

Classification of Risk(s)	Description of Risk(s)	<u>Current Risk Score</u> Oct/22	<u>Previous Risk Score</u> Oct/21
1., Financial, Programs May 2015	Programs with Budgets that continue to decrease and/or have had status quo budgets since 2015	8	8
2. Legal, Financial May 2015	Crisis Management and Service Continuity Plans	8	8
3. Operational. Reputational May 2016	Internal and External Communications	5	5
4. Reputational November 2016	Managing Donor Funded Projects, Outcome Reports & Relationship Development	5	5
5. Operational, Reputational November 2016	Increasing Competition	8	7
6. Legal, Financial November 2017	Cybersecurity Risks	8	8
7. Reputational April 2018	Countering Mainstream Negativity toward Immigration, Immigrants and Refugees via Social Media, FB, RODS Website	8	9
8. Programs, Financial, November 2019	Significant changes with IRCC's vision of how newcomer settlement services will be funded and delivered	9	9
9. Financial, Operational April 2020	Program and Service Cuts	8	8
10. Financial, Operational April 2020	COVID-19 CORONAVIRUS PANDEMIC	7	9

11. Operational, Reputational October 2021	Managing RODS Reception House and Fleet of Service Vehicles	8	8
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The following chart reflects the process for the management of risks rated **6 – 9** (high level risks), **3 – 6** (medium level risks) and **1 – 2** (low level risks):

RODS' Risk Management Register (RMR)	Responsibility Centre: Central Administration	Staff Responsibility Centre: Executive Director and Director of Finance & Central Administration	Reviewed, Updated by: Darcy Dietrich, Keith Karasin	Date: 15.09.2020
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RMR **High Level Risks** Colour Code: Green 5 **Resolved - Comes off of RMR**
 Yellow 6, 7 **In process of mitigating risk**
 Red 8, 9 **In process of mitigating risk (high priority)**

RODS' Strategic Plan Priorities: C-Clients
 I- Internal Processes
 P- People, Learning, Leadership
 S-Stewardship, Finance

1. High Level Risks (6 to 9) Executive Director Responsibility - Resolved at LT level with input from Board semi-annually through updated Risk Management Register (RMR)

Classification of Risks	Description of Risk	Risk Score	Reviewer's comments on identified actions & controls	Next steps to be taken	By Whom	By When	Associated Strat Plan Activities

2. Medium Level Risks (3 to 5) Leadership Team (LT) Responsibility - Resolved at LT level and does not usually go to the attention of the Board of Directors

Classification of Risks	Description of Risk	Risk Score	Reviewer's comments on identified actions & controls	Next steps to be taken	By Whom	By When

3. Low Level Risks (1 to 2) Staff Director or Manager Responsibility - Resolved at the department level (CAF, SFC, LEC)

Classification of Risks	Description of Risk	Risk Score	Reviewer's comments on identified actions & controls	Next steps to be taken	By Whom	By When

