

## Day 3 Settlement – Session Summaries

*This summary is a longer version of the information included in MANSO's summit report.*

Most session presentations are available on the [MANSO website](#).

### Dialogue with Government: Visions and Directions for Immigration and Settlement Programming

Presenters: Corinne Prince – St. Amand, Director General of Settlement and Integration Policy (IRCC), David Kurfurst, c via distance (IRCC), John Biles, Acting Assistant Director Prairies and Northern Territories (IRCC), Ben Rempel, Assistant Deputy Minister, Manitoba Education & Training (Province of Manitoba)

This session provided an opportunity to hear up-to-date Federal and Provincial statistics and policy information and for participants to pose questions to National and Regional representatives from IRCC and the Province. John Biles gave a detailed update on the State of Settlement in Manitoba. David Kurfurst showcased preliminary findings from the recently completed national 2011-2016 Evaluation of the Settlement Program and Corinne Prince-St. Amand gave an overview of how the national direction affects Manitoba's sector. Finally, Ben Rempel gave an overview of the Province's role in immigration in Manitoba with a focus on its economic strategy linked to migration. This was followed by questions.

#### John Biles

- More effective settlement strategies developed through reorganization of PNT IRCC region staff into Urban and Small Centre teams.
- Sectoral coordination enhanced through indirect services such as the Umbrella organizations' quarterly calls and annual summits, and IRCC bi-weekly calls with provincial counterparts.
- Increased Anglophone and Francophone immigration to Prairies, therefore increased funding. Refugee and Economic Immigrant numbers also increasing in smaller centres. Evidence based funding proposals and decision making needed for clear pathways to successful outcomes.
- Manitoba has grown in all areas of service delivery and will surpass fiscal year client targets, especially in employment. If increased need is not entered into iCARE it will not be funded.
- IRCC Western Region has carried out or funded many evaluations to provide evidence for service needs. These include the Western Canadian Settlement Experience Survey, a longitudinal survey of Syrian refugees, and a survey of Francophone settlement service usage.
- MB statistics "tablemat" shows Support Services received 6% increase in funding. This includes increased childcare spots for language classes, so could be considered a part of Language funding, which has remained at a fairly consistent level.
- Sector needs to work together to be prepared for next CFP in 2019. This means enhancing transparency by identifying priorities and gaps and enhancing coordination and collaboration.

#### David Kurfurst

- Evaluation's primary focus on client outcomes, support services (e.g. childcare, transportation, translation), Local Immigration Partnerships (LIPs), and settlement usages/profiles.

- Secondary areas include internal program management, indirect services, and resources use.
- Client outcome survey of 130,000 clients received 16,000 individual responses. Results were linked to demographics and landing profiles using iCARE, providing a powerful data set.
- Results suggest client surveys need to be carried out by IRCC on a continuing and regular basis.
- Evaluation will be published and publically available after full sign off from government.

#### Key Evaluation Results

- Settlement program has been effective at meeting growing demand.
- Client outcomes are being met. Majority of newcomers have improved their language ability, many are employed, and majority are forming connections to the community and gaining knowledge about life in Canada. Flexibility is built into the program and it can be adapted for different areas. Impact of settlement services was quicker if a client had high human capital including a strong educational background.
- Two thirds of clients who received settlement services received Needs Assessments and Referral Services (NARS).
- Language training related to the workplace, including learning in a non-classroom environment, provides most benefit to clients.
- Almost 20% of all CLB clients advanced in all 4 skills. Most clients advanced one CLB level in one skill in a year.
- Local Immigrant Partnerships (LIPs) found to be largely successful in service provision. Able to engage non-traditional service providers, which impacted the integration of newcomers.
- IRCC Support Services are generally appropriate, but shortcomings in areas of mental health.

