment and referral
- Informal language training (conversation circles)
- Additional supports
  - Employment counselling and training
  - Adult education
  - Academic counselling
  - Computer training
  - Counselling

#### 2. How has the refugee response impacted your programming needs? How have you responded?

- For Stage 1 providers, especially those who offer literacy programs, there has been a very significant impact. Eg: Winnipeg School Division added six classes; YMCA-YWCA of Winnipeg added an additional site; Mosaic was also able to expand
- Because of the speed of the Syrian initiative, the social (settlement) issues fell on the shoulders of the school to resolve. The school has responded by adding supports including a food bank for students
- Some programs have been able to accommodate all students on their waitlists
- Identified need for more spaces with childcare. Programs are working on solutions. Some identify a concern that when the RAP period ends, the arrangements that many families currently have (mother and father split childcare and language learning) might become unworkable, resulting in increased waitlists for language learning spaces with CNC support
- Programs have needed additional funds for interpretation, additional assessors
- Some programs have developed specialized programming, for example a summer program (U of M), computer classes (U of W), a pilot “Mom & Baby” class (MITT)
- Other programs struggled with the uncertainty of whether adding new programming would be sustainable
- Programs outside of Winnipeg are adapting to meet the needs of both adults and children/youth. They note that hiring Arabic-speaking support staff is challenging

#### 3. What are other emerging issues? How are you responding?

- Perception from non-Syrians students, that Syrians were given preferential treatment and that they “jumped the queue”
- Concern from service providers that the focus on funding of lower levels may take away from the needs of the higher levels – long term effect on clients

- Supports needed so clients can continue to attend language classes. Many leave classes to work (need \$, family issues, jobs). "Trade off" between husbands and wives, need for childcare, etc. Service providers note that some lose momentum after they get a survival job, and don't progress further
- Becoming a Canadian Citizen is still a barrier to continuing to take classes
- Intake of refugees happened so quickly. Province created suites at Alexander – no shopping, not appropriate building, social-cultural concerns, and building has turned into long-term housing for 46 families. Integrating Syrians has been a challenge. Also concrete had never been sealed and can cause respiratory issues. Those with pre-existing respiratory [issues] have been affected
- Mental Health – we're dealing with mental health and unmet needs of previously arrived refugees and newcomers and is now further compounded by the influx of Syrians. Situations and incidents are complex and serious to the extent that one service provider brought in psychologists to work with the staff who were traumatized by the events
- Mental health issues arise when people begin to slow down in language training – it's tiring!
- PBLA and all the demands that go with this; additional support time is needed to support PBLA but funding has been declined. There is a need for PD to address the needs of students, however PD had to focus on PBLA. Part-time programs are also struggling with the 250 hrs/level, and are concerned at how much time must be devoted to assessment
- Programs for employment-ready newcomers are interested in measuring labour market outcomes of students, but need support
- When programs must align their CLB 5-8 curriculum with labour market outcomes – not always appropriate
- Ongoing concerns over difficulties in credential recognition cause immigrants to re-do qualifications
- Developed Brandon Service Provider Group to work together to better serve all clients
- Although childcare is an identified need for

Syrians, it is also the case for newcomers from other background. Increased CNC programming is needed to allow mothers in particular to attend class

- Newcomer children and Canadian citizen children must be segregated due to bureaucratic/financial reasons = counterproductive
- French programming as we go along. Are we actually offering English & French language training? Can we capture numbers of people wanting French?
- Classes may need more instructional hours/week (as well as more numbers of classes)
- Many newcomers are settling in new parts of Winnipeg, including the Valley Gardens and Henderson Highway area

## LABOUR MARKET

### 1. What core services does your organization offer in this area?

Service providers identified programs in the following key areas:

- Job matching programs
- Job search skills and supports
- Youth employment programs
- Skills training & employment readiness
- Mentorship
- Employment readiness programs, including workshops
- Skills training programs (eg: sewing)
- Foreign credential recognition supports
- Mentorship programs
- Career and academic planning / counselling
- Employment supports for francophone newcomers

### 2. How has the refugee response impacted your programming needs? How have you responded?

The service providers responded that thus far there has been limited impact on employment services due to the Syrian refugee response; the discussion that arose was based on working with other immigrants and refugees in employment programming.

- The majority of the Syrians are not employment ready due to language levels

- In working with the Syrian refugees there has been an increase in demand for computer classes run by volunteers
- One service provider has developed a mentorship program for Syrians; there are interpreters working with the refugees along with mentors that are related to the Syrians former occupation
- Clients require assistance in building basic skills, computer skills, and the service providers have begun advocating with employers
- Working with employers to educate about the needs and issues of refugees and advocating for work for lower CLB's
- Volunteers are stepping forward to help settle the Syrian families, many former immigrants and refugees themselves, their success stories act as motivation for the newcomers which is very important during the initial settlement

### **3. What are other emerging issues? How are you responding?**

- Applying online is difficult for those with lower CLBs, limited computer skills, etc. When people are helped to fill out online applications and are then called for an interview they are often not able to provide the information that was included in the application process
- The downturn in the oil patch is having an impact on finding newcomers employment in both the rural areas and urban centres; in particular service industry positions have been impacted
- Companies are looking for people with CLBs of 6 to work in retail whereas in the past these positions were filled by those with lower language levels
- Mental health concerns are an emerging issue. One service provider is working with the schools to have children access counselor and then talk to their parents rather than approaching the parents. This approach has proven to be very successful
- In order to integrate women within the labour market, childcare for the working women is of utmost importance and the organizations should provide support to women and their children in the best way possible

- There needs to be a connection between SPOs and employers that have a skills shortage in order to better connect newcomers to employment that matches their skills
- Meat packaging industry jobs, which are available to the refugees, may be physically demanding and unhealthy and poses different kinds of challenges to this vulnerable group of newcomers. Muslims cannot work in jobs that are against their religious beliefs. Example, the pork industry
- There is a lack of employment placement programs for those individuals over 30 years of age; employment placements can be very beneficial in opening the door to employment for many newcomers. Workers Compensation Board coverage for volunteers is vital to programs that place individuals in work placements
- Cultural adaptation programs are necessary for better integration within the labour market as the "social" factors help in better assimilation. Social integration within the work space helps in dealing with other outside social issues as well

