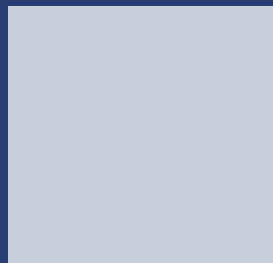
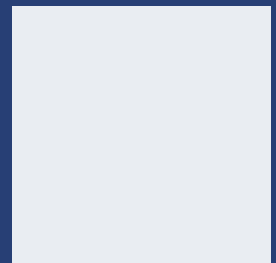
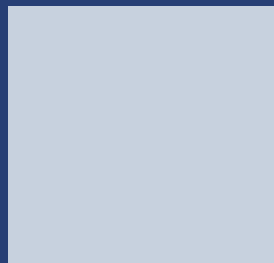
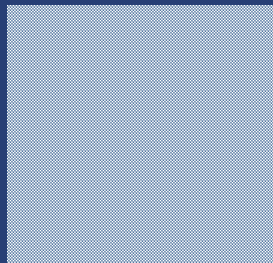
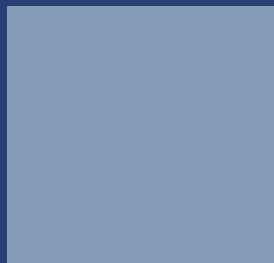
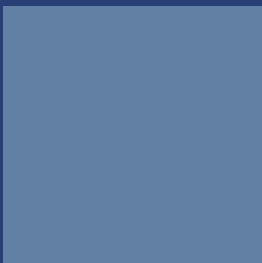
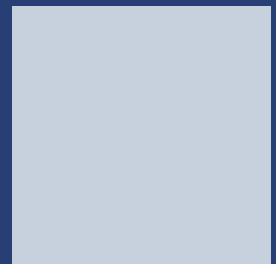
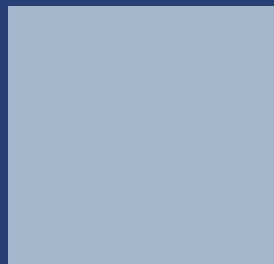
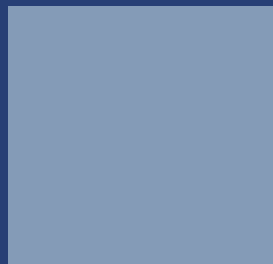


Report

Settlement Program Priorities for the Atlantic Region

Prepared by: Atlantic Region Association of Immigrant Serving Agencies (ARAISA) and Société Nationale de l'Acadie (SNA)

Fall 2018



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Introduction

The purpose of this report is to present the Settlement Program priorities for the Atlantic region within the context of Immigration, Refugees and Citizenship Canada's (IRCC) 2019 settlement and integration call for proposal process.

The findings of the report are based on a series of stakeholder consultations carried out jointly by the Atlantic Region Association of Immigrant Serving Agencies (hereafter ARAISA) and the Société Nationale de l'Acadie (hereafter SNA) in the fall of 2018.

Profile of key partners

ARAISA

ARAISA is the regional umbrella group and collective voice for organizations committed to immigrant settlement in Atlantic Canada. ARAISA's mandate is to identify and to address the needs and concerns of immigrants and immigrant service providers and agencies in the Atlantic Region. This organization is comprised of member agencies from the four Atlantic Provinces.

SNA

The SNA is a regional organization whose main objective is the promotion and defense of the rights and interests of the Acadian people of the Atlantic Provinces. As part of its mandate, the SNA coordinates the *Comité atlantique sur l'immigration francophone* (CAIF), a collaboration mechanism for Francophone immigration stakeholders in Atlantic Canada.