#### Corinne Prince-St.Amand

- Goal of the Settlement Program is to fully integrated newcomers. National baseline is 300,000 immigrants a year for 2017.
- Investments made in Manitoba 2017-2018 about \$45 million and is up by 6% from last year.
- IRCC particularly interested in piloting language in workplace as studies show better language acquisition and retention. In-house language learning benefits employers and employees.
- IRCC will shortly release a Call For Proposals for Service Delivery Improvement pilots, especially in areas of Language and Employment; 360-degree support for vulnerable clients; immigrant and refugee youth wellbeing, mental health, employment and leadership programming; and entrepreneurship, including mentoring, networking, and workshops. Newcomer employers hire newcomer employees so this is a good investment.
- Minister of Immigration, Refugees, and Citizenship is listening to the sector in consultations and is aware of the need for increased childcare services, depth and diversity in mental health supports, and increased pathways to permanency for International Students.
- Minister Hussen is looking into testing alternative funding models including Pay for Performance and areas of services more suited to grants than regular contribution agreements.

- Minister is aware of the reporting burden and the need to streamline narrative and financial reporting to make it more user friendly, but still provide the information needed for evidence-based decision making. Need to share iCARE data back with the sector.
- IRCC Settlement and Integration is now a single “sector” with over 400 staff and two branches – Settlement and Integration Policy (Director General – Corinne Prince-St. Amand) and Settlement Network (Director General – Stephanie Kirkland). First time in years a new “sector” has been created which shows the importance of immigration to the Government of Canada.
- IRCC is developing a bi-monthly newsletter to improve communication with provincial and territorial partners as well as with Settlement and Integration staff.

## IRCC Q&A

Q: E.g. Language training at work in the hospitality business can be logistically very difficult due to different work ending times and resulting childcare restrictions.

Q: Difficult to fund language training at work when some employees are Federally eligible clients and some are not.

A: Each program is tailored to meet the specific needs of the employers and employees.

Q: Are there mechanisms to ensure that spouses of international students who do not have strong language skills but wish to work are able to access jobs?

A: There should be more discussions on implementing training for international students’ spouses.

Q: Is there a mental health initiative in the settlement process at the IRCC level, and can it be expanded to include asylum seekers?

A: There is a Federal agenda on mental health as Health Canada is responsible for the mental health of newcomers at a national level. It is part of the \$700 million funding package.

Q: Will there be increased supports for older youth age 20-25 who are aging out of high school with an EAL designation diploma but not able to access higher education or employment and at risk of gang recruitment? There is a need to expand the definition of youth.

A: The needs of the vulnerable refugee youth are an IRCC priority

Q: How will you include the evidence of work being done by non-IRCC funded agencies in your settlement evaluations?

A: Settlement mapping by LIPS will create community level dashboards developed out of all statistical data sets that are at the hands of municipalities. Province-wide dashboards will include provincially funded services and help show where the gaps in services are. Need to align the information gathering so it is not duplicated, is coherent, and lessens the burden of reporting.

Ben Rempel

- We need to widen our doors and change public perception. Important to tell the success stories. E.g. Immigrants essential in STEM occupations, starting businesses, and research chairs.
- Since 2007, 70% of all immigrants to Manitoba came through Manitoba Provincial Nominee Program (MPNP). Program is strong as employment rates high in Manitoba. 90% of newcomers are staying in Manitoba but significant underemployment for immigrants.
- There will be a nomination plan. Province intends to take iterative approach to renew MPNP. Plan to roll out changes through partnerships and emphasize awareness of available pathways. Employers need to be involved at the front end of process.
- Many upcoming job openings are skill specific- need to prepare newcomers for these. Province working with employers to create in-demand occupation list. Need for constant communication with immigrants, employers, and SPOs on matching job requirements and client skills.
- International education useful for attracting global skills for employment, investment, and innovation. Skilled international students doing entry-level jobs to find pathways to permanent resident status not acceptable. Province seeking stronger partnerships with post-secondary institutions. Programs marketed to international students must lead to real opportunities.
- Need to support business entrepreneurs and start-ups that provide jobs for Canadians. Need to think creatively and proactively in cooperation with communities about business immigration programs. Canadians will all do better if they are able to support immigrants, just as we have collective interest in supporting Indigenous youth.
- Application fee for skilled workers introduced in June 2017. Revenues from this and existing fees for business applicants will be reinvested into improving program service standards, performance measurement, and other related services to support economic integration of immigrants and refugees. Call for Proposals will go out to the sector soon for settlement related projects. Planned partnership with Federal colleagues so Province can respond holistically.
- Planning and managing irregular arrivals is key. Numbers are dropping now but if another increase there will not be enough accommodation available through homelessness initiative. 80% of irregular arrivals are staying in Winnipeg and seeking social services.