### **4. How do we know if we are succeeding? What information can we capture?**

- Positive employment outcome numbers can be tracked by service providers; aspects to be considered in determining positive outcomes are: employment acquisition, employment that matches skill set, maintenance of employment, successful integration in the workplace
- Relationships should be built between service providers and employers in order to assist newcomers with successful integration within the workplace, to help troubleshoot, etc.
- Service providers felt it is important to consider building self-esteem, morale, and the client's feelings of hope when looking at successful outcomes
- There was a discussion on iCARE's ability to capture anecdotal information/successes. It was suggested that there be an adjustment to reflect more than just employed or unemployed in the data. It was suggested that it be considered to measure NOC codes

## Plenary 2 insights. Visual, consistent routines key when working with Syrian youth with limited formal education experience [#mansoconsult](#)

prior to coming to Canada vs. after becoming employed in Canada; this would provide information on whether an individual was underemployed. It was also suggested that iCARE capture specific employers; this would be beneficial in determining where clients are finding employment

- Service providers often work with clients on determining long term career plans, it is difficult to measure success in iCARE due to the fact that it doesn't capture if it is temporary employment as a step to long term career goals, nor does it capture whether or not a client achieves their desired occupation
- Potential areas of measurement that were discussed were: 1) pre-employment stage, 2) employment ready stage, 3) employed with subcategories of a) underemployed, b) short term or temporary employment, c) intermediary employment, d) desired occupation, e) maintenance of employment, f) working on or developing career goals through education. In addition to these categories of employment tracking the number of interventions a service provider has with a client will be helpful in measuring where a client is on the career path continuum
- Different funders of present service providers capture employment measurement outcomes through 30 day, 60 day and 90 day follow ups in addition to wage and NOC codes
- Different levels of government as well as departments within a government need to work together with service providers towards better integration of newcomers in the labour market
- Qualification recognition is a very important aspect of labour market integration. Working with newcomers can be a time consuming process due to the fact that many factors have an impact on their engagement in long term career planning. Medical doctors in particular find it extremely difficult to write exams given the innumerable challenges with settling in a new country
- More English at Work programs should be explored as a tool for moving people to workplace integration, career planning, employment maintenance, employment enhancement

- Post secondary institutions must provide different job training programs, vocational training courses etc. for the students to have a better knowledge about the existing labour market requirements
- Each of the service providers can help one another by sharing their methods and packages used for helping newcomers as well as share their evaluation reports. By sharing resources and not having to recreate programs all organizations as well as funders would save time and money

### SOCIAL CONNECTIONS

#### 1. What are the core services your organization offers in this area (social connections)?

Participants in this workshop identified a wide range of service offerings that contribute to social connections outcomes, including:

- Helping newcomers with language abilities and cultural competency
- Youth programming, including orientation, mentorship, school supports, employment and crime prevention programming
- Settlement programming that aims to build a network of supports including information and orientation, referrals, systems navigation
- Programming that supports community building and positive mental health, including groups (women's groups, men's groups, gardening, sewing circles), as well as more formal mental health interventions including therapy
- Dedicated to training staff of mainstream organizations to empower newcomers to overcome barriers in their integration into the Canadian society
- Programs that build connections among groups and institutions at the neighbourhood or community level in order to foster welcoming communities (integration focused programs) (LIPs, neighbourhood-based programming with newcomer and indigenous groups)

#### 2. What impact has the refugee response had on your programming needs? How have you responded?

- Many programs indicated that they have seen a dramatic increase in demand for their



services, in particular the neighbourhood programs. Some were able to expand with new locations and staff, while others have been struggling to meet increased demand with existing resources. There are especially challenging demands on Neighbourhood Immigrant Settlement Workers (NISWs) in central areas, as well as increased demands on staff of ESL classes to meet settlement needs

- Increased use of volunteers
- Some programs were also able to adapt to the needs of the participants by adding child-care, offering Arabic language programs, and offering more individualized or one-on-one interventions. Two examples among many are that Family Dynamics redefined their support worker role and have added more home visits, and Mosaic Newcomer Family Resource Network began offering Arabic language parenting programs and workshops based on immediate identified needs like 'safety in the home'. Others noted that they needed to make similar adaptations to their programming to meet client needs, but didn't have sufficient resources for curriculum adaptation and interpretation
- Many programs indicate that their need for access to trained interpreters increased dramatically, and that although they have used mitigation strategies including trained volunteers, they need increased funding for interpretation
- Several programs (both inside and outside the city) indicated that they have needed to re-prioritize resource allocations within their programs, sometimes resulting in reduced program offerings for other clients, as the needs of the Syrians were more urgent, but they did not have an increase in capacity
- The refugee response has increased attention on addressing the health concerns of newcomers
- There has been increased collaboration between health service providers and the settlement & integration sector on the topic of mental health. The health sector has recognized some needs for increased cultural competency, and has developed action plans to respond. The settlement sector sees great



value in this work, but has also found the engagement time consuming

- Ethnocultural and faith community groups reported that they had developed new programming to fill existing gaps, including hiring staff, planning welcome events
- Programs also cite new partnerships, including those between ethnocultural and faith community organizations and settlement organizations, and partnerships with sponsorship groups

### **3. What are other emerging issues? How are you responding?**

The service providers and community members present discussed the ongoing challenges for Syrian and other refugee populations, including:

