



Settlement 2.0

SFU Public Square Community Consultations Report

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Table of Contents

About this Report	4
About PeaceGeeks Society	4
About SFU Public Square	4
Executive Summary	5
Background	6
Analytical Framework	8
Methodology	8
Process Design	9
Promising Innovative Work	10
SFU RADIUS: Refugee Livelihood Lab	10
Pacific Immigrant Resource Society's mobile childcare services	11
Immigrant Services Society of BC: TechWomen Program	12
Immigrant Employment Council of BC: Mentor Connect Program	12
The Surrey School District's Settlement Workers in Schools Program	13
Enabling Conditions	14
Designing for systemic barriers	14
Taking user-centric, asset-based approach	15
Creating private sector partnerships	16
Grounding in community	17
Newcomer-led programs	18
Enabling collaboration through information sharing	18
Recommendations	20
Cultivate relationships with private partners	20
Seek private sector funds for exploratory projects	20
Take a client-centric approach	21
Ground settlement work in community at every stage	21
More newcomers in decision making roles	21
Address systemic barriers when designing new programs	22
Develop new platforms for collaboration	22
Emerging Directions	23
Conclusion	25
Appendix A: Asset Mapping	27

About this Report

This report outlines the second phase of the Settlement 2.0 project, undertaken in partnership between SFU Public Square and PeaceGeeks Society. This report provides a detailed overview of the results and recommendations of Phase II of this project, and summarizes promising work, enabling conditions, and emerging directions that came up during the consultations. Recommendations for potential actions that can facilitate collaboration and innovation in the settlement sector are also included.

About PeaceGeeks Society

PeaceGeeks Society is a nonprofit organization that builds digital tools to empower communities in the pursuit of peace. Based in Vancouver, Canada, PeaceGeeks collaborates with communities to put technology tools and digital literacy in the hands of citizens, peacebuilders, human rights defenders, and humanitarian responders. Founded in 2011, PeaceGeeks has grown from a grassroots volunteer group into a nonprofit leader in building technology for peace. PeaceGeeks launched Arrival Advisor, a free mobile app for newcomers to British Columbia, in Spring 2019. Arrival Advisor is the most comprehensive and up-to-date directory of relevant settlement and community services that immigrants and refugees will need to access as they settle in Canada.

About SFU Public Square

SFU Public Square is a signature initiative designed to spark, nurture and restore community connections, and establishes Simon Fraser University as the go-to convener of serious and productive conversations about issues of public concern. More than a single place or program, SFU Public Square assembles the hearts, minds, and talents of diverse communities to promote inclusive, intelligent, and inspiring dialogue. SFU Public Square events and offerings proclaim SFU's vision to be Canada's leading community-engaged research university.

Executive Summary

As part of PeaceGeeks' Settlement 2.0 project, Simon Fraser University (SFU) Public Square convened four consultations that explored how to encourage innovation and collaboration in the settlement sector by building on promising work in the sub-area of newcomer employment. The consultations were held in Vancouver and Surrey in July 2019. In total, 413 invitations were sent to settlement-facing organizations, community groups, and other stakeholders. The 56 participants who attended the sessions included stakeholders from settlement service agencies, neighbourhood houses, libraries, employment agencies, non-profit organizations, the City of Vancouver, Work BC, newcomer leadership programs, and social innovation hubs.

The community consultation sessions focusing on moving participants into a mode of appreciative inquiry to surface promising real-life examples that were perceived to be innovative, available assets, and the conditions participants felt enabled successful outcomes. The sessions centred participants as experts, and guided them to find key factors that are enabling success and that may be transferable across the sector, despite identified sector-wide constraints to innovation. At each session, notetakers recorded transcripts of the conversations that took place at tables of 6 - 9 participants. These transcripts were then used to conduct a thematic analysis of the sessions. The transcripts were coded in qualitative analysis software using open, axial, and selective coding, and following a grounded theory approach.

Overall, the conditions that enable collaborative and innovative work in the settlement sector include designing programs for systemic barriers, creating private sector partnerships, and enabling collaboration through information sharing. Participants also spoke about the value of taking a user-centric and asset-based approach, grounding service delivery in community, and supporting newcomer-led programs. During the course of the consultations, participants surfaced some potential initiatives to address these recommendations. These include the creation of a central data repository for settlement agencies, a client management software for settlement workers, the expansion of programs that incubate newcomer leadership, and changing funding models to require partnerships between settlement organizations of different sizes. Participants at the consultations were eager to collaborate and share what they believed could be the basis of future innovative and collaborative work in the Canadian settlement sector.

Background

In 2018, PeaceGeeks received funding from Immigration, Refugees and Citizenship Canada (IRCC) to begin to develop a strategic vision and action plan for exploring how collaboration and innovation can best support improved settlement outcomes for newcomers to Canada. Called Settlement 2.0, the intent of this work is to provide a vision for a brighter future for the settlement sector that prioritizes empowering newcomers to be agents in their own settlement journey, to build the overall capacity of the sector to embrace innovative, collaborative practice models and more sustainably support newcomers over time. For this project, innovation is defined as a practice, approach, initiative, program, or organization that is characterized by taking a new approach, in context.

The Settlement 2.0 project consisted of two phases. Phase I involved the undertaking of a situational analysis of the settlement sector across Canada, which explored the effectiveness of current service delivery models and challenges to open and collaborative innovation in the settlement sector. Phase II built on the findings of the phase one situational analysis to design and convene community consultations between stakeholders in the settlement sector across British Columbia's Lower Mainland, with the goal of collecting data on how effective collaboration and promotion of innovative responses could address challenges identified in the previous phase.

As identified in Phase I of the Settlement 2.0 project, the settlement sector faces a variety of barriers to innovation and collaboration. The primary and most salient concerns cited were about inadequate financial resourcing, as well as an overwhelmed system's readiness for innovation and the capacity of these organizations to leverage new technologies in a resource constrained environment. Any attempt to innovate is widely understood to be constrained due to an imbalance in the demand for services, limited capacity to respond to this demand, and a competitive and precarious funding structure. Importantly, those interviewed in the first phase of this project articulated that where innovation is already occurring in the sector, these trends in settlement innovation are often perceived as being done off the side of employees' desks and often without direct support. In the Phase I situational analysis, stakeholders outlined that knowledge mobilization, communication, and collaboration between settlement and non-settlement organizations that work with newcomers are key factors that would encourage innovation, should they be properly resourced and prioritized.

In conducting pre-event scoping for Phase II of the Settlement 2.0 project with settlement sector stakeholders throughout the Lower Mainland and across BC, many of the same barriers to innovation highlighted in Phase I were again identified. Our scoping revealed that

widely-held perceptions about the constraints of the sector were likely to limit the possible opportunity space of conversations about future solutions. While insightful, a conversation in which the focus was solely on the perceived resource imbalance and the need to make various changes to the IRCC's funding model, would replicate many conversations that have already taken place in the settlement sector. Indeed, many of these conversations informed the Phase I situational analysis. While changes to IRCC's funding model would most definitely affect change in the sector, our intent was to frame the conversation in a way that would enable us to explore what is possible in the current environment with its existing limitations, and source a range of possibilities outside of conversations strictly related to funding. The goal for Phase II of the project was to attempt to understand from those both providing and receiving services in BC what conditions needed to be in place to encourage innovative and collaborative work in the settlement sector.