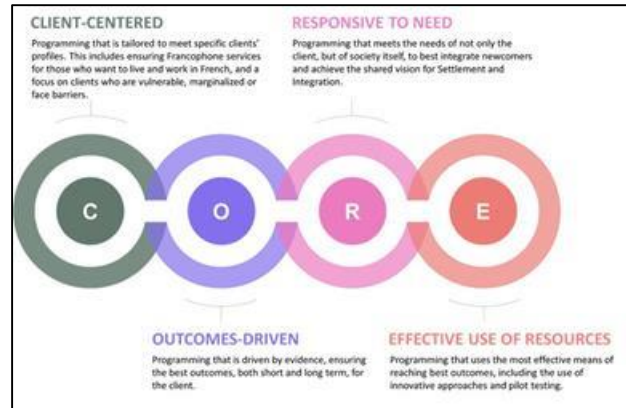
Consultation method

ARAISA and SNA collaborated to organize and carry out bilingual consultations in four communities, as follows:

- October 2, 2018 – Manuels River, Newfoundland and Labrador
- October 4, 2018 – Truro, Nova Scotia
- October 30, 2018 – Miramichi, New Brunswick
- November 1, 2018 – Summerside, Prince Edward Island

In each case, ARAISA and SNA invited between 40 and 60 stakeholders, including settlement and community organizations, municipal, provincial and federal representatives, employers and representatives from the business, health and education sectors.

The organizers used IRCC’s shared vision as a conceptual framework for much of the discussions. The shared vision consists of an acronym “CORE” with four key themes: Client-centered, Outcome-driven, Responsive to need and Effective use of resources. They asked participants to break out into small groups of 7 to 8 people and respond to specific questions. The following section “Findings” presents a summary of what the organizers heard at the four regional meetings.



ARAIISA and the SNA (CAIF) then convened their members to a half-day, bilingual session in St. John’s, Newfoundland and Labrador, to discuss preliminary conclusions and establish priorities. The result of that work can be found in a section below titled “Priorities”.

Findings

Client-centered

What does “client-centered” programming look like? Does it differ from existing models? If so, how?

Participants said that a “client-centered” approach to program delivery means an approach that places critical importance on client strengths and needs and that has built-in adaptability and flexibility to respond to unique and evolving situations. They indicated that the needs of newcomers are diverse and vary depending on various factors, including language, education, age, country of origin, employment status and family status. Several referred to the need for enhanced wraparound programming, that is to say a range of services that are intended to “wrap around” the clients in a way that supports them in all aspects of their life. Several participants suggested that the IRCC contribution agreements with Service Provider Organizations (SPO) were too prescriptive and did not provide sufficient flexibility to ensure such a service delivery approach.

Are there modes of service delivery that are more effective for certain client groups than others?

Building on the response to the previous question, participants generally said that an inclusive approach that takes into account the many intersecting identities of clients is the most appropriate mode of service delivery. For some, the case management model provides a collaborative process for assessing, planning and delivering services to meet a newcomer’s needs. According to those consulted, vulnerability is often most acute when a newcomer lacks health, education, language

skills and social/family support. Some of the most vulnerable newcomer populations are young, single parents, persons with disabilities, seniors and members of the LGBTQ+ community. Special attention needs to be paid to understanding those vulnerabilities and appropriately responding to them. For example, SPO services should reflect trauma-informed approaches and practice. Participants stressed that Government-Assisted Refugees (GAR) need greater support than economic immigrants. It was mentioned that French-speaking GARs could benefit from the additional support of a Francophone Resettlement Assistance Program (RAP) SPO to support them in the Atlantic region.

Are there any service gaps for specific client groups?

Participants offered a long list of service gaps for specific client groups.

First, they discussed gaps (or particular barriers) faced by rural newcomers. The most common themes discussed were:

- Transportation or lack of access;
- Language services/ability to converse regularly in English/French;
- Interpretation services;
- Affordable childcare;
- High speed Internet;
- Impacts of the above on ability to learn language, apply for jobs, keep in contact with family etc.;
- Access to specialized care/specific needs or even healthcare in general;
- Affordable rental housing;
- Employment opportunities;
- Cultural inclusion (i.e., places of worship, food);
- Services to Temporary Foreign Workers.

Secondly, participants identified a number of gaps or barriers for Francophone newcomers. Recurring themes included:

- Lack of a Francophone SPO holding a RAP contract to serve Francophone refugees in the Atlantic region;
- Francophone newcomers may not be made aware that they can choose to integrate in Francophone communities;
- Transition from temporary to permanent resident status (especially for Francophone international students).

Since many Francophone communities in the Atlantic region are located in a rural setting, some pointed out that the rural settlement gaps/barriers also apply.

According to those consulted, gaps also exist for the most vulnerable newcomer populations, that is to say refugees, children/youth, single parents, persons with disabilities, seniors and members of the LGBTQ+ community.