- Social isolation, especially for women with many young children. It was noted that many services are centralized downtown in Winnipeg, making access difficult
- Ongoing challenges with permanent accommodations (especially those centralized on Alexander Street) which contribute to stress and social isolation
- Lack of appropriate employment opportunities for adults, contributing to social isolation and stress
- A need for more parenting programming, and programming for parents (especially women) with infants and pre-schoolers, or programs with childminding
- A need for culturally appropriate family violence programming
- Transportation problems (for accessing services, employment), which are especially severe outside of the city where public transportation is limited. There was also a strong recommendation that IRCC support public transit passes for children and youth as part of the RAP, in order to allow children and youth to access critical social supports
- General, child and mental health issues (high demand on mental health supports for newcomers). Some programs have responded by consulting the advisory council to aid health care system voices in schools, municipalities

on how to build better integrating society

- A lack of financial support for ethnocultural and faith community groups, despite their enormous role in the integration process
- The critical need to both respond to the needs of the Syrian refugee families, and not to segregate them in programming apart from other newcomers (or other Canadians). Funders can support this by ensuring that additional supports for Syrian families are tied to existing programs, or offer flexibility for participation by newcomers from many cultural backgrounds
- Funding cuts in rural areas or communities with large number of newcomers make maintaining service offerings difficult
- Ongoing challenges with administrative burden of iCARE
- An ongoing need to connect with indigenous communities and engage during the integration process
- Ongoing challenges for Francophone/French-speaking newcomers in navigating additional barriers in labour market access

### **4. How do we know if we are succeeding? What information can we capture?**

Participants in this group acknowledged that this is a difficult challenge, and that often the individual stories of clients are the most effective

- We can know if we are succeeding by measuring clients' happiness or how satisfied they are
- The number of participants attending some kinds of newcomer programs; the number of referrals to various services; number of connections in the neighbourhood
- The level of connections newcomers have to social services
- The level of capacity of the family to function without service provider support (can they do something on their own that they previously needed support to do). Some agencies discussed that sometimes a positive measure of integration can be that a client has moved on from needing support from funded service providers, which can at times make the success difficult to document

- Narrative reports from settlement workers based on follow-ups with families
- Host family matching system – participant evaluations
- Public response, including evaluation of public perception of newcomers and/or measuring of the level of awareness of immigrant integration
- Third-party evaluation of newcomer programs
- Evaluation reports at schools (i.e. evaluation or orientation programs at schools)
- Measures of partnerships, including the extent of collaboration with the ethnocultural and faith community groups

## SUMMARY OF RECOMMENDATIONS

### Language

- Mental health issues are affecting language training. Wrap around care for clients and staff must be provided to ensure best language outcomes
- Increase Care for Newcomer Children (CNC) programming and investigate innovative alternatives for mothers for whom childcare is a barrier
- Expanding best practice of linking language training with parenting programming
- Increasing options for continuing language training while working

### Social Connections

- Increase financial support and involvement of ethnocultural and faith community groups to enable them to reduce social isolation in their communities
- Adaptations to programming to meet client needs, including interpretation, curriculum adaptation, trained volunteers
- Consistency of funding for rural programming to ensure service offerings are available wherever newcomers settle
- Transportation subsidies, especially for youth, are key to allowing newcomers to access available critical social supports
- Support host family initiatives in partnership with SPOs that will enhance newcomer integration

### Labour Market

- Encourage relationship building between SPOs and employers in order to assist newcomers with successful integration within the workplace
- Expanding capture of labour outcomes to include underemployment (different NOC code from country of origin), temporary position as a step to long term career goals, and medium and long term follow up after an employment intervention
- Encourage employers to include language learning at work options in order to improve workplace integration, career planning, employment maintenance and enhancement
- Keep focus on Qualification Recognition as key in long term integration and employment success

## ← Tweet activity



**MANSO @mansomanitoba**  
All participants are fully engaged in these thematic workshop groups.  
**#mansoconsult**  
[pic.twitter.com/Lo3Lypizn](https://pic.twitter.com/Lo3Lypizn)

**Impressions** 163  
times people saw this Tweet on Twitter

**Total engagements** 12  
times people interacted with this Tweet

## MANSO MOVING FORWARD

As one presenter put it at the beginning of Day 1, the resettlement of the recent surge of Syrian refugees was an adrenaline rush, an incredible experience and the finest demonstration of a talented and cohesive sector collaborating because that's what it has always done. We learnt and relearnt a lot about ourselves and each other and streamlined the intra and inter agency processes. This challenge was a unique opportunity to have everyone around the table, to build on existing partnerships between three

levels of government, the settlement sector, ethno-cultural community groups and main stream service providers. Greatly benefitting from the coordination experience at the Provincial level, stakeholders had a common goal to collaborate, reduce duplication in service, and effectively harness the heartwarming but overwhelming levels of community support and most importantly to meet Syrian and Canadian expectations for a coordinated and successful reception and settlement process.

Due to the unprecedented pace of arrivals there were missed overseas orientations, condensed orientations on arrival and pressure on staff, volunteers, temporary and permanent housing solutions and all other areas of settlement including health, language assessment and school registration. Experienced and newly-hired RAP providers were on call up to 24 hours a day and never said no to working longer and harder to meet the needs of the new arrivals. All funders, but particularly IRCC, stepped up to

provide new resources and the remaining gaps in support were filled by the ethno-cultural community groups. These groups worked tirelessly to welcome and reassure, and when necessary, advocate and mediate on behalf of the refugees. As another presenter said: “they will eventually stop being settlement clients but they will always be part of the community; we are there to break the social isolation”.

The most important lesson we have learned from this process is that the innovative models of multi-stakeholder coordination and settlement services delivery that are described as regional best practices or recommended for the future in this report, will improve the integration outcomes of not only the recent Syrian arrivals, but those of every newcomer we welcome to Manitoba.

The following table shows how MANSO can use the Lessons learned at this event to develop a strategic plan which will maximize the capacity of our sector to meet their clients’ needs.