During our scoping, we heard from stakeholders about many of the limitations that prevent innovation and collaboration. We also heard that work in newcomer employment and entrepreneurship in the Lower Mainland was often successful in addressing newcomer needs in innovative ways, despite larger constraints, by following some of the approaches outlined in Phase I of this project. Newcomer employment and entrepreneurship is a sub-area within settlement work that engages a wide variety of actors, including newcomers, informal personal networks, private sector employers and funders, stakeholders from traditional settlement-oriented organizations, government, non-profits, and social entrepreneurship incubators. During the scoping process, we heard about promising innovative work already happening in this area including the Vancouver Public Library's (VPL)'s Skilled Immigrant Information Centre, the Vancouver Immigration Partnership (VIP), and the Immigrant Employment Council of BC's (IECBC) MentorConnect platform. These which have leveraged diverse funding streams, cross-sector collaborations, and unique knowledge mobilization efforts. Further, entrepreneurship initiatives like SFU RADIUS' Refugee Livelihood Lab empower newcomers to create meaningful careers that benefit themselves and their families as well as the larger community. Systemic barriers facing newcomers looking for work include but are not limited to English language proficiency, discrimination, decredentialing, affordable child care, and a lack of Canadian work experience. It appeared from our scoping that the substantive barriers facing newcomers in their search for employment, likely coupled with pressures on the labour market, have forced this sub-sector to be innovative, collaborative, and entrepreneurial to ensure it can serve its patrons and employers. Rather than imposing a conversation based on external principles of innovation, we decided to take a grounded approach and generate insights about how to encourage innovation by building from current innovative work. This approach served to start the conversation from a mindset of opportunity, rather than one of resource deficits.

Analytical Framework

Within the community consultations, we framed “settlement” as a long-term, dynamic, two-way process through which, ideally, immigrants achieve full equality and freedom of participation in society, and society gains the benefit of the full human potential in immigrant communities. Settlement work assists newcomers with this process, and often focuses on providing newcomers with access to and information about Canadian systems and services, as well as assisting them with key needs like housing, healthcare, and employment. Settlement work is understood to be undertaken primarily by settlement agencies. However, neighbourhood houses, libraries, non-profits, and other organizations also participate in helping newcomers to settle in Canada. We define organizations that assist newcomers with some part of their settlement process, but are not settlement agencies, as settlement-facing organizations. The community consultations defined innovation as a practice, approach, initiative, program, or organization that is characterized by taking a new approach, in context. For our purposes, innovation can be either radical or incremental. Radical innovation attempts to find completely new ways of addressing a particular program leading to the creation of entirely new structures, initiatives, or approaches. Incremental innovation seeks to find new ways of achieving goals within a particular structure.

Methodology

The Settlement 2.0 consultations were designed and convened by SFU Public Square over two weeks in July 2019 at SFU’s Vancouver and Surrey campuses to leverage SFU’s credibility as an objective convenor of civic conversations. The community consultations utilized appreciative inquiry to surface promising real-life examples that were perceived to be innovative, available assets, and the conditions participants felt enabled successful settlement work. We then moved to a larger conversation about how the success of innovative work in newcomer employment could be expanded to the settlement sector as a whole.

The Settlement 2.0 community consultations participants were recruited by with the help of Local Immigration Partnerships (LIPs) and other stakeholders, who reached out through their networks to invite newcomers with lived experience of settlement, as well as stakeholders who were involved with settlement-facing work within settlement agencies, libraries, financial institutions, academics, libraries, nonprofits and employment agencies. In total, 413 invitations were sent to stakeholders. The 56 participants who were able to attend the sessions included stakeholders from settlement service agencies, neighbourhood houses, libraries, employment agencies, non-profit organizations, the City of Vancouver, Work BC, newcomer leadership programs, and social innovation hubs. This conversation focused primarily on the experience

of settlement workers, and the relationship between service providers (who may or may not themselves have been newcomers) and newcomers, rather solely on the experience of newcomers in the settlement system.¹

Phase II data was gathered at all four community consultations. At each session, notetakers recorded transcripts of the conversations that took place at tables of 6 - 9 participants. These transcripts were then used to conduct a thematic analysis of the sessions. The transcripts were coded in qualitative analysis software using open, axial, and selective coding following a grounded theory approach.

Process Design

The sessions were focused on surfacing innovative practices and initiatives, the conditions that enable that work, and emerging directions. We started the sessions by validating the work, experience, and expertise of participants. We then proceeded to show our investment in the subject matter as facilitators by modelling a sharing exercise about the personal impact of settlement work on our lives. Participants thus heard from others about their perspectives and experiences with settlement. After this activity, we focused on creating a strong container for the sessions, setting out and gaining consensus on the rules that would govern our conversation that day. Participants were then put into groups, and given a disorienting, arbitrary task to work on in order to build rapport and cohesion in groups. The tension of this exercise was meant to elicit laughter at the absurd task, and get participants problem solving. Then participants were moved through a series of questions and activities meant to spark appreciative inquiry. Participants were moved from questions which allowed them to generate and then distill the conditions for success of current innovative work. By the end of the session, participants had surfaced assets, explored conditions for innovation, and proposed recommendations for future work. For the full process design for the consultations, please see Appendix B.

¹ Please see the Conclusion section for a further comment on this framing.

Promising Innovative Work

In the Settlement 2.0 community consultations, participants were asked to brainstorm innovative work currently occurring within the area of newcomer employment and entrepreneurship in the Lower Mainland. In this section we explore the programs understood to be innovative by participants, and speak to why they were seen as innovative. The following five programs and services were the most frequently mentioned in the consultation sessions. This section gives background on these programs and services. In the next section, these five programs and services are used as examples of how specific conditions highlighted by participants enable innovative work.

Participants in the consultations defined innovation in different ways. Some thought “innovation” meant “new technology” while others seemed to think it applied to “anything new, anywhere.” For the purposes of the discussion, we defined innovation for the participants as “a practice, approach, initiative, program, or organization that is characterized by taking a new approach, in context.” Participants were asked to identify what they felt are current promising examples of innovation within the settlement sector. When speaking about innovation, it is important to contextualize it as a process that can be either radical or incremental. Radical innovation attempts to find completely new ways of addressing a particular program leading to the creation of entirely new structures, initiatives, or approaches. Incremental innovation seeks to find new ways of achieving goals within a particular structure.

Most of the examples of innovative work discussed in the consultations focused on incremental innovation within the context of the current funding models. This is likely because of the perception of resource constraint, which was often cited in the consultations. Participants often mentioned a desire to try to approaches and admiration for current work being done by others in the sector, but felt that they were disincentivized from taking innovative approaches due to the volume of their current work, the requirements for reporting to the IRCC, and the perceived resource constraints.

SFU RADIUS: Refugee Livelihood Lab

One of the key issues facing newcomers when looking for jobs is the problem of “survival jobs,” jobs that are taken primarily to support family members in a new environment that make it difficult for newcomers to pursue new careers. Newcomers also face a variety of barriers to looking for meaningful jobs, including discrimination on the basis of their English fluency, lack of Canadian experience, race, or background. The Refugee Livelihood Lab attempts to address

these issues, among others, and is a promising example of newcomer leadership and entrepreneurship. SFU RADIUS is a social innovation hub which hosts the Refugee Livelihood Lab. The Livelihood Lab's Beyond Borders program brings together racialized newcomers to be active participants in finding solutions to the barriers and discrimination they face. It aims to create a cohort over 6 months who are interested in exploring how to enact systems change in reference to pervasive issues. The cohort is then enabled to co-create solutions to systemic problems while building leadership skills and networks, giving participants the space to explore solutions to the problems they have experienced as racialized newcomers. The program takes a social justice-oriented, equity-based approach.