#### Province Q&A

Q: Many families with a youth living with a disability applying for Permanent Residence are rejected because of projected costs of care for the child. Is there a plan to change this process?

A: Discussions ongoing at all levels of government for a long time. No solution found yet, but it is a priority. Need a policy that is ethical, legal, and fair to all Canadians who need access to these services.

Q: Youth who drop out of the education system become vulnerable to crime. Does the Province plan to invest in them earlier (with programs like the REDI program) instead of paying for repeated jail and rehabilitation experiences?

A: Yes, the government has been looking at this issue for a long time. Youth and the justice system front of mind for all levels of government. Intend to scale up the REDI program so no one misses out on work opportunities and it gets out into the regions as well.

Q: When will the Call for Proposals for integration projects come out?

A: Soon. Cycle of announcements coming up.

## Performance Measurement and iCARE

Presenters: Anne Couillard, Deputy Director, Settlement and Integration Policy (IRCC), David Kurfurst, Director of Evaluation (IRCC)

This session was intended to share information on the role of reporting, accountability, and ongoing evaluation in measuring the success of the sector. It was also a time for staff from iCARE and IRCC NHQ to address iCARE related questions from service providers. Anne Couillard and David Kurfurst co-presented “Reporting and Accountability, Understanding Success” via distance from Ottawa. Presenters were joined by colleagues from iCARE for the Q&A session.

The presentation emphasized the importance of:

- A rigorous approach to data and emphasis on results and delivery with a focus on outcomes.
- Extensive evaluation of programs, consultation between the sector and IRCC, and program design with expected immediate, intermediate, and ultimate outcomes with specific levels of outcomes for specific client groups.
- Measuring Performance using indicators at projects and program level using GCS, iCARE, APPR, Newcomer Outcome Survey and external Database Linkages.

Examples of findings from Annual Project Performance Report (APPR):

- Identified client needs include: improved foreign credential and work experience recognition, increased demand for Literacy and lower level CLB classes, mental health supports for trauma related issues, childcare, translation and transportation supports.
- Identified delivery challenges include: lack of support services, increased clients and longer waitlists, ineligible clients, client need for assistance with immigration paperwork, reporting requirements, staff turnover and local labour market conditions for employment services.

IRCC Next Steps

- Sharing the Settlement Program Evaluation Report.
- Implementing its recommendations, filling data gaps but reviewing current reporting requirements to alleviate burden.
- Reviewing and confirming the performance measurement strategy and establishing a sector outcomes working group.
- Implementing the Newcomer Outcomes Survey.

iCARE Q&A Responses

- IRCC welcomes input to improve effectiveness and accessibility of reporting. E.g. Narratives

- iCARE is a core element of settlement programming and related staff/time costs for additional data entry will be absorbed by IRCC.
- For confidentiality of client success stories, those analysing the data cannot identify the client once they are validated in the system.
- Much information is available in open portal data, but, if not, it may be possible to make special data request. E.g. Data by postal codes
- IRCC to follow up with iCARE on information lost due to limited data fields.  
E.g. Drop down menus do not allow staff to explain the reason for leaving EAL class was not client's decision but rather the result of class cancellation due to funding cut.
- Data entry training, e.g. on bulk entry, is available to minimize reporting burden.