MANSO PRIORITIES IDENTIFIED BY SECTOR	ONGOING MANSO ACTIVITY	8 KEY ACTION ITEMS	TIMELINE	OUTCOMES
COMMUNICATION Convene and manage conversation between SPOs, IRCC and other levels of government regarding concerns, gaps and emerging issues identified in the settlement sector. Coordinate data and evidence collection to support dashboard and identify service and funding gaps.	MANSO has established the following Committees <ul style="list-style-type: none"> <li>• PD Committee</li> <li>• Housing Committee</li> <li>• Care for Newcomer Children Committee</li> <li>• Employment Committee</li> <li>• Health Committee</li> <li>• Research Committee.</li> <li>• Newcomer Advisory Committee (In partnership with IPW)</li> </ul> EAL Language Sector Waitlist management coordination through quarterly calls	1. Work with sector to establish Manitoba’s Helping Immigrants Succeed outcomes in Labour, Social Connections and Language  2. Sector + IRCC meetings to share information and coordinate data selection and collection for Settlement Dashboard	1. Fall 2016 and ongoing  2. Quarterly – three by phone, one in person each year.	Appropriate services to address settlement needs will be available  Partners and stakeholders are engaged in settlement and implement strategies to address newcomer needs  Provision of settlement services is professional consistent, innovative and coordinated  Newcomer clients are fully supported in working towards their immediate and long-term integration outcomes

MANSO PRIORITIES IDENTIFIED BY SECTOR	ONGOING MANSO ACTIVITY	8 KEY ACTION ITEMS	TIMELINE	OUTCOMES
COORDINATION of inclusive tables for Refugee Response	<p>Convene and facilitate sector calls</p> <p>Employ 2 Refugee Response Coordinators</p> <p>Attend regular multi sector Refugee Resettlement Coordination Meetings</p> <p>Collect and submit data for the Refugee Response Dashboard</p> <p>Coordinated 2-day Lessons Learned Event and submitted report</p>	<p>3. Work with IPW and Provincial and Federal Multicultural Departments to ensure ethno-cultural community groups included in integration outcome conversation for all newcomers including at in-person annual sector conversation</p> <p>4. Develop a schedule and convene calls with service providers, IRCC and the Province to share information and select data to gather and upload to Dashboard</p> <p>5. Create a working group to develop a standardized needs assessment for RAP Providers</p> <p>6. Refugee Response Coordinators to update the settlement sector on Resettlement through e-newsletters</p> <p>7. Develop Manitoba specific information for SAH's and act as connectors for PSRs across the Province with SPOs</p>	<p>3. Ongoing – regular meetings to be led by IPW and Provincial and Federal Multiculturalism depts.</p> <p>4. Monthly</p> <p>5. Fall 2016</p> <p>6. Monthly</p> <p>7. Fall 2016 and ongoing</p>	<p>Enabling resources, expertise and knowledge of all stakeholders, including rural and francophone service providers, ethno-cultural community groups and SAHs to be shared from the beginning of the process.</p> <p>Making sure downstream service providers know what is happening at the reception and resettlement phase so that they can plan ahead.</p>

“They will eventually stop being settlement clients but they will always be part of the community; we are there to break the social isolation.”

MANSO PRIORITIES IDENTIFIED BY SECTOR	ONGOING MANSO ACTIVITY	8 KEY ACTION ITEMS	TIMELINE	OUTCOMES
<p>CAPACITY BUILDING</p> <p>Increase sector capacity and improve newcomer outcomes by building partnerships between MANSO and a wider range of stakeholders, between MANSO members and between SPOs and other supports including ethno-cultural community groups to work together to help clients meet their integration goals</p>	<p>MANSO part of many multisector networks including National Settlement Council (NSC) IPW Council, City of Winnipeg Citizen Equity Committee, Newcomer Language Advisory Body (NLAB), Western Region Working Group and Western Region Research Advisory Committee (WRRAC) and CCEDNET</p> <p>Regular meetings with Province and provincially- funded MANSO staff member to be a voice for sector concerns for newcomer outcomes relating to Provincial Departments including Health, Education, Youth, CFS, Employment/EI and Housing.</p>	<p>8. Support members' organizational capacity in social innovation, partnerships and leveraging in-kind and financial support. Provide PD opportunities to sector staff to increase capacity in identifying issues in meeting client needs and developing solutions (such as in-home conversation circles led by EAL volunteers and NISWs established by MANSO to meet need identified at Lessons Learned Event.) This initiative provides women with very low language levels and young children the opportunity to practice English, build their confidence levels and be referred to appropriate Settlement resources.</p>	<p>8. Ongoing</p>	<p>Build on best practices and scaleable pilot programming</p> <p>Reduce duplication or underutilized services and maximize use of existing funding</p> <p>Improve newcomer short-term and long-term integration outcomes</p>

## APPENDICES

### AGENDA





### Manitoba Lessons Learned Meeting June 29<sup>th</sup>, 2016 Winnipeg, MB, Radisson Hotel, 288 Portage Avenue

Day 1: Wednesday, June 29<sup>th</sup>

Objectives:


- Take stock of lessons learned from Syrian Refugee Resettlement Initiative in Manitoba
- Look forward to strategies for building a more responsive refugee resettlement system
- Envision future planning and coordination efforts for refugee resettlement