Ideas generated in the Beyond Borders cohort can then move into the Refugee Livelihood Lab's Trampoline program, which allows participants to test, grow, or learn more about and refine their ideas for a new venture into a finished product, initiative, or business. The Beyond Borders program spans 12 weeks, and connects participants to funding and networks to make their entrepreneurial idea successful. SFU RADIUS' work with the Refugee Livelihood Lab is considered innovative for a number of reasons: it fosters vocal and active cohorts of newcomer leaders, and empowers those leaders to explore options in a safe and resource-rich environment. Participants praised the way the program embodied the community-based ideal of the "nothing about us, without us." This program was discussed as a model that should be replicated in the sector.

Pacific Immigrant Resource Society's mobile childcare services

Newcomer women often face systemic barriers to participation in employment and other settlement programs due to childcare needs. The cost of childcare, as well as cultural norms often place newcomer women in the position of having to accommodate children themselves while trying to explore different opportunities. The Pacific Immigrant Resource Society (PIRS) was mentioned as a site of innovative work for its new mobile childcare service which addresses this issue. This service aims to address situational childcare needs that can be prohibitive to attending events, while offering newcomer women part-time employment. The program helps PIRS clients gain work experience while addressing a need that may limit newcomers from attending events, and expanding their social connections. It should be noted that the project is still in its pilot stage, and is still being formalized although recently it provided child care for attendees at the 2019 Feminists Deliver Conference. However, it was seen as an innovative example because of the potential of the model. It was designed to address a systemic barrier to participation in a way that could benefit newcomer women, while helping to address the issues they face. It was also noted for its entrepreneurial approach to the perceived scarcity of resources within the sector. This service is a promising example of newcomer-run social enterprises, and highlights the potential for similar initiatives in other

settlement agencies. Despite this, the program was mentioned many times in our sessions, as a promising example of newcomer-led entrepreneurship.

Immigrant Services Society of BC: TechWomen Program

Newcomers face a variety of problems when looking for work in Canada. They often are unable to have their professional credentials recognized, face requirements for “Canadian work experience,” and may face the additional pressure of requiring childcare. These limitations compound with a lack of familiarity with Canadian workplace norms, and make it difficult for many newcomers to explore new careers. The Immigrant Services Society of BC’s (ISS of BC) Techwomen Program connects newcomers to skills that will help them gain employment in Vancouver’s technology sector. This program is free for newcomer women, and addresses the systemic barriers facing newcomers by offering career mentorship, five to 10 weeks of coding and design classes, eight weeks of technical language training, volunteer opportunities, and an eight-week practicum. The program also offers childcare for participants, and has created industry partnerships which enable participants to receive training at an industry-standard level. Participants from the first cohort are already beginning to find full time work in their chosen field. This program is seen as innovative for how it addresses the barriers faced by newcomer women in the tech industry through mentorship, technical language training, and childcare services. In addition, the program leverages connections with private partners to provide a unique opportunity for newcomers to find meaningful careers, rather than being stuck in “survival” jobs. Further, the program empowers newcomer women by facilitating access to mentors, professional networks, and industry-standard training. The presence of participants in the Techwomen program at the community consultations served to underscore the potential it has to empower newcomers.

Immigrant Employment Council of BC: Mentor Connect Program

The Immigrant Employment Council of BC’s (IECBC) MentorConnect Program helps to facilitate connections between newcomers seeking employment and mentors from their field. MentorConnect advocates for the value of newcomers with professional backgrounds for developing the diversity and global connections of Canadian organizations, while also revalorizing the skills and experience of newcomer professionals. Instead of being a one-way relationship, organizations have the potential to benefit from the significant work experience newcomers can bring to their workforce. Newcomers create a relationship with a mentor in their field, and receive expert advice on how to adapt to Canadian work culture. These partnerships help to build the case for the value of newcomers to organizations, while significantly improving the likelihood of newcomers being employed in their field. The program

creates professional connections, and gives newcomers a chance to expand their networks. The program is seen as innovative for how it proactively includes employers as part of the solution to newcomer employment, and treats the initiative as mutually beneficial to all involved.

The Surrey School District's Settlement Workers in Schools Program

While the consultations focused on work in newcomer employment, participants highlighted the Surrey School District's Settlement Workers in Schools program as a promising example of innovative settlement work. Newcomers face a variety of barriers to entry into Canadian civic life, which for families of school-aged children can compound around entering the school system. The varying levels of English language fluency of both children and parents, the requirements of learning a completely new social system, and new cultural norms place pressures on newcomer children in school districts. These pressures can lead to increased dropout rates, and other negative outcomes. The Surrey School District's Settlement Workers in Schools (SWIS) program and its community-oriented programming were highlighted as a promising model in addressing these issues. The SWIS initiative is funded by IRCC, and connects newcomer youth and their families to settlement workers in schools, as well as staff who can offer language training and education assessment services. This program also connects students and their families to the school community through experiential learning programs, which help youth to navigate their school and familiarize parents with their children's school environment. This approach is considered innovative because it connects newcomers with varying levels of English language skills to a place-based community, while building up a social network that supports families with a transition to the Canadian school system. The SWIS program was also understood by participants to take a trauma-informed approach, offering services that recognize newcomer youth may have differing levels of education, and may be dealing with traumatic experiences. Settlement workers were on hand to help youth with reading and homework, connect them to extracurricular activities, and school-community mentors. This holistic approach is seen to be worth expanding on in other areas of settlement by participants from settlement agencies in Surrey, who had seen the effect of the program. This program was seen as successful and innovative by settlement-facing stakeholders.

Enabling Conditions

Building on specific examples of innovative settlement work, participants identified many different conditions that enable innovation and collaboration in settlement work. In this section, the conditions identified by participants have been synthesized into six enabling conditions through a thematic analysis of the session content. These conditions were seen as necessary for enabling future innovative and collaborative work, and form the basis of the recommendations highlighted in the next section of this report.

Designing for systemic barriers

Based on the consultations, the primary condition for encouraging innovation and collaboration in the settlement sector is the need for an equity-based and trauma-informed approach to settlement work. This was seen as useful in the design and implementation of service delivery models. The programs highlighted as promising all utilize this approach in various ways. Design in this context is understood to entail both an attentive listening to newcomers, as well as a responsiveness to a systematic analysis of the issues that newcomers face. This condition is a key factor in initiatives being seen as promising innovative work. In particular, ISSofBC's TechWoman Program was highlighted as an innovative service that creates employment opportunities for newcomers while helping address childcare as a barrier. The design of this service, which creates employment opportunities for newcomer women and addresses barriers faced by other newcomers, was considered to be particularly innovative.

Other programs identified as innovative were so perceived because they take an information-sharing approach that addressed issues of equity. These programs prepare newcomers with information and personal connections that would enable them to find meaningful work. One example of this is the Vancouver Public Library's Skilled Immigrant InfoCentre, which leverages the information-seeking skill set of librarians, and the connection of many newcomers to the library to share information and resources on credential recognition, entrepreneurship, and to introduce newcomers to relevant settlement services. In particular, the InfoCentre creates career guidebooks for newcomers who are having difficulty getting their credentials recognized. These guides offer general advice on how to find well-paying, meaningful work that revalorizes newcomers' skills and experience. Similarly, the IECBC's FAST program and BCJobConnect platform take the difficulties faced by newcomers as their foundation, and present opportunities for employers and newcomers to connect in a new environment on the basis of their skills, experience, and goals.