#### Recommendations

- MANSO to discuss with IRCC helping support and coordinate webinars to answer iCARE and Open Data Portal FAQs from sector.

#### Discussions

##### Cluster Strategy

Presenter: John Biles (IRCC)

The Cluster Strategy was initiated in late 2016. It involves the grouping of similar services (e.g. language assessment), similar clientele (e.g. newcomer women), or similar institutions (e.g. small centres) across the Prairie Northern Territories (PNT) region who create communities of practice at learning events or via other strategies. John Biles provided an update on this approach to professional development.

##### Discussion Points

- Cluster Strategy is intended to provide infrastructure towards a feasible working plan for professional development. The aim is to eventually combine provincial and national strategies.
- Gatherings intended to demonstrate outcomes for similar kinds of work, reduce duplication in the provision of professional development, enhance services for vulnerable populations, create greater equity across regions and agencies, and determine priorities for CFP 2020. Not all areas have corresponding events, e.g. childminding, but innovative ideas are welcome.
- IRCC assessment of professional development needs across the PNT region revealed inequity in the distribution of professional funds, common PD needs or themes that could be addressed at an aggregate regional or community level, a need for small centres and/or northern providers to access additional PD resources, and the need for agency- tailored professional development. In fiscal year two, service provider organizations will be surveyed to determine ongoing need. In the meantime, agencies that have developed new programming in the interim can contact event organizers directly and seek further guidance from their program officer.
- 15 learning events or teleconferences held to date and 11 more planned for the remainder of this fiscal year.
- Funding for major conferences will be distributed equitably across agreements; one staff member can be sent per agency. Agencies should be strategic in their choices.

- Regional Professional Development Strategy Pilot will provide the opportunity for 75 settlement practitioners across the PNT region to participate in three of AAISA's Pre-Service Certification courses, including Client Needs Assessment and Action Plans, Basic Counselling Skills in a Cross-Cultural Context, and Managing Practitioner Stress and Burnout.
- Other accomplishments include the creation of standardized needs assessments for RAP agencies in the PNT region, pilot projects in Calgary and Edmonton to enhance the uptake of needs assessments, and the development of a classification of community connections programming that is being fine-tuned through service mapping exercises.
- The Cluster Strategy is designed to guide measurement of combined settlement outcomes and stimulate continuous improvement through evaluation of learning events. It provides for focused planning over the course of the fiscal cycle, the opportunity to share best practices and communities of practice across the PNT region, the prospect of leveraging technology to expand the reach of professional development training, and stronger proposals for the 2020 CFP.

### New Narratives and Strategies for Attracting and Retaining Immigrants in Smaller Regions Presenters: Yoko Yoshida and Howard Ramos (Dalhousie University)

In this workshop, researchers Yoko Yoshida and Howard Ramos unpacked a series of problematic statements about newcomers in small centres, drawing from their research based in Nova Scotia. This was followed by a discussion of the findings from a Manitoba perspective. Representatives from Saskatchewan and Alberta provided the small centre context in their provinces.

The following statements were discussed:

- 1) Smaller regions don't want newcomers
- 2) Smaller regions are not ready to support newcomers
- 3) Attracting economic immigrants is the best approach
- 4) All immigrants are the same
- 5) Family immigrants do not contribute to local economy
- 6) Immigrants in smaller regions struggle with economic integration

#### Discussion Points

- Immigration to smaller centres can be successful. Furthermore, the overall sense of community in many small centres can more effectively promote successful settlement and integration into the community.
- Notable similarities between small centres in Nova Scotia and Manitoba. Manitoba could be national leaders in small centre settlement and integration because of its unique successes. The trend is moving away from urban settlement to rural integration.

#### Recommendations

- Promote the reality that smaller regions want and need immigrants.
- Promote the economic success of immigrants in smaller regions. Tell the stories of newcomers and their wider economic impact on community. E.g. Stimulation to schools, hospitals, community programs. More than just an employment force.
- Explore more opportunities for gender balance.
- Explore the employment potential of spouses and partners who come with Principal Applicants.
- Tap into international university graduates.
- Continue to bust myths and change obstacles.