Time	Activity	Location/Room	
8:00am-9:00am	Registration and Coffee	Ambassador H	
9:00am-9:15am	Welcome & Opening Remarks Vicki Sinclair (MANSO), Laurie Sawatzky (MANSO Board President) & Nita Jolly (IRCC)	Ambassador H	
9:15am-10:30am	<b>Plenary: Promising-Practices, Challenges and Opportunities: Coordination &amp; Reception</b> Presenters will discuss promising-practices, as well as challenges and opportunities of the Syrian Refugee Resettlement Initiative, with focus on coordination and reception.  <b>Facilitators:</b> Nita Jolly, Immigration, Refugees and Citizenship Canada & Bequie Lake, Manitoba Association of Newcomer Serving Organizations  <b>Speakers:</b> <ul style="list-style-type: none"><li>Rita Chahal, Manitoba Interfaith Immigration Council</li><li>Boris Ntambwe, Accueil francophone</li><li>Arisnel Mesidor, Mennonite Central Committee</li><li>Idris El-Bakri, Manitoba Islamic Association</li><li>Nour Ali, Kurdish Association of Manitoba</li><li>Liz Robinson, Manitoba Education &amp; Training</li><li>Michelle Strain, MANSO</li></ul>	Ambassador H	
10:30am-11:00am	Break		
11:00am-12:00pm	<b>Workshop Discussions: Lessons Learned – Initial Resettlement</b> Attendees will break into thematic workshop rooms. Participants will be seated at designated roundtables where a facilitated discussion will review lessons-learned and priorities for future action from the Syrian Refugee Resettlement Initiative in Manitoba.	<b>Coordination, Engagement and Communications:</b> Preplanning, coordination, information sharing, community engagement, liaising with media, coordination of donations	Terrace East
		<b>Resettlement Services and Volunteer Management:</b> Airport reception, resettlement facilities, RAP services and use of volunteers	Ambassador H
		<b>Connections to Supports:</b> Initial needs assessments, partnerships for early supports, connections between sponsors and settlement organizations, case management for vulnerable clients	Ambassador D
*NOTE: Quiet space / prayer space is available throughout the event in Ambassador G. Participants are also welcome to gather in our break-out rooms during breaks and lunch hour.			

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12:00pm-12:45pm	Lunch (Ambassador H)		
12:45pm-1:45pm	<p><b>Plenary: Promising Practices, Challenges and Opportunities: Initial Settlement</b></p> <p>Presenters will discuss promising-practices used in three significant areas of early resettlement – housing, health and education (including K-12 and adult ESL).</p> <p><b>Facilitators:</b> Nita Jolly, Immigration, Refugees and Citizenship Canada &amp; Bequie Lake, Manitoba Association of Newcomer Serving Organizations</p> <p><b>Speakers:</b></p> <ul style="list-style-type: none"><li>• Heather Robertson, N.E.E.D.S. Centre</li><li>• Debra Schwyer, WELARC</li><li>• Hani Al-Ubeady, MIIC</li><li>• Health Representative</li><li>• Yasmin Ali, Canadian Muslim Women’s Institute</li><li>• Nour Ali, Kurdish Association of Manitoba</li><li>• Arisnel Mesidor, Mennonite Central Committee</li></ul>		Ambassador H
1:45pm-2:00pm	Break		
2:00pm-3:00pm	<p><b>Workshop Discussions: Lessons Learned Exercise</b></p> <p>Attendees will break into thematic workshop rooms. Participants will be seated at designated roundtables where a facilitated discussion will review lessons-learned and priorities for future action from the Syrian Refugee Resettlement Initiative in Manitoba.</p>	<p><b>Housing:</b> Temporary accommodation to transition to permanent housing</p>	Ambassador D
		<p><b>Health Services:</b> Mental and physical health needs of refugees particularly immediate health needs such as dental care</p>	Terrace East
		<p><b>Education/Language Training (Adult and Youth):</b> Youth and adult orientation, language assessment and referral, language training, education</p>	Ambassador H
3:00pm-3:15pm	Break		
3:15pm-4:15pm	<p><b>Discussion: Improving Manitoba’s Settlement and Integration System: Manitoba Dashboard and the Resettlement Assistance Provider (RAP) Experience</b></p> <p>Moderated by John Biles (IRCC), this discussion will begin by examining shared outcomes and the advantages of improving and scaling standardized tools such as the Manitoba Dashboard in order to support the work of service providers. The discussion will engage RAP providers and Sponsorship Agreement Holders in order to orient tools such as the Dashboard towards their needs during the initial resettlement phase and over the long-term as refugees transition into the broader settlement and integration sector.</p>		Ambassador H
4:15pm-4:30pm	<p><b>Summary of Day 1 and Adjournment</b></p> <p>Nita Jolly (IRCC) and Vicki Sinclair (MANSO)</p>		Ambassador H
<p><b>*NOTE:</b> Quiet space / prayer space is available throughout the event in Ambassador G. Participants are also welcome to gather in our break-out rooms during breaks and lunch hour.</p>			
<div> Join the conversation! Tweet using #mansoconsult</div>			

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 Immigration, Refugees and Citizenship Canada	 Immigration, Réfugiés et Citoyenneté Canada

## AGENDA



### Manitoba Settlement & Integration Consultation

June 30<sup>th</sup>, 2016



Winnipeg, MB, Radisson Hotel, 288 Portage Avenue

Day 2: Thursday, June 30<sup>th</sup>

#### Objectives:

- Collect input on settlement trends and emerging needs
- Inform stakeholders on the Helping Immigrants Succeed (HIS) strategy and engage in structured dialogue on how these three areas will be assessed moving forward
- Share information on funding opportunities and current research on settlement & integration outcomes
- Envision future sector planning and coordination efforts

Time	Activity	Location/Room
8:00am-9:00am	<b>Registration and Coffee</b>	Ambassador A
9:00am-9:15am	<b>Welcome &amp; Opening Remarks</b> Welcome of participants by summarizing learning from Day 1 and setting objectives for Day 2. Nita Jolly (IRCC), Laurie Sawatzky (MANSO Board President), and Vicki Sinclair (MANSO)	Ambassador A
9:15am-10:15am	<b>Plenary 1: Settlement and Integration in Manitoba: The Path Forwards</b> Panelists will discuss settlement and integration in Manitoba with particular emphasis on collaboration, client needs, and priorities for the future.  <b>Moderator:</b> John Biles, Immigration, Refugees and Citizenship Canada  <b>Speakers:</b> Corinne Prince St. Amand, Immigration, Refugees and Citizenship Canada Ben Rempel, Immigration and Economic Opportunities, Manitoba Education & Training Abdi Ahmed, Immigration Partnership Winnipeg Salwa Meddri, Francophone Immigration Network – Réseau en Immigration francophone	Ambassador A
10:15am-11:15am	<b>Plenary 2: Settlement and Integration: Evidence to Guide Action</b> Panelists will share information on evidence-driven tools that inform future priorities in the areas of policy, planning and service delivery throughout Manitoba.  <b>Moderator:</b> Vicki Sinclair (MANSO)  <b>Speakers:</b> Lori Wilkinson, Immigration Research West: “A Demonstration of Immigration Trend Data in Canada’s West” Co-authors: Joe Garcea, Jason Disano, Winston Zeng, Matthew Li and Jane Lu (University of Saskatchewan)  Mamadou Ka, Université de Saint-Boniface/Immigration Research West: “Ten years of Francophone settlement services in Western Canada and territories: realities and perspectives”  Rachael Pettigrew, Rural Development Institute: “Immigration Settlement Services in 6 Rural Manitoba communities: An inventory and opportunity assessment with a Focus on Refugees”  John Biles & Susan Coughlan, IRCC: “Towards a Settlement Dashboard for Manitoba”	Ambassador A
<b>*NOTE: Quiet space / prayer space is available throughout the event in Ambassador G. Participants are also welcome to gather in our break-out rooms during breaks and lunch hour.</b>		