Outcomes-Driven

How do we measure successful settlement? Integration?

Participants recommended several indicators to measure successful settlement and integration. The most common theme to emerge from the discussion revolved around the concept of retention. That indicator seems to best capture a newcomer’s happiness and sense of belonging, two commonly desired outcomes for settlement services. This being said, many commented on the lack of a common definition for “retention” and the challenges of SPOs to appropriately measure this indicator.

Other common indicators mentioned during the discussions included:

- Newcomer satisfaction;
- Employment;
- Access to services (i.e., language training, health, education, childcare, housing);
- Social inclusion;
- Welcoming community.

Are there community-based outcomes to include in measuring successful integration?

In response to this question, many participants mentioned that “participation” was the best possible outcome to include in measuring successful integration. Participation is seen as good evidence of social inclusion. According to those consulted, participation can take different forms in a community. This includes volunteering with a community organization (i.e., sports, arts, religion, hobbies, clubs), attending events, launching new multicultural activities or events, serving on community boards, etc. Participants also noted that newcomers taking on leadership roles in the community – and being accepted as such – was a true sign of deep integration. Other recurring themes included:

- Running for public office;
- Newcomer children participating in community programming;
- Learning a new language.

What is the role of clients in determining and measuring success?

According to those consulted, clients have a key role in determining and measuring success. First, clients must be involved in defining “success.” In the words of one group: “Ask clients ‘What does success look like for you?’” Then, clients should be able to provide feedback through surveys,

interviews and focus group sessions. Some participants also indicated that language/interpretation services sometimes need to be available to facilitate inclusive participation by newcomers.

Responsive to need

How do we attract and retain multiple players at community planning and implementation tables to better support long-term integration?

Participants provided numerous examples and ideas as to how partnerships could be built and solidified at the local level. The main points can be summarized as follows:

- **Clear roles and responsibilities:** The foundation of solid partnerships is clear roles and responsibilities at the local level. Participants underscored the need for ongoing communications among partners to minimize gaps and overlaps. In this regard, the role of Local Immigration Partnerships (LIPs) was widely supported by participants in the four Atlantic Provinces.
- **Broad composition of local committees:** The general view is that broadening the composition of the planning and implementation forums and committees as much as possible is desirable. This includes making sure that newcomers themselves have a voice at those tables.
- **Resources:** Attracting and retaining multiple players and forging meaningful partnerships rarely happen by chance. The process requires key resources, particularly time, motivated leadership, regular communications and informed and experienced staff.

What programming helps to create more welcoming communities?

The general opinion to emerge from the discussions is that host communities have a critical role to play in the successful integration of immigrants. Communities stand a better chance of becoming truly welcoming if they can deploy the right combination of resources (financial and non-financial) toward client services, public education, stakeholder engagement and community partnerships. The following are key ideas to emerge from the discussions.

- **Enhancing public education and awareness:** Settlement and integration are facilitated when the community as a whole understands the importance of welcoming newcomers. There is an ongoing need to dispel myths, raise awareness, share facts and highlight the value of diversity to make sure Atlantic Canadians include immigrants in the daily life of their communities. Interventions are needed at all levels, including settings such as workplaces, public institutions, hospitals, schools and churches.
- **Organizing social events.**

- Identifying community champions to support newcomer families.

Are there partnerships that could be strengthened to help us (governments, the settlement sector, communities, et. al.) achieve our goal of an inclusive society?

As mentioned previously, there was widespread support for the view that partnerships could be strengthened and expanded to facilitate the settlement and integration of newcomers in Atlantic Canada.

At the highest level, participants spoke of the need for continued effort to break down silos among various government agencies. In the words of one group: “We need all levels of governments and relevant departments at the table (not just immigration).” Some stated that IRCC’s funding mechanisms are designed in such a way to deter collaboration among community partners instead of encouraging them. “Funding needs to be granted in a way so as not to create competition among partners” is the way one group put it.

Participants also mentioned that all communities are unique and that partnership configurations need to reflect the distinct realities. They said that non-traditional players should be invited to join the conversations. These include:

- Trade groups and professional associations;
- Libraries;
- Financial institutions;
- Post offices;
- Recreation organizations;
- 4-H;
- Women’s Institute;
- Habitat for Humanity.