## Resettlement Roundtables

Each group focused on key gaps and priority actions within a specific topic. Key questions were:

- What are three key gaps that we would like to collectively address?
- What are priority actions to address each gap?
- Who should be part of the process? What are next steps?

Supporting Ineligible Clients and their Families
<b>Key Gaps</b>
<ol style="list-style-type: none"> <li>1. Fundamental ineligibility and inaccessibility for necessary services, e.g. language training           <ul style="list-style-type: none"> <li>• Lack of coordination and coverage by all levels of government</li> <li>• No service provider is able to do a needs assessment, yet different categories of ineligible clients means systems are difficult to navigate without support</li> </ul> </li> <li>2. Confusion among service providers, government, and clients about what services are available to whom and how they are accessed           <ul style="list-style-type: none"> <li>• Results in gaps in the system and clients going without services though they may be eligible</li> </ul> </li> <li>3. Parents applying for Permanent Residence are required to investigate cost of accessibility for their disabled child before they are able to apply</li> <li>4. CNC rules of not allowing children of different eligibilities to mix in the same childcare setting causes huge problems for service providers and creates major barriers to integration</li> </ol>
<b>Priority Actions</b>
<ol style="list-style-type: none"> <li>1. Fundamental ineligibility and inaccessibility for necessary services           <ul style="list-style-type: none"> <li>• Both IRCC and Province should provide funding for ineligible clients and IRCC should not punish service providers for providing service.</li> <li>• There should be more collaboration between government departments in order to provide needed funding i.e. Status of Women, Public Safety, INAC, ESDC</li> <li>• City of Winnipeg and Manitoba should adopt Access without Fear policy for undocumented people</li> <li>• SPOs should look for diversified funding in order to serve everyone.</li> </ul> </li> <li>2. Confusion among service providers, government, and clients about what services are available to whom and how they are accessed           <ul style="list-style-type: none"> <li>• MANSO should continue to work on providing information on accessible services for all ineligible clients.</li> </ul> </li> <li>3. Parents applying for Permanent Residence are required to investigate cost of accessibility for their disabled child before they are able to apply</li> <li>4. CNC rules of not allowing children of different eligibilities to mix in the same childcare setting causes huge problems for service providers and creates major barriers to integration           <ul style="list-style-type: none"> <li>• SPOs need to better understand the relationship between CMAS and IRCC, e.g. “guidelines” or rules?</li> </ul> </li> </ol>

Childcare: CNC and Beyond
<b>Key Gaps</b>
<ol style="list-style-type: none"> <li>1. Children with special needs cannot access supports because Manitoba is not licensed           <ul style="list-style-type: none"> <li>• CMAS is supportive but has limited capacity</li> </ul> </li> </ol>

- Staff need specific cultural sensitivity training
2. It is difficult to balance numbers to keep adult classes and CNC spaces filled
    - This often leaves no space for two classes
  3. Physical space requirements for babies further limit spots and delay parents' return to class
    - CNC requires 5.5m<sup>2</sup> per baby while the province only requires 3.3m<sup>2</sup>
    - Many parents end up waiting until child is 18 months old
    - Also lack outdoor space

#### Priority Actions

1. Children with special needs cannot access supports because Manitoba is not licensed
  - Develop joint proposal among CNCs to hire full time consultant to assist with issues and provide staff support
2. It is difficult to balance numbers to keep adult classes and CNC spaces filled
  - Continue discussion on improving logistics
3. Physical space requirements for babies further limit spots and delay parents' return to class
  - Work with CMAS to change rules re: space requirements for babies and outdoor space

### Small Centres Research Breakout Session

#### Research Premise

In this more structured roundtable, researchers Ray Silvius and Jill Bucklaschuk introduced the work of the MIRRA (Migration in Remote and Rural Areas) Network and the RPLC (Rural Policy Learning Commons) on international comparative policy research focused on migration in small centres. They facilitated a discussion among small centre SPOs about their research needs and ideas.