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11:15am-11:30am	Break		
11:30am – 12:00pm	<b>Helping Immigrants Succeed (HIS)</b> Panelists will present the Helping Immigrants Succeed Strategy and explore its implications for service-providers. Speakers: John Biles, Immigration, Refugees and Citizenship Canada and Liz Robinson, Immigration and Economic Opportunities, Manitoba Education & Training	Ambassador A	
12:00 pm-12:45 pm	Lunch and Transition to Break-out Rooms		
12:45pm-1:30pm	<b>Working Lunch &amp; Workshop Discussions:</b> Attendees will break into thematic workshop rooms. Participants will be seated at designated roundtables where a facilitated discussion will review three cross-cutting priorities for Manitoba’s settlement and integration sector. Each participant will have the opportunity to engage in each theme once.	GROUP A: Language	Ambassador B
		GROUP B: Labour Market	Ambassador D
		GROUP C: Social Connections	Ambassador H
1:30pm-2:15pm	<b>Workshop Discussions: Round 2</b> Participants will discuss their second set of workshop themes. Participants will be seated at designated roundtables where a facilitated discussion will review three cross-cutting priorities for Manitoba’s settlement and integration sector. Each participant will have the opportunity to engage in each theme once.	GROUP A: Labour Market	Ambassador B
		GROUP B: Social Connections	Ambassador D
		GROUP C: Language	Ambassador H
2:15 pm-2:30 pm	Break		
2:30pm-3:15pm	<b>Workshop Discussions: Round 3</b> Participants will discuss their third set of workshop themes. Participants will be seated at designated roundtables where a facilitated discussion will review three cross-cutting priorities for Manitoba’s settlement and integration sector. Each participant will have the opportunity to engage in each theme once.	GROUP A: Social Connections	Ambassador B
		GROUP B: Language	Ambassador D
		GROUP C: Labour Market	Ambassador H
3:15pm-3:30pm	<b>Wrap Up and Adjournment</b> Wrap – up (Vicki Sinclair) Acknowledgements	Ambassador A	
	<b>*NOTE:</b> Quiet space / prayer space is available throughout the event in Ambassador G. Participants are also welcome to gather in our break-out rooms during breaks and lunch hour.		



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## QUICK FACTS ON THE SYRIA REFUGEE RESPONSE



# Quick Facts on the Syria Refugee Response

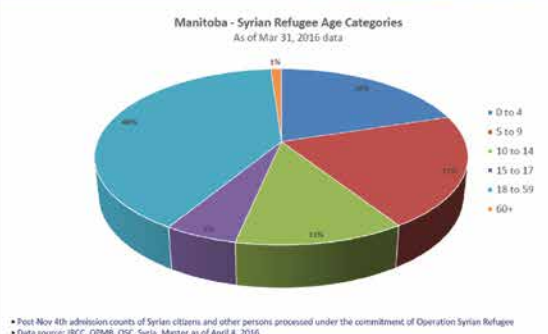
November 4<sup>th</sup> – March 31<sup>st</sup>, 2016

## Number of Families & Locations

Between November 4<sup>th</sup> - end of March, Manitoba received **928** Syrian refugees. 83% were Government Assisted Refugees (GARs), 13% Blended Visa Office Referred (BVORs), and 4% Privately Sponsored Refugees (PSRs). (A small number of GARs from other countries also arrived during the same period, as well as many families of PSRs from other countries).

All of the GARs that arrived during this period settled in Winnipeg (766). Winnipeg also saw the arrival of 37 Syrian PSRs and 37 Syrian BVORs, and the communities of Dauphin, Morden, Winkler, Altona, Kleeferld, Steinbach and Arborg also welcomed BVORs. Families have since arrived (or are expected soon) to Brandon, Carman, Portage la Prairie, Clandeboye\* and Steinbach.

## Syrian Refugee Age Categories

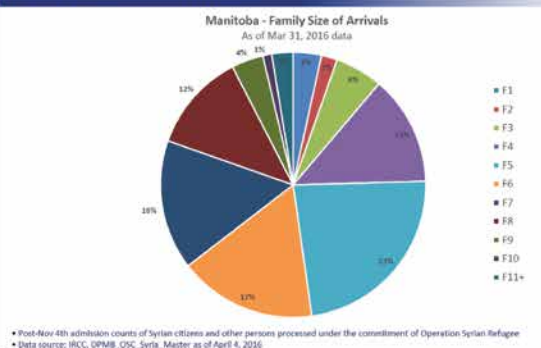


## Language Levels

96% of Syrian adults registered at Manitoba Start during this period speak Arabic as their mother tongue, and 3-4% speak Kurdish.

94% of Syrian adults assessed at WELARC during this period were between Literacy (fewer than 10 years of formal education) and Canadian Language Benchmark (CLB) 2, and 6% with a CLB 3 or higher.