Effective use of resources

Are there alternative and innovative solutions to help contain costs and capitalize on efficiencies?

Participants offered numerous ideas for alternative and innovative solutions to help contain costs and capitalize on efficiencies.

The most common theme to come to light from the discussion relates to red tape. According to many participants, IRCC’s reporting requirements place an unnecessary burden on SPOs. There are opportunities to streamline and simplify reporting requirements as well as to enhance flexibility in Contribution Agreements. Further, there was support for extending the duration of multiyear agreements.

Several participants also mentioned that efficiencies could be found in more cohesive partnerships and collaboration on the ground. For example, through better partnerships, there are opportunities to leverage and pool existing resources such as volunteers, technology and equipment. Some mentioned that local immigration partnerships were a good way to share information and perhaps identify underutilized community resources.

Other ideas included:

- Making optimal use of technology and online services (like Tutela¹);
- Better pay for settlement workers to minimize turnover;
- Sharing best practices.

What opportunities exist for funded organizations to collaborate, develop partnerships or leverage the contribution of other sectors?

In addition to several points already discussed above related to leveraging partnerships, participants indicated that several existing models work well and could be enhanced. For example, umbrella organizations such as the Atlantic Region Association for Immigrant Serving Agencies (ARAISA) and the *Comité atlantique sur l'immigration francophone* (CAIF) of the *Société Nationale de l'Acadie* (SNA) were cited as excellent forums for key settlement and integration partners to share information and collaborate. Local immigration partnerships (LIPs) are another example that came up several times during the regional gatherings.

Some participants mentioned that co-location is another way for funded organization to strengthen linkages and share information and resources.

What areas of current programming should be diminished, to place greater emphasis on other areas?

Building on some of the comments reported above, participants indicated that all areas of programming are important and should not be diminished. However, several said that there is an ongoing need to re-evaluate and adapt programming. Some suggested that there are opportunities to produce better results at the current level of funding. For example, they repeated that IRCC's reporting requirements could be streamlined, allowing SPOs to dedicate more time to client service provision.

Other points included:

- Reduce duplication of services;
- Monitor overlapping services;
- Optimize use of technology.

¹ <https://tutela.ca/PublicHomePage>

Priorities

Reducing red tape

Under their respective contribution agreements, SPOs providing direct services are required to submit a number of reports to IRCC (i.e., client service data, financial claims, cash flows, narrative reports and annual project performance reports, etc.)

A number of individuals consulted for this report indicated that IRCC's reporting requirements are excessive and take away from their core function of serving newcomers and building partnerships. A top priority stemming from the consultations was the recommendation that IRCC review its reporting requirements with a goal of streamlining reporting processes while maintaining accountability.

Some concrete examples include:

- Introducing some flexibility in managing contribution agreement amendments to respond to emerging needs;
- Simplifying reporting requirements, particularly for low-risk agencies and agreements below a certain funding-level or dollar value threshold;
- Allowing more flexibility in budgets to permit carryover slippage from one fiscal year to the next;
- Harmonizing reporting requirements with provincial counterparts.

Expanding or Enhancing services that help newcomers gain and maintain employment

The general view among participants is that employment is a key indicator of economic inclusion, and ultimately, long-term integration into a community. To better support this outcome, participants felt there is a need to enhance and expand services designed to help newcomers gain and maintain employment.

More attention should be focused on matching newcomer skills with the labour market through initiatives such as wage subsidy² or internship programs. It is equally important for employers to gain a better appreciation of how newcomers can help them reach their own business objectives, and then create a work environment that is culturally competent. In this regard, participants said

² The province of Prince Edward Island was said to have a wage subsidy program designed to help newcomers obtain their first Canadian job. Although limited in scope, the program is considered highly effective.

that accompaniment services and cultural competency training for employers is consistent with IRCC’s employment-related direct services and should be treated as such.

Other priorities for improving services that help newcomers gain and maintain employment include:

- Overcoming barriers related to foreign qualification recognition;
- Innovating through projects such as Ryerson University’s Magnet initiative³;
- Helping employers and employer groups like Chambers of Commerce celebrate and recognize inclusive hiring practices.