#### Research Needs and Interests

- Best practices in attracting newcomers to small centres
- Improving methods to locate newcomers
- Reasons for low uptake of formal settlement services
- Economic and social impacts of immigration on small centres
- Leveraging existing infrastructure and community supports/programs in small centres  
E.g. Transport

#### Ideas for Policy Briefs

- Effects of LMIA (Labour Market Impact Assessment) Federal Program on small centre immigration
- Improving investment by province and municipalities in small centre immigration in terms of funding, community supports, and strategic initiatives
- Potential to expand PSR/BVOR programs to allow for expedited process of receiving refugees and preparing sponsorship groups

#### Priority Actions

- Continue discussion between researchers and settlement sector on small centre research options

### Focus on Language

#### Key Gaps

1. Youth Language Training and Literacy
  - Particular challenges to address youth with literacy needs
  - 18-25 year old age gap- many of these students have a 10-12 year education gap. Adult language classes not appropriate. Students lack clear information about their educational plans, often become idle, and may turn to crime.
  - Parents lack knowledge of the educational system to support youth.
2. Stage 2 Gaps
  - Sudden loss of IRCC funding for higher level language classes
3. Multiple other issues
  - General literacy needs
  - Ineligible clients
  - Lack of options and flexibility in format and location of language programs for parents, e.g. informal
  - Challenge motivating students to attend programs despite multiple barriers
  - Staffing challenges with high turnover rates of qualified EAL teachers

Priority Actions

1. Youth Language Training and Literacy
  - i. Age Specific Programs and Content
    - Develop young-adult EAL classes with relevant topics E.g. Dating, employment, computers
    - Partner with SERC to provide information youth may not receive in countries of origin
  - ii. Link to Employment
    - Offer young-adult bridging programs to academic or employment pathways
    - Connect with 'in-demand' occupations, potentially through Apprenticeship Manitoba, and offer occupation-specific language training and task-based teaching E.g. Safe Work Manitoba funded presentations
    - Pilot REDI For Youth- REDIFY- potentially with Green Team
    - Involve employers to offer mentorship and potentially work placements
    - Partner with EIA to pay students while studying/working
  - iii. Blended/Online Learning
    - Offer distance/synchronous learning in 'virtual classrooms'

Online/Blended Learning Programs

Key Gaps

1. Lack of funding for development and delivery
2. Lack of buy-in and under-utilization of available resources by service providers
  - Service providers can be resistant to technology
  - Limited availability of cross-province high-speed internet
3. Lack of information sharing and professional collaboration

Priority Actions

1. Lack of funding for development and delivery
  - Research funding used by other online service providers and develop unique contextual proposals

<ul style="list-style-type: none"> <li>• Use waitlists as data for people who could be served by online learning</li> <li>• Find alternate funders E.g. Employers</li> <li>• Develop operational partnerships</li> </ul> <ol style="list-style-type: none"> <li>2. Lack of buy-in and under-utilization of available resources by service providers <ul style="list-style-type: none"> <li>• Actively support new initiatives for online learning</li> <li>• Demonstrate effectiveness through service provider example</li> <li>• Find and support student ambassadors</li> </ul> </li> <li>3. Lack information sharing and professional collaboration <ul style="list-style-type: none"> <li>• Develop centralized information platform and sharing forum for service providers, including an IT support department</li> <li>• Offer conferences and roundtables on specific topics</li> </ul> </li> </ol>
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<b>Employment: Qualification Recognition</b>
<b>Key Gaps</b>
<ol style="list-style-type: none"> <li>1. Lack of centralized navigator for internationally educated professionals (IEP)</li> <li>2. Limited bridging programs for IEPs</li> <li>3. Lack of recognition and acceptance of international education and experience, even in non-regulated occupations.</li> </ol>
<b>Priority Actions</b>
<ol style="list-style-type: none"> <li>1. Lack of centralized navigator for internationally educated professionals (IEP)</li> <li>2. Limited bridging programs for IEPs <ul style="list-style-type: none"> <li>• Develop strategy to increase bridging programs</li> <li>• Offer more mentorship programs</li> </ul> </li> <li>3. Lack of recognition and acceptance of international education and experience, even in non-regulated occupations. <ul style="list-style-type: none"> <li>• Collaborate with agencies to share consistent messages and dispel myths</li> <li>• Advocate and educate employers about employment equity</li> </ul> </li> </ol>