Classification of Risk(s)	Description of Risk(s) Added to Register <i>May 2015</i>	Risk Score
Financial, Operational	1. Programs with Decreasing Budgets - Since the end of the economic boom in 2014, many provincial and other program budgets became status quo and/or started to decrease. For RODS, this includes provincially funded Employment programs, Regional Gateway (NWC), Stage 1 & 2 English & KidsFirst Regina (2021-2022 KidsFirst budget will show a slight increase in funds. In many cases, status-quo funding no longer covers the total cost of delivering government funded programs, therefore RODS must determine at what point it's no longer feasible for the organization to try and cover the additional costs. As well, we need to keep in mind that decisions we make to mitigate this risk could very well create new risks for RODS. If we decide annually to top the funds up from other sources such as donations or earned revenue, this could be an out for the funder of the program who now assumes that if RODS topped up the funding in previous years, then we should be able to do this on-going. However, on the flip side, if we push back too aggressively for increased funding each year, the funder might decide to award the agreement to another agency proposing to deliver the program for less funds. In addition to status quo provincial funding, there has been a significant donation decrease to United Way Regina's fall fundraising campaign, resulting in less money for funded partner organizations. RODS uses its UWR allocation to fund our Families In Transition (FIT) program. While the situation appeared to be very bleak, more recently UWR invited funded partners to submit a new application with the choice of requesting either \$40,000 or \$100,000. As well, just before the COVID-19 pandemic, IRCC communicated that newcomer landings to our region were lower than predicted resulting in a reduced budget to fund programs and services. Thus far into the pandemic, funders have been good about providing additional funds, and/or allowing us to move funds around to deal with the situation. Of course no one is hitting client target numbers, so some funders have been flexible allowing us to move the money to where it is needed (updated technology, PPE, redesigning office space with COVID-19 top of mind, implementing best practice safety and security measures, policies and procedures...). In terms of a longer-term pandemic effect on funding, at the extreme would be a scenario whereby the virus continues to significantly impact travel and immigration for years. If this occurred, it would be highly likely we would start to see downward amendments of funding agreements. Should the more likely situation of eventual, steady improvements occur, the risk of reduced funding would be low. If an effective vaccine is realized, the risk of decreased funding due to COVID-19 would be low. Overall, this risk of programs with decreasing budgets is becoming less risky as time marches on and significant changes to program delivery and the programs themselves naturally occurs. Provincially funded settlement and employment programs are the exception at this time, as the funds do not cover the complete costs of delivery. The Province is completing a review of their program delivery model and RFPs will be going up, this year for our Gateway funding and next year for language and employment programs. Due to the number of new agencies that will be competing with us for the funds, we must approach the issue of underfunding skilfully. October 2022 With the next IRCC CFP pending in 2023/24 for implementation in 2025, there remains uncertainty about the possible results of the CFP. Given the implementation of the Zones and agency specific case management responsibilities, efforts will be required to work with partners to seek a review of the new model, or build partnerships to better manage the reality. Doug Rain from the provincial ministry of Immigration and Career Training has indicated that they	8

	<i>will take our concerns forward into their recommendations for the next provincial budget. Doug indicated that our concerns are echoed by many SPOs funded by ICT.</i>				
Reviewer's comments on identified actions & controls	Next steps to be taken	By Whom	By When	Related SP Initiatives	
RODS LT members and staff have put concerted effort into maintaining and strengthening current relationships with traditional funders. While we have not had much time to focus on our new strategic objectives during the pandemic, LT members have made progress with S2 - Expand revenue opportunities (to reinvest into operations, programs, events), primarily in our Employment Services dept. Our relationship with RBC is deepening resulting in increased sponsorship funding (\$80,000 for 2021-2022), and the ES dept. has been successful in securing new program funds from Service Canada. In Settlement, the TFW project was added, and the staff is working hard to ensure the successful settlement of the Afghan refugees who will be arriving in November through the Resettlement Assistance Program (RAP).	Designated LT members will continue to engage and strengthen relationships with funders and partners to keep on top of change affecting our sector, and identify as well as act upon potential opportunities. RODS' LT will focus on addressing this risk via two Strategic Objectives that fall under Priority 4 - Effective use of Resources: - S1 – Strengthen Donor Management, Experience and Retention -S2 – Expand revenue opportunities (to reinvest into operations, programs, events). I will request a meeting with long-term colleague Doug Rain, Director of Programs and Partnerships with the provincial ministry of Immigration and Career Training. Along with Tatiana and Keith, we will discuss with him the challenges that we face with frozen provincial funds, especially for the Employment Readiness program. With November being budget time, it is a good time to present this challenge with clear data showing the facts. At the current rate, we will end up affecting Readiness service delivery, if we continue to have to eliminate staff positions to make the budget fit. <i>Discussions have taken place with Doug Rain from the provincial ministry of Immigration and Career Training and they have indicated that they will take our concerns forward into their recommendations for the next provincial budget.</i> <i>There have been recent conversations with Immigration & Career Training (ICT) about the impact of successive years of 0% increases, and today, October 25, 2022, RODS received work that we will be receiving an increase of 4.37% on the current contract.</i>	Leadership Team (LT)	The LT will address this risk on-going as needed and then more formally as the pandemic diminishes, as per the Strategic Activities timelines in RODS' Strategic-Operational Plan.	S1 – Strengthen Donor Management, Experience and Retention S2 – Expand revenue opportunities (to reinvest into operations, programs, events)	