Evaluating the framework for direct, support and indirect services

As mentioned previously, a recurring theme throughout the consultations in the Atlantic region has been the need for flexibility in IRCC’s settlement and resettlement programming. There was considerable discussion about how program streams are defined and understood by stakeholders (i.e., the array of direct and indirect services) as well the need for adaptability to support program delivery.

The general view is that IRCC’s contribution agreements are too limiting, which can deter innovation. For example, it was stated that the current contribution agreements are structured such that there is a percentage of 20% (unless a request for an exception is made and accepted) cap in each agreement for support services. This limitation can have an adverse effect on a SPO’s ability to deliver services to families as well as to provide these supports in rural and remote locations (i.e., childcare or transportation). Without built-in flexibility to draw from other budgetary envelopes, service delivery as a whole suffers, to the expense of newcomers.

Participants also made it abundantly clear that there is an ongoing need to promote diversity and to enhance cultural awareness within Atlantic Canadian communities. Many spoke of the lack of understanding by many Atlantic Canadians of the need to welcome newcomers in their communities. In the words of one participant: “We need to combat the myth that newcomers are taking over our jobs.” In particular, this issue came up frequently in the context of discussion about rural immigration. Some pointed out that SPOs are routinely asked by their respective communities to deliver “awareness programs” and that such activities should be considered a direct service under IRCC’s program guidelines.

³ Magnet is a not-for-profit social initiative co-founded in 2014 by Ryerson University and the Ontario Chamber of Commerce, with an aim to eradicate youth and new immigrant unemployment and underemployment. For more information, see <https://www.ryerson.ca/career/about-us/Magnet/>

Enhancing SPO capacity to assess and meet newcomers' needs

During the consultations in Atlantic Canada, there was an acknowledgment that immigration is essential to the region's demographic sustainability and labour force growth and that, as intermediaries between newcomers and local communities, settlement service agencies play a vital role. The discussions also reflected the sheer complexity of the immigration process.

One of the key priorities from the discussion is the need for better capacity to assess and meet newcomer needs in a complex environment, and more specifically professionalization within the settlement sector. Several participants agreed that the sector lacks professional standards for practitioners. There was also recognition that SPOs want to support professional development for front-line workers to ensure that they have the training and specialized knowledge to support diverse populations.

In this context, there was also considerable discussion regarding assessing and meeting the needs of vulnerable populations. Participants talked about vulnerability from a number of perspectives, notably: isolation, sex (women), language, sexual orientation, disability as well as numerous barriers to employment such as lack of education. According to those consulted, there are an increasing number of vulnerable clients that require dedicated resources, training, etc.

Without limiting the importance of the above-mentioned vulnerability factors, during discussions special attention was paid to trauma and mental health problems. The information gathered for this report suggests that SPOs are often not adequately resourced or equipped to deal with the trauma and mental health issues that newcomers face. This is an issue that needs to be addressed both from a funding and a service delivery approach. In this regard, some participants referred to the benefits of a trauma-informed approach.

Other specific priorities to improving SPO capacity to assess and meet newcomers' needs include:

- Utilizing a case management approach where staff from several teams are able to support the client pathway;
- Providing a variety of appropriate program delivery options (face-to-face, distance/online/blended, outreach programming) to ensure that individuals with differing needs are able to access settlement programming in a timely manner;
- Ensuring that clients have ongoing input into their settlement process.

Fostering innovation and integrating technology

Fostering innovation and integrating technology in settlement and resettlement service delivery was another recurring theme throughout the consultations in the Atlantic Region. This issue was approached from a number of perspectives.

First, many referred to the Immigration Contribution Agreement Reporting Environment (iCARE), a system used by SPOs to report on clients served as per their Contribution Agreements. A great deal of effort is deployed by SPOs to comply with the requirements of this platform. Through iCARE, SPOs provide information regarding their respective programs and the services provided to the clients. According to several participants, although iCARE seems to be effective at capturing output data, it fails to generate relevant information about program outcomes. There is value in such innovations, but training and resources would be required to capture and report this type of information.

Other priorities to improve settlement services through innovation include:

- making optimal use of technology to reach newcomers in rural areas and thereby minimizing barriers to service provision;
- bridging the gaps between ‘have’ and ‘have not’ communities through technology; (service provider organizations do not always take advantage of the available technologies or are unaware of potential efficiencies (e.g. bulk uploads to iCARE). This could benefit small- and medium-sized organizations;
- Improving IRCC’s information telephone line to enhance SPOs’ ability to respond to questions and provide quality service;
- Although there is no substitute for face-to-face support, some clients may be well served by online or blended programming.