<b>Focus on Youth</b>
<b>Key Gaps</b>
<ol style="list-style-type: none"> <li>1. Overall challenge of collaboration for youth supports <ul style="list-style-type: none"> <li>• Some possessiveness of clients by service providers</li> <li>• Collaboration with ethno-cultural communities can work well, but sometimes youth struggle with cultural community expectations</li> </ul> </li> <li>2. Limited pathways for older youth <ul style="list-style-type: none"> <li>• Each school division has different policies, and schools within school divisions differ, which can result in lack of awareness of policy</li> <li>• Need to consider other needs of 17-25 year olds, beyond education and employment</li> <li>• Need youth leadership and youth voice</li> </ul> </li> <li>3. Challenge of intergenerational connections <ul style="list-style-type: none"> <li>• Working with parents and caregivers</li> <li>• Need to determine best format/forum for multi-generational programs</li> <li>• Parents need help to talk with youth about sexual health</li> </ul> </li> </ol>

<p>4. Related issues and challenges</p> <ul style="list-style-type: none"> <li>• Public perceptions of immigrant youth</li> <li>• Youth mental health gaps</li> <li>• Sexual health issues and lack of education for youth and parents</li> <li>• Need ways for ‘unattached’ youth to reconnect, and for youth who have been involved with justice system to reintegrate</li> </ul>
<p>Priority Actions</p>
<p>1. Overall challenge of collaboration for youth supports</p> <ul style="list-style-type: none"> <li>• Create opportunities for different youth programs to connect with one another</li> <li>• Create opportunities for youth programs to talk with ethno-cultural communities</li> <li>• Collaborate on continued gang prevention work</li> </ul> <p>2. Limited pathways for older youth</p> <ul style="list-style-type: none"> <li>• Advocate to school divisions to make sure everyone from teachers to admin are aware of policies</li> <li>• Province to release newcomer education consultation results</li> <li>• Pilot 30E and 40S courses</li> </ul> <p>3. Challenge of intergenerational connections</p> <p>4. Related issues and challenges</p> <ul style="list-style-type: none"> <li>• Look into potential for Umoja newcomer-police community connection program to return</li> </ul>

<p>Effective Referral Pathways</p>
<p>Key Gaps</p>
<p>1. Funder rules and restrictions are not necessarily in line with client needs and can result in clients pursuing alternative methods.</p> <ul style="list-style-type: none"> <li>• E.g. Clients use kijiji to find housing since going directly through private landlord can be less cumbersome than through government funded agency.</li> </ul> <p>2. Lack of understanding within the sector, and within the ethno-cultural communities, of what services are available from different funded/non-funded groups does not present comprehensive options.</p> <ul style="list-style-type: none"> <li>• Even with central registration, clients not always given all options that would suit their needs. Interagency referrals often based on frontline staff knowledge and partnerships, not exact needs of clients. Clients often choose based on friend/family recommendations, not on comprehensive pathways.</li> <li>• Some private sponsors not aware of available settlement services or think they are failing in their supports if refer the newcomers to funded services that they are eligible for.</li> <li>• Ethno-cultural groups and many SPOs rely on volunteers but do not have the capacity to manage these volunteers and volunteers do not always have time to take training, or have the correct liability insurance for some tasks. Protocols on individual case files can be a risk management issue.</li> </ul> <p>3. Competitive funding model detracts from collaboration.</p>

- Agencies are encouraged to act as a community of practice with collaborative impact, but are funded by numbers in iCARE. This does not always lead to sharing clients or information.