Classification of Risk(s)	Description of Risk(s) Added to Register May 2015	Risk Score			
Legal, Operational, Reputational	2. Crisis Management and Service Continuity Plan - Immediate response and continuity plans for accidents, injuries, death, harassment, alleged abuse, child abuse, violent incident, natural disasters, building disasters (fire, flood...), and pandemics. In 2007/2008 with the SK economy booming, immigration was increasing considerably. At that time, RODS' Leadership Team took part in a Business Continuity Planning workshop and we began to develop a formal plan for 1855 Smith St. using a template provided by the Ministry of Social Services for CBOs. The workshop we participated in had more of a disaster focus than pandemic. During this time, RODS began taking on additional facilities to serve a significantly growing number of newcomer clients settling in Regina. Additional operational responsibilities came along with added facilities and new employees, therefore the Leadership Team shifted its focus to having procedural manuals to inform staff of what to do should an emergency safety issue arise. While every facility had measures in place to deal with security and safety (manuals, emergency buzzer's under desks, specific measures for the Child Care Centre...), our manual was not standardized across facilities. In 2014, when RODS took on a large amount of space at the Bank of Canada (BOC) building, we were provided with a Fire & Life Safety Training manual. With our most recent move in Sept. 2019 into 2314 11th Ave. (the Donahue Building), we discussed adapting the BOC manual, as well as doing an online scan of best practices and other sample templates. With the onset of the pandemic in March 2020, all of our efforts turned to managing the many risks associated with living and working in a safe, secure environment. Due to major changes occurring because of COVID-19, including the majority of staff working remotely, our current focus has been on updating technology used by staff, updating/creating various policies and procedures for staff and clients, developing new safety procedures and a Transitioning Back to Our Office Space plan. While RODS' programs and services were going online and staff were being set up to work remotely, the Leadership Team was simultaneously wading through an unprecedented amount of information and resources in order to implement new safety guidelines, begin transforming the physical office space into protective mode with physical distancing, plastic desk guards, PPE for staff, clients, volunteers..., researching, developing and rolling out new and updated HR policies adapted to the current situation. Safety manuals and Business/Service Continuity plans are still under development as we have been focusing on crisis management during the pandemic and interim safety and security guidelines and plans The Transitioning Back to Our Office Space doc was completed and reviewed with all staff. There has been a vast amount of information and great non-profit related resources being shared and recommended online during this pandemic period. The organization rapidly introduced effective remote service models with the onset of the pandemic, with many of the measures providing opportunities for ongoing alternative remote service. Pandemic specific policies such as vaccine requirements/passports were effectively developed and implemented, with the Covid 19 Working Group providing an ongoing review of the pandemics effects on the organization, and making recommendations and providing direction on next steps. The pandemic response provided tremendous learning on the practicalities of a Business/Service Continuity Plan, with that plan currently in development.	8			
Reviewer's comments on identified actions & controls		Next steps to be taken	By Whom	By When	Related SP Initiatives