Other programs were seen as innovative for taking a high-level approach to addressing systemic barriers through their design. Vancouver Foundation's LEVEL program creates structures that empower newcomer youth and let them challenge systemic barriers at the policy level. In the case of the LEVEL program, newcomer youth are guided through a process that strengthens their knowledge of public policy, and supported in advocating for the systemic change they want to see at the policy level. The program was also noted as innovative for the development of newcomer voices, its promotion of advocacy by newcomers, for newcomers, and its willingness to engage with complicated topics that emerged through the process of the program. Overall, most people felt that the Vancouver Foundation's work with the LEVEL program was a potential model for other newcomer leadership programs.

Taking user-centric, asset-based approach

The promising models explored in the community consultations were characterized by a user-centric, asset-based approach, either by settlement workers or in processes directed by newcomers themselves. An asset-based approach makes visible the skills, knowledge, lived experience, and potential in newcomer communities. Instead of being dealt with as the recipients of care, participants stated strongly that programs should actively engage newcomers as equal partners in their own outcomes, sharing power as much as possible. This was exemplified by PIRS' mobile childcare services, Vancouver Foundation's LEVEL program, and SFU RADIUS, newcomers were put in positions to actively direct and shape the conversation, and to make decisions about the ways projects evolved. Work was seen as innovative when it sought to reframe or directly address systemic barriers from a variety of levels ranging from the creation of services to public policy.

Another topic that frequently arose was the distinction between "survival" work and "meaningful" work. In the context of the consultations, survival work was understood as work done primarily to sustain oneself or one's family, despite being qualified for (or desiring to do) other work. This problem was seen as pernicious, particularly for newcomer women, many of whom were unable to seek new work or gain new skills due to limited access to appropriate childcare. Within the conversation participants agreed that meaningful work is enabled by programs which present individuals with skills, training, and connections to address systemic barriers, while respecting the agency and goals of newcomers. In regards to newcomer entrepreneurship, examples of innovative work that promoted meaningful work also financed new ventures, and connected newcomers to business advisors and mentors. This approach was exemplified by the BDC's Newcomer Entrepreneur Loan program, and [ISS of BC's Spark and Ignite](#) programs. The latter were explicitly recommended as programs that should be replicated in other settlement agencies by participants.

Creating private sector partnerships

Collaboration with private sector partners was a central feature of many innovative projects in newcomer employment. This theme took three key forms: accessing new funding streams, creating long-term relationships, and enabling entrepreneurs. Private sector partnerships were primarily discussed in the context of programs like IECBC's Mentor Connect, and ISSofBC's Techwomen program, which connects newcomers with companies to get professional experience. In both of these instances, settlement organizations created relationships with businesses and professionals. In the case of the IECBC, participants spoke about a specific push to make a business case for the hiring of newcomers, and in general to create relationships with businesses that were mutually beneficial. The partnership was understood to serve many functions. Ongoing relationships help to develop a more robust capacity in the businesses to hire and retain newcomers, allows newcomers to bridge language skills in a work environment, and places a focus on the skills of newcomers by highlighting them through shared work and projects. The connection with businesses enables settlement agencies to offer innovative programs that not only give their clients a foot in the door, but actively allow agencies to co-create their programs with employers to make sure that newcomers exiting the program met the demands of the market, hopefully resulting in better outcomes, and helps newcomers to find meaningful work.

The topic of finding new funding streams came up repeatedly in our consultations. Stakeholders spoke repeatedly about the need for continuous funding for projects, and sustaining funding for successful pilots. Towards this end they discussed creating additional partnerships with private funders. New funding streams from Vancity Credit Union, or the Development Bank of Canada were spoken about as examples, though no specific instances were mentioned. It is important to contextualize this conversation within the perception of the current funding relationship with IRCC. The perception of the current funding model is that reporting is resource-intensive, and disincentivizes innovation due to a lack of room to fail, and the precarity of operational funding. In this context funding from private partners is seen as a way to fund new and exploratory projects in an environment that doesn't penalize the failure of the project, or place the same burdens of project evaluation on the settlement agency in question. Participants also highlighted how the Development Bank of Canada, and ISSofBC's Ignite entrepreneurship program offer loans for newcomers represented an enabling condition that addressed the systemic barriers enabling newcomers to create their own work opportunities. Funding for newcomer entrepreneurship represents the ability for newcomers to explore alternatives to the jobs they might otherwise be stuck with to survive or support their families through funding, training, and the expertise of business planners and lawyers.

Grounding in community

One of the most discussed enabling conditions for innovative work was grounding settlement work in community wherever possible. Grounding in community enables innovation by addressing client needs holistically through comprehensive service provision that addresses multiple needs simultaneously while building cohesion and connection. A primary example of this is the Surrey School District's Settlement Workers in Schools and English Language Learner Welcome Centre. These programs connect school-age newcomer children and their families with resources through the school environment. This community-based approach grounds settlement process and newcomer experience within the school environment, utilizing the space and networks of an existing community institution and infrastructure to connect newcomers to community members, organizations, volunteer opportunities, and opportunities to learn English in a community setting. Participants in the sessions frequently expressed that the process of settlement is characterized by deep instability and uncertainty. Among participants who had experienced arriving in Canada for the first time, this shared experience was seen as a motivating factor in newcomers working to help other newcomers through their careers and advocacy. This was understood by consultation participants to have a powerful effect on newcomer families. Integrating the settlement process within an existing community removes barriers to entry to participation in civic life, and helps to create a sense of stability by grounding settlement services and processes in existing community infrastructures, easing the settlement journey.

This approach also allows newcomers to expand their networks and find volunteer opportunities that can lead to work. A great example of this are Neighbourhood Houses, which often localize services that connect newcomers to community members, businesses, government services, and workshops for addressing re-skilling needs. The theme of grounding in community was also discussed in reference to the model adopted by ISS of BC in designing their new Welcome Centre. The Welcome Centre contains 18 units of housing, offices for settlement workers, and provides primary medical care, English language training and banking services to newcomers in one location. The Welcome Centre is the result of both a purposeful service design effort on behalf of ISSofBC, and its relationships with community partners who use the space to provide services. This approach was also understood as addressing the siloing of newcomer-facing service providers by giving programs access to each other via proximity, and allowing them to better collaborate in relation to specific client needs.

Throughout the consultations, many participants highlighted the role informal networks played in the success of newcomer employment. Informal networks mean extended family, community groups, religious groups, hobby groups, and other personal connections that aid in the process of settlement. Informal networks are understood to exist within larger

communities, and form avenues through which newcomers are able to access information about how to navigate their new environments. Some participants mentioned these groups are increasingly online, either through Whatsapp or Facebook groups, and enable newcomers to maintain long distance relationships with friends and family in other countries. In stories shared by participants with lived experience of looking for work as a newcomer to Canada, connections were discussed as a key feature of finding work for newcomers, both through direct mentor relationships and through introductions made volunteering. Informal networks were described not only as the basis for job opportunities and more meaningful work, but also as helping to deal with the sense of displacement, and in some cases trauma, involved with settlement. In one case, a participant mentioned how simply being able to voice frustrations with other people who had been in similar situations had a massive effect on how she felt about being in a new environment. While connecting newcomers to larger communities is not a new approach, it is worth noting that the topics of informal networks was mentioned frequently as an enabling factor of successful settlement work.

Newcomer-led programs

SFU RADIUS' Refugee Livelihood Lab was one of the most mentioned examples of innovative work mentioned during the consultation sessions. The program puts newcomers in the centre of a process that allows them to incubate and self-direct their ideas for innovative projects, then helps them to get support and funding to pilot these projects. It does so from an anti-oppressive, decolonial and equity-oriented lens, acknowledging that the systemic barriers faced by newcomers are not just the responsibility of newcomers to solve, but rather an issue of systemic change. The role of programs that are by newcomers, for newcomers, and with newcomers was discussed frequently during the consultation sessions. The understanding was that given the systemic barriers faced by newcomer participants, nothing would change until more newcomers were in positions to advocate for, lead, and direct change that addresses those problems. A "nothing about us without us" approach entails grounding innovation in the community which it seeks to serve both by ensuring newcomers are always at the table, and also by ensuring they are directing change itself.