Francophone immigration

Francophone immigration continues to be a priority in Atlantic Canada. During the consultations, there were numerous references to the notion of “For and By” Francophones.

For example, Francophone stakeholders pointed out that there are currently no Francophone Resettlement Assistance Program (RAP) SPOs in the Atlantic Region. Francophone refugees are directed to resettlement services through existing RAP SPOs that are not uniquely Francophone. In many cases, existing RAP SPOs work in partnership with Francophone agencies in their communities. However, there is interest in adding one or more Francophone RAP service providers in Atlantic Region in order to further facilitate the resettlement and integration of Francophone refugees.

In addition, French-speaking newcomers are not consistently made aware of the existence of Official Language Minority Communities (OLMC) and the services they may access in French. To fully benefit from immigration, Francophone communities in the four Atlantic Provinces must be made more visible to French-speaking newcomers.

During the consultations, it was also mentioned that Francophone communities in Atlantic Canada are typically located in rural areas. Attracting French-speaking newcomers in these areas is hard

enough, but it is proving even more difficult to welcome and support them with little resources. A priority for OLMC in the Atlantic Provinces is more capacity to provide quality and adapted services and more resources to raise awareness in favor of immigration within the local population.

Finally, there is an ongoing need to promote immigration pathways to prospective French-speaking temporary residents looking for opportunities to live in OLMC. Participants recognized that the Atlantic Immigration Pilot is a step in the right direction. They also recommended focusing on the acquisition of English language skills for French-speaking international students during their studies.

Rural services

One of the unique features of Atlantic Canada is its above national average rural population. In fact, even the region's largest urban centres remain modest in scale relative to other major Canadian cities. In addition, initiatives such as the Atlantic Immigration Pilot show potential to increase the number of permanent residents settling in rural and small centres. And though not eligible for IRCC-funded services, Temporary Foreign Workers, who are often filling labour gaps for industries located in rural or remote geographies, may eventually find pathways to permanent residency that would also result in them settling in these areas.

The priorities outlined must therefore also take into consideration this predominance of rural and small centres when determining approaches to and support for client service delivery. As outlined above in the discussion of service gaps for specific client groups, newcomers to rural and smaller centres often face additional challenges (e.g. lack of access to transportation, language services, childcare, etc.) that can impact their ability to settle and integrate. Stakeholders consulted pointed to the need to increase outreach services to clients in rural communities. This could mean adapted programming, effective use of technology, or additional funds for support services to address barriers not necessarily experienced, or experienced as acutely, in larger centres.

Language training

For newcomers to Atlantic Canada, language training continues to be a priority. The ability to communicate in English or French remains instrumental for full integration into Canadian society.

Stakeholders indicated that there is currently some flexibility built into IRCC-funded language training services. For example, services are delivered in two official languages and in a variety of formats, including classroom, online and blended formats. Clients can also take IRCC-funded language training on a full-time or part-time basis. In addition, courses can have a different focus, depending on client need (i.e., general need, occupation-specific or citizenship preparation).

But, according to those consulted, more flexibility would be helpful. For example, some lower level learners require more intensive and accelerated language training. A key priority was the recommendation to enhance flexibility in the IRCC program guidelines to allow SPOs to engage in this type of intensive language training program. Stakeholders pointed out that there are models and approaches to intensive learning that could be pilot-tested in Atlantic Canada.

Another example refers to cases where it may be more effective to orient a client towards employment or entrepreneurship - which has related language learning benefits and may produce results at a faster pace - rather than having all types of clients in strictly language learning programs exclusively until they obtain a certain CLB prior to seeking employment opportunities.

Those consulted also consider a review by IRCC of language training eligibility guidelines as a priority. They pointed out that community language classes are presently open to permanent residents only and that other categories of newcomers – in particular international students and temporary workers on pathways to permanent residency – would greatly benefit from access to those classes.