## Family Size of Arrivals



## Work Experience

When asked about their work experience at Manitoba Start, 10% identified their experience in "Trades and Skilled Transport and Equipment Operators"; 8% in "Trades Helpers, Construction Labourers and Related Occupations", 6% in "Intermediate Occupations in Transport, Equipment Operation, Installation and Maintenance" and 5% in "Skilled Sales and Service Occupations". About 44% of clients (mostly women) had no declared work history outside of the home.

**Note:** We know that data only tells a small part of the story, but hope that this provides a good starting point for discussion.

Data excerpted from IRCC Dashboard, April 8<sup>th</sup>, 2016, with data provided by IRCC & service providers.

## FINAL PARTICIPANT LIST

Name	Organization
Abdikheir Ahmed	Immigration Partnership Winnipeg
Abdul-Bari Abdul-Karim	University of Manitoba
Adnan Alkhatab	Syrian Community
Aileen Clark	Université de Saint-Boniface
Alfred Koineh	Mount Carmel Clinic
Ann Tigchelaar	Enhanced English Skills for Employment
Anna Bird	Immigration and Economic Opportunities Division, Manitoba Education & Training
Arisnel Mesidor	Mennonite Central Committee Canada
Ben Rempel	Manitoba Education & Training
Ben Starkey	University of Manitoba
Ben Walker	Immigration, Refugees and Citizenship Canada
Bequie Lake	Manitoba Association of Newcomer Serving Organizations (MANSO)
Bintou Sacko	Accueil francophone
Blandine Ngo Tona	Sexuality Education Resource Centre (SERC)
Bonnie Gutscher	Immigration, Refugees and Citizenship Canada
Boris Ntambwe	Accueil francophone
Breanna Sawatzky	YWCA-YWCA of Winnipeg
Bram Strain	Manitoba Education & Training
Brian Dyck	Mennonite Central Committee Canada
Brigitte Desrosiers	Immigration, Refugees and Citizenship Canada
Bryan Magnusson	Winnipeg School Division, Adult EAL
Carolyn Trono	Coaching Association of Canada
Carmelle Mulaire	University of Winnipeg
Catherine Carlisle	Turtle Mountain School Division
Christian Michalik	Louis Riel School Division
Christine Quinlan	Immigration, Refugees and Citizenship Canada
Carlos Vialard	Immigrant and Refugee Community Organization of Manitoba (IRCOM)
Clive Wightman	City of Winnipeg
Codi Guenther	New Journey Housing
Colleen Chaban	Immigration, Refugees and Citizenship Canada
Colleen Einfeld	Immigration, Refugees and Citizenship Canada
Connie Jonasson	Immigration, Refugees and Citizenship Canada
Corinne Prince-St-Amand	Immigration, Refugees and Citizenship Canada
Dale Klassen	Immigration and Economic Opportunities Division, Manitoba Education & Training
Dan Sylvester	English Online
Deborah Handziuk	Manitoba Institute of Trades and Technology (MITT)
Deborah Slonowsky	Parkland Regional Settlement Services - Dauphin
Debra Schweyer	Winnipeg English Language Assessment and Referral Centre (WELARC)
Diana Turner	Manitoba Education & Training



Don Boddy	Portage Learning & Literacy Centre
Don Walmsley	Neepawa and Area Immigrant Settlement Services
Donna Wall	Immigration, Refugees and Citizenship Canada
Eugene Zalevich	Interlake Immigrant Settlement Services
Erika Frey	West Central Women's Resource Centre
F Richard Bruce	Westman Immigrant Services
Farouk Chebib	Syrian Community
Gillian McGrath	Swan Valley Settlement Services
Grace Eidse	Entry Program
Hani Al-Ubeady	Manitoba Interfaith Immigration Council (MIIC)
Heather Robertson	Newcomer Employment Education Development Services (N.E.E.D.S.)
Heather Rochon	Family Dynamics
Idris El-Bakri	Manitoba Islamic Association
Immaculate Nabisere	Manitoba Association of Newcomer Serving Organizations (MANSO)
Jamie Matwyshyn	Education & Training
Jana McKee	Seven Oaks Immigrant Services
Jayesh Maniar	Manitoba Education & Training
Jennifer Chiarotto	Office of Disaster Management
John Biles	Immigration, Refugees and Citizenship Canada
John R. Smyth	Aurora Family Therapy Centre
Jorge Fernandez	Immigrant Centre
Kathy Mestery	Manitoba Health
Karen Beaudin	City of Winnipeg
Karen Hamilton	Occupational Health Centre
Kelly Sims	Immigration, Refugees and Citizenship Canada
Laura Dupont	Immigration, Refugees and Citizenship Canada
Laurie Sawatzky	Regional Connections
Leila Chebib	Syrian Community
Linda Godin Sorin	United Way of Winnipeg
Liz Robinson	Immigration and Economic Opportunities Division, Manitoba Education & Training
Lori Wilkinson	Immigration Research West / University of Manitoba
Lorraine Brown	Asessippi Parkland Settlement Services
Lubna Usmani	Manitoba Islamic Association
Mamadou Ka	Immigration Research West / USB
Manola Barlow	Manitoba Nurses Union
Margaret von Lau	Newcomer Employment Education Development Services (N.E.E.D.S.)
Maria de Guzman	Manitoba Emergency Measures Organization
Marjorie Kelly	The Salvation Army, Barbara Mitchell Family Resource Centre
Marta Kalita	Manitoba Interfaith Immigration Council (MIIC)
Maryam Al-Azazi	Manitoba Association of Newcomer Serving Organizations (MANSO)
Maureen Clearwater	Immigration, Refugees and Citizenship Canada