Enabling collaboration through information sharing

Unlike other enabling conditions, the discussion about the value of cross-sector collaboration was not grounded in an example, but rather an aspirational desire voiced in all four consultations. Participants spoke directly to the tensions within the sector that they felt hindered collaboration, and articulated a desire instead for more collaboration between settlement-oriented agencies. Three items were surfaced as barriers to this desire for collaboration: (1) funding models that incentivize overlap in service provision, (2) a lack of

consistent information about current work being done by other organizations, and (3) a lack of information about ongoing work in the sector.

Conversations about the competitions between settlement agencies were a feature of every consultation session. Participants agreed that the relationship between agencies and IRCC fosters a culture of competition. This consensus was shared by representatives from different agencies at different levels of management often at the same table within the consultations. The reasons cited for this competition echoed the rationale put forward in the Settlement 2.0 situational analysis. Because service agencies apply for operating funding from IRCC based on the provision of services to newcomers within a close geographic area, this entails service overlap, and means that organizations can feel that they are in competition for fixed resources with other agencies. In addition, the resource-intensive requirements of reapplying for funding every cycle and the changing evaluation metrics by which organizations are evaluated for continued funding are perceived as placing constraints on the sector's ability to innovate. In general, participants did not exhibit antagonism to particular organizations with which they were in competition. It is worth noting that this sentiment was expressed by representatives from agencies at the coordinator, manager, and director level, and was a feature of conversations in both Surrey and Vancouver. Despite the conversation about potential for competition, participants in fact articulated a desire to collaborate. They were eager to tackle shared problems together. In one session, participants suggested that project funding be contingent on collaboration between multiple newcomer-serving organizations, of differing sizes.

This desire to collaborate extended to a desire for more up-to-date information on work being done in the sector by other organizations, as well as current programs that might be relevant to improving their clients' outcomes. This was seen as important both from the perspective of publicizing and valuing work being done in the sector, and staying up-to-date on the range of programs available to newcomers. Participants noted that while settlement agencies send information to IRCC for the purposes of evaluation, they do not easily have access to their own data, nor do they have easy access to data about other services being provided across the sector. There was a desire to know about comparable services offered by other organizations and even to take a client-centred approach to coordinate service provision across agencies. Further, participants articulated a desire to know which services clients had already accessed, so as to be able to better direct them. A critical condition of future innovation is information systems that enable collaboration through knowledge mobilization and information management. Whether or not there is a shift in the relationship between IRCC and settlement agencies in the lower mainland, there does exist a strong desire to lift each other up, promote the sector's successes, and collaborate in a client-focused way for the improvement of newcomer's settlement outcomes.

Recommendations

Many different recommendations emerged from the consultation sessions which reflected the deep experience and diverse backgrounds of participants. The following seven recommendations draw on the enabling conditions that characterize innovative and collaborative work in the area of newcomer employment, and recommend potential pathways for encouraging innovative work in the larger settlement sector.

Cultivate relationships with private partners

Participants expressed that relationships with private partners presented opportunities for settlement organizations and newcomers to find new connections and opportunities. Creating relationships with private partners can help both businesses and settlement agencies, it enables businesses to learn about newcomers' needs and to develop the management infrastructure to better retain newcomer employees and patrons, and it enables settlement workers to try new projects, and connect their clients to a wider network of opportunities. This approach has the potential to be scaled across the sector to different organizations. Settlement workers at the director and manager level could allocate a percentage of their time each month outside of any pre-existing relationship building work they already do to explicitly perform outreach to private partners with areas of expertise that are relevant to their service delivery. This outreach could follow the model of the IECBC, in making a case for the value of mutually beneficial relationships convened around common goals. These relationships could then be the basis for new innovative public-private collaborations.

Seek private sector funds for exploratory projects

Given the perception of constrained resources, participants viewed private sector partnerships as an opportunity to access funds for exploratory projects. Participants expressed a need for quick funding to try emerging pilot projects, and for bridge funding for pilot projects that proved successful but were no longer funded by the IRCC. The different evaluation metrics for funding means that funding from private partners has the potential to be more flexible. Innovative work in newcomer employment takes advantage of funding from groups like the BDC to enable participants to create meaningful opportunities for themselves, which have the potential to affect their long term settlement outcomes. At a minimum, there is potential to scale the practice of seeking funds from the private sector at an initiative level from private sources with similar values. However, a clear path for scaling this recommendation was not evident from the consultation sessions, and further exploration of this topic is needed.

Take a client-centric approach

Participants strongly supported taking a client-centric approach when planning and delivering settlement services. Client needs should drive service provision wherever possible. In particular, participants recommended focusing on the client's particular needs and background across improving settlement work. This approach is the driving force behind the innovative and collaborative work surfaced in our consultations. This approach has recently been incorporated by IRCC in their Call for Proposals, meaning that organizations that receive funding from this process will have to implement service delivery that is in keeping with a client-centric approach.

Ground settlement work in community at every stage

Innovation is enabled by grounding services in the community at every level. Settlement service providers and funders should think about not only the newcomer community being served by a particular service, but the other communities related by geographic or demographic connections from an asset-based perspective. Rooting settlement work in the community was considered by participants to lead to deeper collaboration, and helps to address client needs in holistic and wrap-around ways. This recommendation has the potential to be scaled in a number of ways. At the program level, settlement-facing organizations could implement this recommendation by conducting an asset-based review of the communities they are situated in (geographic, ethnic, faith-based, etc.) to find opportunities for collaboration in their service delivery. Programs could be explicitly co-designed with community partners to spark innovative approaches to service delivery that address newcomer needs as well as the needs of the community. Initiatives could be piloted with small groups of newcomers, and successful projects could then seek funding from the IRCC (such as the SDI funding pool) to bridge into more permanent programs.

More newcomers in decision making roles

Participants recommended replicating newcomer-led initiatives and projects such as ISSofBC's TechWoman Program and SFU RADIUS' Refugee Livelihood Lab. Participants made clear that decisions about newcomers are too often made without those with lived experience. Initiatives that give decision-making power to newcomers were seen as critical to sustainable and impactful newcomer success. There is potential to start implementing this approach when starting new projects or initiatives by asking the question "where are the people we are trying to serve in this decision making process?" The second question to ask when starting new

projects or initiatives is “What power is available in this context for present newcomer voices to stop or change what is being proposed?” A potential approach here would be the creation of immigrant advisory roundtables(following the example of the Surrey LIP) to advise on potential new projects or initiatives within an organization. At a basic level, this approach should be implemented structurally by designing processes and initiatives that encourage the agency and active participation of newcomers following the models of SFU RADIUS and the Vancouver Foundation’s LEVEL program.

Address systemic barriers when designing new programs

An equity-focused, trauma-informed approach to designing programs that acknowledges the systemic barriers to engagement and access that newcomers face was recommended by participants. This approach generates innovation by creating programs that can be more readily accessed and focused to the needs of the target beneficiaries. Designing new programs with this approach has the potential to improve settlement outcomes. This approach should be explored at the stage of designing new programs and initiatives, with newcomer voices with lived experience in the room as well as settlement workers.