Appendix A – List of participants

Name	Organization
Newfoundland and Labrador	
Andrea Childs	Immigration, Refugees and Citizenship Canada (IRCC)
Asta J. Rowe	Réseau de Développement Économique et d'Employabilité (RDÉE)
Ayse Sule Akinturk	Muslim Association of Newfoundland and Labrador
Carolina Herrera	Réseau de Développement Économique et d'Employabilité (RDÉE)
Chris Sheppard	St. John's Native Friendship Centre
David Manicom	Immigration, Refugees and Citizenship Canada (IRCC)
Deanne Howlett	YWCA St. John's
Don Jayasinghe	Innu Nation
Dr. Christine Bassler	Refugee Health Clinic, Memorial University
Dr. Lloydetta Quaicoe	Sharing our Cultures
Emilie Marchal	Association communautaire francophone de Saint-Jean (ACFSJ)
Emma Reelis	St. John's Native Friendship Centre
Enemuo Nnamdi	Nigerian Canadian Association
Fiona Langor	Workforce Development, Labour and Immigration - Dept. of Advanced Education, Skills and Labour NL
Florentin Stroia	Office of French Services, Service NL
Frank Gough	Association for New Canadians (ANC)
Gaël Corbineau	Fédération des francophones de Terre-Neuve-et-Labrador
Geneviève Vallée	Fédération des francophones de Terre-Neuve-et-Labrador (FFTNL), COMPAS

Geoff Newman	Office of Immigration and Multiculturalism - Dept. of Advanced Education, Skills and Labour NL
Iris Yang	Chinese Association of NL
Jamie Baker	Association for New Canadians (ANC)
Jamie Coady	NL English School Board
Jamie Wambolt	Immigration, Refugees and Citizenship Canada (IRCC)
Jessica Barry	Local Immigration Partnership of the City of St. John's
Jose Rivera	Refugee Immigrant Advisory Council/Coalition on Richer Diversity (CORD)
Joy Hecht	Jewish Community Havura
Kathy Condy	Immigration, Refugees and Citizenship Canada (IRCC)
Ken Walsh	Association For New Canadians - Corner Brook
Kevin O'Shea	Public Legal Information Association of Newfoundland and Labrador
Eveline Ross	Conseil scolaire francophone provincial de Terre-Neuve-et-Labrador (CSFP)
Krista Payne	YMCA of Newfoundland and Labrador
Lesley Alexander	Immigration, Refugees and Citizenship Canada (IRCC)
Lynn Walsh	Internationalization Office - Memorial University of Newfoundland
Maryse O'Neill	Immigration, Refugees and Citizenship Canada (IRCC)
Megan Morris	Association for New Canadians (ANC)
Megan Stuckless	Conservation Corps NL
Mike Clair	Former CCNI/Harris Centre
Terri Turner	Community Centre Alliance
Olivier Maboudou	Fédération des francophone de Terre-Neuve-et-Labrador (FFTNL), COMPAS
Percy Farwell	Town of Gander

Raffi Markarian	Immigration, Refugees and Citizenship Canada (IRCC)
Remzi Cej	Office of Immigration and Multiculturalism - Dept. of Advanced Education, Skills and Labour NL
Roger Scaplen	Atlantic YMCA Regional Development Centre
Sheldon O'Neil	Office of Immigration and Multiculturalism - Dept. of Advanced Education, Skills and Labour NL
Sheldon Peddle	ACAP Humber Arm
Stephanie Hoskins	TI Murphy Centre
Steve Ross	Virginia Park Community Centre
Tracey Donaldson	Immigration, Refugees and Citizenship Canada (IRCC)
Tracy Harris	Eastern Health
Valerie Parrott	Pentecostal Assemblies of NL
Wallace Gregory	Virginia Park Community Centre
Wendolyn Schlamp	YWCA St. John's
Elizabeth Lawrence	City of Saint John's
Yvonne Hardy	Atlantic Canada Opportunities Agency (ACOA)

Nova Scotia

Alana Baxter	Nova Scotia Office of Immigration
Andrea Jackson	Atlantic Canada Opportunities Agency (ACOA)
Benoit Seveno	Association des juristes d'expression française de Nouvelle-Écosse (AJEFNE)
Carole Derby	Immigrant Services Association of Nova Scotia (ISANS)
Chaimae Bouardi	Immigration francophone de la Nouvelle-Écosse
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