The onset of COVID-19 forced a major shift in our work resulting in much of the Leadership Team's time and energy focused on: crisis and risk management, safety, security, the continuation of programs online, face-to-face services for the vulnerable. Also, navigating & making decisions on safety and security concerning our staff and clients. Other items included writing policy concerning remote and online service delivery, the provision of on-going information and guidelines to staff and clients to assist them in identifying things such as phishing messages and fraudsters. The Transitioning Safely Back to the Office document have been implemented, as have numerous other safety and security related guidelines and policies.	This item moves from a level 9 risk, to an 8. RODS' Leadership Team will continue to provide our staff with on-going pandemic related information, information, support and guidelines. Additionally, updated HR and Safety policies and procedures have and will continue to be rolled out throughout the pandemic period as we adapt to the direct and indirect changes it has produced. Next steps include completing and rolling out the Vaccine Passport Policy and Service Continuity Plan. <i>The Covid 19 Working Group continues to review the implications of Covid on the organization, and make recommendations and provides direction on next steps. The pandemic response provided tremendous learning on the practicalities of a Business/Service Continuity Plan, with that plan currently in development.</i>	Committee of the LT	Vaccine Passport Policy -Q3 or Q4 2021/22 Service Continuity Plan - Q2 2022/23 Business Service Continuity Plan Q3 2022/23	C1- Improve client access to programs/services I2- Maximize technology to enhance programs, services and processes
Classification of Risk(s)	Description of Risk(s) Added to Register May 2016			Risk Score
Reputational	3. Internal and External Communications are areas of risk that RODS has been focusing on since the previous Strategic-Operational Plan (SOP) 2014-2018, Strategic Objective I4: Enhance community awareness, relationships and partnerships through increased Communications and Marketing. The primary strategic initiatives included: 1.Hire a Communications and Marketing Consultant - RODS hired consultants Jim Aho & Don Savaria to complete an Integrated Communications Strategy. 2. Secure Funding to hire a Communications and Marketing Manager - By Q4 of 2017-2018 the position was approved by funder. 3. Hire & Train, Communications and Marketing Manager - The new Manager began April 15, 2019. RODS' Communications and Marketing Manager will be leading and supporting many of the strategic objectives being finalized in the currently developing SOP, as well as being flexible as the current pandemic situation determines many of our next steps and communications internally and externally. Examples of objectives in the developing 2019-2022 SOP include strengthening the staff experience (a staff newsletter was introduced during the pandemic), enhancing community connections and strengthening partnerships. The main objective linked to this area is I4 - Increase community/public awareness and understanding of newcomers to Canada and newcomer settlement. This includes sharing newcomer "success" stories (economic, cultural, social...) and promoting widely accepted Canadian values of diversity, inclusiveness, equality, being welcoming, having compassion and being respectful. Considering Canada's history of immigration, and global reputation for being welcoming, the nation would be stronger if all Canadians recognized that when newcomers are successful, all of us benefit as a society, community and country.			5

	Please see Risk 7. <i>Countering Mainstream Negativity toward Immigration</i> for related information.				
Reviewer’s comments on identified actions & controls		Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities
The Communications and Marketing Manager, Victoria has become an integral member of the Leadership Team, having expanded her scope into numerous internal and external communications and marketing activities. In collaboration with the LT she has implemented positive changes, introduced new ideas and processes, engaged the community and staff, and successfully secured funding from various sources to hire support staff to achieve specific objectives and goals. Examples include improving and updating the website, managing and expanding our social media outreach and impact, completing the first draft of a RODS style guide, and the relaunch of the <i>I’m Glad we are Neighbours</i>, sign project to encourage a more welcoming and inclusive community. She also worked closely with the ED on the Strategic-Operational Plan (SOP) framework until the pandemic hit. In addition, she is developing and honing her leadership skills as an active LT member, and a member of the Leadership Team Pandemic Committee.		The C & M Manager will continue to work closely with the ED, the CAF Director and the entire LT to achieve RODS’ objectives and goals related to organizational Communications and Marketing activities, including marketing RODS’ programs, services, events and activities. I am proposing at this time that this risk come off the register to become BAU. RODS 2014-2018, Strategic Objective I4: <i>Enhance community awareness, relationships and partnerships through increased Communications and Marketing</i>, has been successfully achieved, and the organization has and will continue to mitigate concerns and/or risks, and take advantage of opportunities pertaining to or through the support of Communications and Marketing.	N/A	N/A	P1 - Strengthen the staff experience I4 - Increase community (and public) awareness and understanding
Classification of Risk(s)	Description of Risk(s) Added to Register <i>November 2016</i>				Risk Score
Programs, Reputational, Financial	4. <i>Managing Additional Short-Term Projects</i> (including outcome reports, final reports and relationship development with new and existing donors) was added to the RM Register as a result of Operation Syria in 2015-2016. During this highly publicized humanitarian effort of the then newly elected Liberal government, there was an unprecedented upsurge of interest in the immigrant settlement sector and monetary donations to immigrant service agencies like RODS. While we were pleased to receive the funds and offer additional projects, it was challenging for the program directors, managers and finance staff to manage the unexpected added responsibilities of delivering new projects. Unfortunately, the additional work and challenges brought on by the Syrian Initiative made it impossible to try and develop relationships to engage new donors on-going. Most grants from foundations and corporations required narrative and financial reports, including the collection of outcome measurement data. We realized that in order to manage additional funds and encourage on-going giving, RODS needed to take a more strategic approach. We need to pay careful attention to the workload of our Leadership Team and front-line staff. It’s practically impossible to maintain the quality of programs when staff are consistently assigned additional duties and responsibilities. Also, funders				5