Develop new platforms for collaboration

Participants sought new platforms and opportunities to share information about their work, and coordinate service provision. This is important both to validate good work by settlement agencies, and to better coordinate services based on client need. Participants also expressed a desire for better information infrastructure that could enable them to more efficiently coordinate, track use of services, automate tasks, and see individual outcomes. Multiple participants also suggested a regular meeting of frontline staff, following the lead of other human services fields in the Lower Mainland, to discuss the emerging nature of their work.

Emerging Directions

This section summarizes ideas suggested by participants in the community consultations for innovative initiatives that may help the settlement sector move toward consistent innovation and collaborative practices.

Participants frequently spoke to the need for a central client-data sharing system. It was noted that while settlement organizations currently upload information about their clients to the IRCC iCARE system, that information is not easily retrievable, nor is the interface considered user-friendly. This results in settlement organizations needing to conduct parallel record keeping, and silos information about client outcomes within settlement organizations. Participants expressed a desire to know more about settlement work taking place outside of their organizations, and felt a central hub would also be of use for coordinating services, sharing information about resources, and sharing success stories. The hope is that such a tool would help stakeholders to gain a more data-driven picture of the scope of settlement work and foster deeper, more fruitful cooperation between agencies.

Participants additionally spoke to the possibility of a digital identity card system enabled by blockchain. Such a system would give newcomers an RFID chip or number that could be used to access social services. A similar digital identity project is currently being explored for homeless residents of Vancouver's Downtown Eastside Vancouver (DTES) by UBC researchers. While participants noted that there are many potential privacy concerns associated with such a project, an opt-in system was suggested as part of the other information settlement agencies collect from newcomers. Such a system was seen as valuable for enabling further client-centred work, allowing settlement workers to coordinate their service provision relative to client needs, to better track which services are used by which clients, and keep a holistic eye on client settlement outcomes.

Participants had many suggestions for more widespread, lasting changes to IRCC's funding model. There is a shared sense that more funding needs to be allocated to exploratory projects. There is a clear desire for more funding streams such as IRCC's 2017 Service Delivery Improvements funding model, which allows organizations to try out new projects, as well as a need for bridge funding to keep successful pilot initiatives going outside of the typical funding cycle. There was also an expressed need for funding to bridge successful projects and initiatives into full-time programs. Participants felt that making funding contingent on having multiple organizations of different sizes partnering together, or on inviting private partners may help encourage more collaboration among stakeholders within the settlement sector. The

value of structural change in the relationship between settlement agencies and IRCC was expressed in every consultation session.

Finally, many participants hoped to see successful programs expand such the Vancouver Foundation's LEVEL program and SFU RADIUS' Refugee Livelihood Lab scale, as these programs are considered to be instrumental in incubating newcomer leaders who may help to direct the conversation about improving the settlement sector.

Conclusion

The Settlement 2.0 community consultations facilitated an important and fruitful conversation about innovation and collaboration is already being done in the settlement sector. There are a few limitations with our process which should be taken into account in future explorations of this topic. Firstly, as was pointed out by participants at the sessions, there was a lack of newcomers with lived experience at the consultations. This was in part because the framing of our consultations focused on convening a group of stakeholders that could speak to the current settlement work, and including newcomers with lived experience, rather than discussion groups of primarily newcomers. However, we received feedback that conversations about settlement are fundamentally questions about the lives of newcomers, and such conversations should be centered around newcomers, and designed to include them. Though we attempted to explicitly recruit newcomers and offered honorariums in recognition of their time and experience, the actual numbers of newcomers with lived experience was lower than it might have been for this conversation. As such, the findings of this report are best understood as focusing on innovation occurring within the relationship between service providers and newcomers, and within the experience of settlement workers (who may or may not be newcomers). In addition, as the consultations took place during July, many were away on holiday, the conversations were limited in who they were able to engage from the Lower Mainland's settlement sector. Another limitation was that few participants attended our sessions from North Vancouver and West Vancouver. While outreach was conducted during scoping with staff from the North Shore Immigrant Inclusion Partnership, and we attempted to recruit through networks there, we did not have sufficient representation from settlement workers on the North Shore. This was a detriment to the process, as NSIIP is currently engaging in interesting partnerships with other employment service providers and business improvement agencies. Finally, there was a lack of private partners at the table during the consultations. In particular, it would have been illustrative to have invited business partners that have been involved in IECBC's MentorConnect program, to get a richer understanding of what the goals of a business entering into a relationship with a settlement-facing agency are, and what has enabled success for those partners.

Overall, the atmosphere was hopeful, and all sessions ended on a positive note. Participants bonded over mutual challenges, expressed frustration in a safe environment, and were eager to discuss current and potential solutions. Many participants indicated they were happy to see stakeholders from settlement-facing organizations such as Work BC, VPL, and Mount Pleasant Neighbourhood Houses at the table for the conversation. Overall, participants expressed that they were excited to hear about promising innovative and collaborative initiatives in their field.

Across the Lower Mainland, settlement-facing participants are able to identify promising examples of innovative work in newcomer employment and entrepreneurship. These examples rely on an approach that is asset-based, grounded in community, leverages private partnerships, and involves newcomers in decision making. The work that was spoken to by participants in our sessions demonstrates that even in an environment of perceived resource deficit, there is still a drive within the settlement sector to try to innovate in order to meet the changing needs of newcomers. It is our hope that encouraging innovation and collaboration in the sector at large can be served by scaling up and finding the limits of current approaches on the ground.

Appendix A: Asset Mapping

<p>Mentorship</p> <p>IECBC Mentorship Services Work with us Foundation (Women's Employment services) School Career Services Employment Programs Global Talent Loans programs Youth in Tech Techwoman Mentor Connect program Internship Apprenticeship Programs Work BC Bladerunners program</p>	<p>Connecting to Jobs</p> <p>Early employer engagement Personal connections Mentorship programs and services Indeed.ca LinkedIn.com BC Business Directory Job Fairs Libraries Indeed.com Monster.com Immigration Employment Council of BC Temp/Placement Agencies YWCA - Work BC Employment Support at Settlement orgs IECBC WhatsApp Groups Facebook Groups Job Bank at WorkBC.ca Recruitment agencies Employment seminars</p>
<p>Skills Training</p> <p>ESL/FSL resources ISSof BC online learning YWCA Focus at Work BC Alliance for Manufacturing Migrant Workers Program STEP program Union-based training ACE-IT program for K-12 Advanced Skills for IT professionals SFU Continuing Studies certificate programs Back in Motion Program YWCA Changing Gears VPL Skilled Immigrant Info Centre Credential Recognition programs</p>	<p>Networking</p> <p>Facebook Groups Karma Connections Specific networking/mentorship apps Informal networks Professional associations Ethnic Associations Meetup.com</p>

<p>Leadership Training</p> <p>Wage subsidy programs VCMFSS Leadership training Fresh Voices Program VSB Youth Ambassadors</p>	<p>Community Building</p> <p>Women’s Centres Neighbourhood Houses Youth Programs My Circle Open Door Group - Work BC Community Centres PIRS Community Committees Settlement Workers in Schools Programs Labour Market programs at South Vancouver Neighbourhood house</p>
<p>Equity-Focused services</p> <p>PIRS Mobile Childcare Services VSB Newcomer Parent Leadership Project PIRS trauma-informed practice workshops SFU Radius Payment or subsidies for working or volunteering Dress for Success</p>	<p>Entrepreneurship</p> <p>ISSofBC Spark ISSofBC Ignite Jumpstart program Online training (Small Business BC, BDC) BDC Self-Employment Support Services Access to free professional services Foreign Credential Loan Program</p>
<p>Finding New Services</p> <p>AMSSA Information Sheets Arrival Advisor Local Immigration Partnerships YVR Newcomers Package Resource/service inventories BC211 NewtoBC</p>	<p>Learning about Canadian Job Markets</p> <p>Statistics BC Labour Market Outlook Mentorship Program Search Engine Workingincanada.gc.ca ISSofBC Employment Website</p>