Maureen Keelan	Age & Opportunity: Entry Program for Older Adult Immigrants
Michelle Strain	Manitoba Association of Newcomer Serving Organizations (MANSO)
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Mona Aduet	Pluri-elles
Monika Feist	Success Skills Centre
Mubo Ilelaboye	Spence Neighbourhood Association
Namrata Naz	Manitoba Start
Natasha Mohammed	Multiculturalism
Nita Jolly	Immigration, Refugees and Citizenship Canada
Noelle DePape	Immigration Partnership Winnipeg
Nour Ali	Kurdish Association of Manitoba
Pallabi Bhattacharyya	University of Manitoba
Paul MacLeod	Assiniboine Community College
Réal Déquier	Canadian Heritage
Rita Chahal	Manitoba Interfaith Immigration Council (MIIC)
Roselyn Advincula	Immigrant Centre
Salam Al Sayed	Syrian Assembly of Manitoba
Sally Ogoe	University of Manitoba
Salwa Meddri	Accueil francophone
Seid Oumer Ahmed	Manitoba Association of Newcomer Serving Organizations (MANSO)
Sheri Larsen Celhar	Winnipeg Regional Health Authority (WRHA)
Stephanie Loewen	Winnipeg Regional Health Authority (WRHA)
Steve Feldgaier	Healthy Child Manitoba Office
Steve Reynolds	Regional Connections
Steven Yurkowski	University of Manitoba
Sue Hoang	Winnipeg School Division
Sursh Palani	Kurdish Association
Susan Coughlan	Immigration, Refugees and Citizenship Canada
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Teresa Burke	Manitoba Association of Newcomer Serving Organizations (MANSO)
Thandi Ncube	Newcomer Employment Education Development Services (N.E.E.D.S.)
Toula Papagiannopoulos	EDGE Skills Centre, Inc.
Traicy Robertson	Society for Manitobans with Disabilities
Val Cavers	Mosaic Newcomer Family Resource Network
Val Zacharias	South Eastman English and Literacy Services
Vicki Sinclair	Manitoba Association of Newcomer Serving Organizations (MANSO)
Warda Ahmed	Social Planning Council of Winnipeg
Wendy Petersen	Westman Immigrant Services
Yasmin Ali	Canadian Muslim Women's Institute

## ACRONYM CHEAT SHEET



### Alphabet Soup – Settlement Acronym Cheat Sheet

	Name	Description
<b>APPR</b>	Annual Project Performance Report	Annual report completed by SPOs that are funded by CIC
<b>BVOR</b>	Blended Visa Office Referred Program	A new refugee stream which combines elements of government-assisted and privately-sponsored programs
<b>CCR</b>	Canadian Council for Refugees	A national non-profit organization, MIRSSA is a member
<b>CG</b>	Constituency Group	A SAH can authorize CGs to sponsor under its agreement and provide support to the refugees. Each SAH sets its own criteria for recognizing CGs.
<b>CISSA-ACSEI</b>	Canadian Immigrant Settlement Sector Alliance- Alliance canadienne du secteur de l'établissement des immigrants	Pan-Canadian "umbrella of the umbrellas" – composed of AAISA, AMSSA, SAISIA, MANSO, ARAISA & Multi-cultural Centre of the Yukon
<b>CLB - NCLC</b>	Canadian Language Benchmarks - Niveaux de compétence linguistique canadiens	An framework for assessment of English and French language levels for placement
<b>CPO-W</b>	Central Processing Office – Winnipeg	The office at which all applications for privately sponsored refugees are processed.
<b>FCR</b>	Foreign Credential Recognition	
<b>FCRO</b>	Foreign Credential Referral Office	Office of CIC; Mandate is to provide internationally trained individuals with the information, path-finding and referral services to have their credentials assessed and recognized
<b>FPT</b>	Federal Provincial Territorial	Describes collaboration between provincial, territorial and federal governments (there are several FPT tables related to immigration)
<b>FQR</b>	Foreign Qualification Recognition	
<b>GAR</b>	Government Assisted Refugee	
<b>G &amp; C</b>	Grants & Contributions	Mechanism through which CIC provides funding
<b>IELTS</b>	International English Language Testing System	International English language test for listening, speaking, reading and writing
<b>IFH</b>	Interim Federal Health	
<b>IPW</b>	Immigration Partnership Winnipeg	The Winnipeg LIP
<b>IRW</b>	Immigration Research West	Formerly known as the WCICC (Western Consortium on Integration, Citizenship and Cohesion). A research group of Western Canadian researchers with interest in immigration, citizenship, inclusion and related issues.
<b>LINC</b>	Language Instruction for Newcomers to Canada	Federal program
<b>LIP</b>	Local Immigration Partnership	A cross-sectoral partnership model funded and supported by CIC in many cities/communities
<b>MPNP</b>	Manitoba Provincial Nominee Program	
<b>NISW</b>	Neighbourhood Immigrant Settlement Worker	Neighbourhood-based settlement staff, specific to MB

<b>NSC</b>	National Settlement Council	A body made up of government (CIC and Provincial/Territorial) and settlement sector representatives that meets to discuss settlement & integration policy and programs.
<b>PID</b>	Policy Innovation Division	A division of Integration – FCRO develop policy through new economic and social innovation approaches to improve the integration of newcomers and refugees across the needs and skills spectrum.
<b>PN</b>	Provincial Nominee	
<b>PSR</b>	Privately – sponsored refugee	
<b>RAP</b>	Resettlement Assistance Program	Program that provides supports for GARs for the first year of time in Canada.
<b>RIF</b>	Reseau en immigration francophone – Francophone Immigration Network	A cross-sectoral partnership for stakeholders in francophone immigration, supported by CIC, province-wide
<b>SAH</b>	Sponsorship Agreement Holder	Incorporated organizations that have signed a formal sponsorship agreement with CIC
<b>TFW</b>	Temporary Foreign Worker	
<b>SPO</b>	Service Provider Organization	
<b>TEAM</b>	Teaching English as an Additional Language (EAL) to Adults in Manitoba	A TESL Canada associated professional organization that supports ESL/EAL teachers and students in Manitoba by providing professional development opportunities and advocacy
<b>TESL Canada</b>	Teachers of English as a Second Language Canada	National federation of English as a Second Language teachers
<b>WRWG</b>	Western Region Working Group	A working group of CISSA-ACSEI – composed of AAISA, AMSSA, SAISIA, MIRSSA & Multi-cultural Centre of the Yukon