#### Priority Actions

1. Funder rules and restrictions are not necessarily in line with client needs and can result in clients pursuing alternative methods.
2. Lack of understanding within the sector, and within the ethno-cultural communities, of what services are available from different funded/non-funded groups does not present comprehensive options.
  - SPOs must work closely and share information with ethno-cultural communities and volunteers. Use this social capital to have external back up of sector referrals. Respect the trust given to informal settlement supports, but ensure the information is up to date and correct.
  - Recognize and build capacity of ethno-cultural groups to continue to provide vital settlement supports outside of office hours and in the first language. E.g. Interpreting, parenting, driving, heritage language and afterschool programming. Still, recognize not all clients choose to connect with their ethno-cultural/country of origin groups and must have other options.
  - Continue to share referral information for private sponsors on SAH website and in their orientation. Sector to update and reinforce regularly.
3. Competitive funding model detracts from collaboration.
  - Support multifaceted case management for complex needs (e.g. settlement counsellor, employment counsellor, and EIA representative) so many issues can be dealt with in one meeting and clients do not fall through the gaps. This includes detailed referrals for vulnerable clients.
  - Hold regular gathering of formal and informal settlement support givers to allow for networking, building of effective referral pathways, reduction of duplication of services, and improved client outcomes.

### Pre and Post Arrival Information and Orientation

#### Key Gaps

1. Newcomers receive outdated information from websites and wrong information from family/friends
  - Cultural information and expectations are not based in reality
2. Website information is inaccessible
  - Only available in English and French, not user-friendly sites
  - Online options vital for mobility-challenged people
3. People with regulated occupations have limited ability to start qualification process pre-arrival

#### Priority Actions

1. Newcomers receive outdated information from websites and wrong information from family/friends
  - Develop pre-arrival interaction with experts and SPOs E.g. Skype
  - Destination Manitoba create videos of first hand experiences/stories
2. Website information is inaccessible
  - Improve usability of websites and translate sites into multiple languages

3. People with regulated occupations have limited ability to start qualification process pre-arrival
  - Develop occupation specific information packages per province, including details on process, required documents, cost

## Newcomer-Indigenous Relations

### Key Gaps

1. Lack of knowledge
  - Despite strong interest from newcomers and ethno-cultural communities, lack of education about Indigenous perspectives, particularly for new language learners, leads to perpetuation of stereotypes
2. Funding limitations
  - Siloed funding detracts from opportunities for synergies in programming and connections between communities E.g. Joint transition programs, childcare
3. Fundamental community connections
  - As original inhabitants of this land, Indigenous people must play a fundamental role in welcoming newcomers, not be positioned as an afterthought

### Priority Actions

1. Lack of knowledge
  - Expand existing materials for newcomer language students and teachers E.g. IRCOM pilot, MANSO Indigenous Insights
  - Emphasize community-led and experiential learning to connect with people and the land
  - MANSO develop comprehensive resource list with specific language training sources and additional sources (including French resources) in partnership with other umbrella groups E.g. 8 Fires, Red Rising Education ed., Kairos blanket activity, MCC guide, Aboriginal Education Directorate
2. Funding limitations
  - Expand government and non-government funding sources focused on connections
  - Emphasize Indigenous-Newcomer relations as part of “Community Connections” in future CFPs
  - Address bureaucracy that separates program participants by funding category E.g. Newcomer vs. Indigenous, Provincial vs. Federal funding
3. Fundamental community connections
  - Prioritize welcoming processes with 1<sup>st</sup> Nations taking the lead E.g. Welcoming events/ceremonies, Indigenous Constituent Groups for refugee sponsorship
  - Support genuine engagement of Indigenous communities as partners with capacity building in both communities E.g. IPW Newcomer Indigenous Sector Table
  - Develop joint orientation/life skills programs for Indigenous and international newcomers to urban centres