Appendix B: Process Design

Time	Key Goals	Activites	Outputs and Materials
1:00 PM - 1:15 PM (15 MIN)	<ul style="list-style-type: none"> ● Frame and create a welcoming and empathetic space. ● Build a strong container for the conversation. ● Ground the conversation. ● Lay out clear guidelines that the group assents to. 	<p>15 min - Welcome</p> <ul style="list-style-type: none"> - The session starts sitting in a round. <p>Land acknowledgement - Maria</p> <p>Surrey:</p> <p><i>Simon Fraser University acknowledges the traditional territories including Semiahmoo, Katzie, Kwikwetlem (k'w'ik'wə'xəm), Kwantlen, Qayqayt and Tsawwassen First Nations.</i></p> <p>Vancouver:</p> <p><i>Simon Fraser University acknowledges the Traditional Coast Salish Lands including the Tsleil-Waututh (səlilwətaʔt), Kwikwetlem (k'w'ik'wə'xəm), Squamish (Sḵwxwú7mesh Úxwumixw) and Musqueam (x'w'məθk'wə'jəm) Nations.</i></p> <p>Agenda and Goals - Zakir</p> <ul style="list-style-type: none"> - There is a common theme of displacement I want to pick up here. - The process starts with framing and a clear conversation more context on the process and its goals. <ul style="list-style-type: none"> - <i>We're here today to talk about how to encourage innovation and collaboration in the settlement sector.</i> - <i>This consultation is part of the larger Settlement 2.0 Project, which PeaceGeeks is running with funding from immigration, Refugees, and Citizenship Canada. The project aims to provide a strategy and vision on how to help Canada embrace a culture of technology, innovation, and open practices within the settlement sector.</i> 	<p><u>Materials:</u></p> <ul style="list-style-type: none"> ● 34 x Markers ● 12 x Post it pads ● 35 x Pens ● 4 x Laptop computers ● 1 x Facilitator Laptop ● Slideshow ● Tacks ● Tape ● Putty ● Scissors ● Dots for photo consent.

		<ul style="list-style-type: none"> - <i>Prior to the consultations, PeaceGeeks conducted a situational analysis on barriers to innovation in the Canadian settlement sector. This has informed the scope of what we're talking about today.</i> - <i>Public Square will be taking what we hear in the consultations, and putting together an action plan that will inform future work by PeaceGeeks. It will also be presented to the IRCC.</i> - <i>Innovation is already occurring in the sector, the question is about how to best encourage others, and bolster existing projects.</i> - <i>In speaking to stakeholders from around the Lower Mainland, we've heard that there are many potential constraints faced in doing this work. There are concerns about lack of funding, questions about reskilling, concerns about the recognition of credentials and canadian work experience requirements.</i> - <i>What we also noticed was that despite these constraints, which the entire sector faces, there was excellent, innovative work being done around newcomer employment at the individual, project, and organizational level.</i> - <i>We want to start this session by working from a position of recognizing the amazing work being done, recognizing that we have challenges in the sector, and seeing how current innovative work on newcomer employment can inform future innovative and collaborative work in the sector at large.</i> - <i>Ask people to get up as they need for refreshments and the bathroom.</i> - <i>A reminder that there will be some photos being taken during the event, and if people haven't already, they need</i> 	
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		<p>to sign the consent form or indicate they don't want to be photographed with a sticker.</p> <p>Guidelines - Maria</p> <ul style="list-style-type: none"> - <i>We invited you here as your whole self. You are an expert in your own experience, we're asking you to show up as your whole self with the sum of your life experiences. We want to ask you to take the hat off of the organization you are representing, and to keep in mind that everyone else is taking their hat off as well. We're all here with the same goal in mind. We want to think together strategically about what is moving the dial on innovation in the settlement sector.</i> - Framing for specific guidelines comes from the Aorta Foundation's Facilitation Guide. <ul style="list-style-type: none"> - Chatham House Rule. <ul style="list-style-type: none"> - Participants need to all agree to this. - Move Up, Move Up. - Don't Yuck my Yum. - No-one Knows Everything, Together We Know A Lot. - Permission to try and fail. - Acknowledge the difference between intent and impact - Ask participants for additional guidelines, which can be added to the slide show. - Any additional guidelines are added to the screen. - Ask for a consensus, via a show of hands, about whether participants are willing to engage on these terms. 	
<p>1:15 PM - 1:50 PM (35 MIN)</p>	<ul style="list-style-type: none"> ● Foreground the value of work being done in the field. ● Focus the session with a common 	<p>20 min - Opening Round - Zakir</p> <ul style="list-style-type: none"> - Facilitators lead this process. Modelling answers. - Name, affiliation, and answer to the question: <ul style="list-style-type: none"> - <i>"What is the most powerful impact you've seen settlement work have on an individual?"</i> 	<p><u>Outputs:</u></p> <ul style="list-style-type: none"> ● Notes (with table numbers)

	<ul style="list-style-type: none"> ● purpose. ● Start to surface how people think, build connections. ● Move people in to collaboration. ● Move into asset-based thinking. 	<ul style="list-style-type: none"> - Centering the “why” or the “goal”. - Done in one big round. - Validate the impact of work. <p>5 min - Breakout Set-up</p> <ul style="list-style-type: none"> - Facilitators number off participants (1 to 4/5) and have them separate into table groups. <p>5 min - Disorienting Event - Maria</p> <ul style="list-style-type: none"> - This exercise is a brief and quick way to disorient participants while bringing them together around a confusing problem. - Participants are directed to brainstorm how to get off of a desert island with very little information about the situation <ul style="list-style-type: none"> - <i>“You are stranded on a desert island. We’ll hear what people do about this in five minutes.”</i> - Helps people to build connection and start collaborating to solve problems. - KEY: They don’t know why they’re doing during the exercise <p>5 min - Report Back - Maria</p> <ul style="list-style-type: none"> - Facilitators quickly move from table to table asking for a brief summary of the plans generated. - Connects the room, generates some laughter. 	
<p>1:50 PM - 2:15 PM (25 MIN)</p>	<ul style="list-style-type: none"> ● Source promising innovative and collaborative practices. ● Encourage knowledge mobilization. ● Identify promising practices. ● Move toward speaking about enabling conditions. 	<p>25 min - Cross-Pollination - Maria</p> <ul style="list-style-type: none"> - <i>We’re going to move to talk about innovation. But what does innovation mean here?</i> - <i>Definitions:</i> <ul style="list-style-type: none"> - <i>Innovative: a practice, approach, initiative, program, or organization that is characterized by taking a new approach, in context.</i> - <i>We want to encourage you to think about collaboration between new partners working on settlement facing issues as innovative in this context.</i> - <i>A reminder that this conversation is informing an action plan.</i> - <i>There are note takers there to capture the conversation. In a bit, we’ll have a report back and</i> 	<p><u>Materials:</u></p> <ul style="list-style-type: none"> ● Flipcharts ● Markers ● Pens ● Laptops ● Slides <p><u>Outputs:</u></p> <ul style="list-style-type: none"> ● Notes (with table numbers) ● Flipchart summary (with table numbers)

		<p><i>hear a bit about what came out of other groups conversations. We're also going to have a chance to see what comes out of other groups when we go on break.</i></p> <ul style="list-style-type: none"> - Conversation is directed around the following question: <ul style="list-style-type: none"> - <i>"What promising innovative practice or initiative that is having an impact helping newcomers find meaningful employment, have you heard about, or been a part of?"</i> - Participants are asked to go around and talk about something that is happening in their organization, their experience, their work, or work they're aware of. 	
<p>2:15 PM - 3:05 PM (50 min)</p>	<ul style="list-style-type: none"> ● Move to explore enabling conditions from current examples. ● Facilitate a critical conversation about enabling conditions for innovation. ● Capture the "why" of this conversation, in order to move to a "how" for later action planning. 	<p>25 min - Focus on Enabling Conditions - Zakir</p> <ul style="list-style-type: none"> - Break out conversation is directed around the following question: <ul style="list-style-type: none"> - <i>"In your experience, what are the conditions that enable the innovative work in newcomer employment we've been speaking about to succeed? What could help these initiatives be even more successful?"</i> <p>25 min - Report back - Maria & Zakir</p> <ul style="list-style-type: none"> - We're looking for the promising practices, and enabling conditions from each group. We'll have a few minutes each to report back. If we have time, more can be explored together. There'll also be a chance to see what others have been working on during the break. - The rest will be captured through the note takers and everyone will get a chance to see the other groups' work. - Key time to collect the themes that emerge. We are working toward a set of identifiable, commonly agreed upon conditions (if possible). - Explicitly connect to the later visioning process. 	<p><u>Materials:</u></p> <ul style="list-style-type: none"> ● Flipcharts ● Markers ● Pens ● Laptops <p><u>Outputs:</u></p> <ul style="list-style-type: none"> ● Notes (with table numbers) ● Flipchart summary (with table numbers)

<p>3:05 PM - 3:40 PM (35 min)</p>	<ul style="list-style-type: none"> ● Create a common footing based in knowledge exchange. ● Get people thinking in terms of assets, that can be leveraged in innovative ways. ● Foreground potential areas of collaboration, collaborators, and available resource streams for the later Visioning Exercise. 	<p>25 min - Asset-mapping - Zakir</p> <ul style="list-style-type: none"> - Facilitators seed the conversation by defining terms and direction, and model the conversation with examples. <ul style="list-style-type: none"> - <i>Lets walk through assets, what are assets? Assets are anything we can make use of in service of helping newcomers. Some examples might be IRCC funding, programs like the VPL's Skilled Immigrant Info Centre, organizations like MOSAIC, Faith networks, Facebook groups, professional immigrant networks, etc.</i> - Facilitators then pose the question: <ul style="list-style-type: none"> - <i>What resources or services could you (or do you) make use of when helping newcomers look for meaningful employment in the Lower Mainland?</i> - Map the assets that are available to newcomers - Participants use Post-its to put up assets on the wall on butcher paper. - The paper has defined sections where people can self-assign their answers. <ul style="list-style-type: none"> - Institutions. - Organizations. - Methods. - Values. - Community Connections. - Funding Sources. - Professional Organizations. - Keep an eye and take notes. <p>10 min - Report Back - Zakir</p> <ul style="list-style-type: none"> - Speak to the trends that emerge. - Are there intersections? Overlaps? - Collect learnings for the group to assent to. 	<p><u>Materials</u></p> <ul style="list-style-type: none"> ● Post-its ● Markers ● Central prompt on a piece of paper. ● A piece of butcher paper ● Tack ● Tape ● Pins <p><u>Outputs:</u></p> <ul style="list-style-type: none"> ● Post-its. ● Photo of the butcher paper. ● Post-its and butcher paper.
<p>3:40 PM - 4:00 PM (20 MIN)</p>	<ul style="list-style-type: none"> ● Give participants a chance to talk and take a break. ● Participants can connect 	<p>20 min - Snack Break</p> <ul style="list-style-type: none"> - Note takers use the flipchart paper to write out the innovative projects and the enabling conditions surfaced (Bullet Points). - The flip chart paper is posted up on the wall. - Participants have a chance to review the work of the other groups through a gallery walk. 	<p><u>Materials:</u></p> <ul style="list-style-type: none"> ● Flipchart summary (with table numbers) ● Tack ● Tape

	around projects and initiatives.	<ul style="list-style-type: none"> - Facilitators convene and touch base on the process so far. - Make changes to process based on time and emerging conversations. 	<ul style="list-style-type: none"> ● Pins
4:00 PM - 4:35 PM (35 MIN)	<ul style="list-style-type: none"> ● Move participants to thinking about innovation in the sector at large. ● Move into a conversation based on the success of current work. ● Apply the enabling conditions and assets surfaced to a new context. 	<p>35 min - Visioning - Maria & Zakir</p> <ul style="list-style-type: none"> - Bring everyone back together to plenary. - What can we take from our conversation today to encourage innovation and collaboration in the larger settlement sector? - Participants are asked: <ul style="list-style-type: none"> - <i>From what we've talked about today what can we build upon? What can we scale to improve innovation and collaboration in the settlement sector at large?</i> - Facilitators draw the participants attention to the flipcharts from the previous conversations currently on the wall, ask participants to ground the conversation in what has already been surfaced. - Facilitators are active during this conversation, engaging with and teasing out the conversation that emerges into clear topics to be captured by the notetakers. - The facilitated discussion surfaces emerging directions for innovation in the settlement sector with the whole group. 	<p><u>Materials:</u></p> <ul style="list-style-type: none"> ● Flipcharts (with table numbers) ● Markers ● Pens ● Notetaker laptops ● Facilitator laptop <p><u>Outputs:</u></p> <ul style="list-style-type: none"> ● Notes(with table numbers)
4:35 PM - 5:00 PM (25 MIN)	<ul style="list-style-type: none"> ● Give participants a chance to express their views in a safe way that will be recorded and influence the report. ● Collect and ground the conversation. ● Take the opportunity to make participants feel 	<p>25 min - Closing Round - Maria & Zakir</p> <ul style="list-style-type: none"> - Start with a round, asking people to stand if able, and move into a round, asking for one sentence (15-20 seconds): <ul style="list-style-type: none"> - <i>"What excites you about the conversation today, and what do you hope to see in the future?"</i> - Facilitators thank participants for attending and abiding by the guidelines. - Quick reminder about Chatham House rules, and that the opinions expressed in this session are meant to stay within the session. - For individuals that have anything further to share, we invite them to include it in the evaluation form that will be distributed. Let participants know that these forms will also be part of the final report, so their perspective will 	<p><u>Output:</u></p> <ul style="list-style-type: none"> ● Notes (with table numbers) ● Response Form

	<p>appreciated and thanked.</p>	<p>be recorded.</p> <ul style="list-style-type: none"> - Let people know that we'll distribute the finished report that comes out of this project to them. - We really want to take a moment here to pause and thank you. For taking the time to meet with us and share your experience, but also for the work that you do, and its impact. Anything that we move forward with in this process is a result of the work that you put in, and it wouldn't be possible without it. - We also want to thank our partners, IRCC and PeaceGeeks for starting this conversation. - If participants want to know more about PeaceGeeks' other work, they can check in with a representative in the room. <p>Response Form</p> <ul style="list-style-type: none"> - Participants are asked to take some time to fill out a response form about the consultations. - The form asks participants about whether there are other innovative practices that weren't surfaced, or ways that the settlement sector could encourage innovation and collaboration other than what has been surfaced. - The forms provide another avenue for people with minority opinions. - Those who didn't feel they had a chance to fully explain their views to do so in a way that will influence the outcome of this event. 	
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