	<i>that cover 100% of wages for certain employees to deliver specific programs are never impressed to learn that these employees are also delivering or managing additional projects.</i> <i>Over the years, this risk has diminished due to processes and employees in place to manage the work, and the fact that the Syrian Initiative was unique in touching the hearts of Canadians from coast to coast to coast, mobilizing support and unprecedented donation levels.</i>				
]Reviewer's comments on identified actions & controls		Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities
		<i>Strengthen Donor Management, Experience and Retention is a Strategic Objective in RODS' S-O-Plan, therefore this aspect of the original risk will continue to be developed going forward.</i> <i>I am proposing that this risk comes off the register to become BAU.</i>	Lead - CAF Dir with LT and CAF staff	Q4 2022-23	S1 Strengthen donor management, experience, engagement and retention. Establish a scaled 365 Giving program within a Constituent Relationship Management (CRM) Strategy
Classification of Risk(s)	Description of Risk(s) Added to Register November 2016				Risk Score
Operational, Reputational	5. Increasing Competition – Over the past number of years, IRCC has assertively implemented a new settlement and integration program delivery model that favours funding multiple organizations in mid and large sized cities. Rationale for the changes has varied including reasoning such as: The settlement sector needed to undergo a paradigm shift, more funded organizations will result in an increase in uptake of IRCC's programs, greater transparency & competition, Minister Hussain said fund more organizations, agencies should specialize in delivering specific services such as settlement services, or language services, or employment services, or assessment and referral services (which the LARC – Language Assessment and Referral Centre) was set up to do in Saskatoon and now Regina.				8

This new reality has very much become one of the greatest risks facing long-term large settlement sector organizations like RODS. For the past 40-55 years, a number of long-term settlement agencies across the country have worked in collaboration to develop a program delivery model that met the various needs of newcomer families from diverse backgrounds settling across Canada. Like RODS, these organizations deliver/ed a holistic array of settlement, family, community outreach, English language and employment programs.

Despite our community and clients' support for RODS and the quality programs and pathways we offer(ed), IRCC duplicated the multi-agency service delivery model it has in Saskatoon and other mid-sized Canadian cities. While IRCC tells us not to duplicate programming, in reality the department has funded others to duplicate programs and services RODS offers/ed. Case in point is U of R that was funded to duplicate RODS' LINC program, targeting lower level learners. Also, IRCC provided funds to others to deliver services Open Door offered for many years, such as adult language assessments (out of our NWC), Needs Assessments & Referrals (NARs) & Case Management (out of our settlement dept.). RODS must continue monitoring this change through a RM lens, as IRCC continues to slice and dice the program delivery pie.

The pathways to services and programs in Regina for all newcomers were once clear and community driven. It's difficult to predict how long it will be before the dust settles on IRCC's new service delivery model. Currently, staff would be challenged to explain the perceived advantages of the changes to the community at large, let alone to newcomer clients. During recent program funding negotiations, IRCC decided to introduce Zonal Outreach Services in 3 agencies in order to increase the uptake of eligible newcomers accessing IRCC funded programs. Following a decade of service, the Regina Newcomer Welcome Centre was well known by much of the community. It was designed to attract and welcome the vast majority of newcomers settling here, as it provided a comprehensive slate of initial services that the vast majority of new immigrants would need to access, such as language assessments for adults and school age youth and children, orientation to the SK education system, registering children & youth in school, the provision of settlement information and referrals, clear connections to other settlement and community agencies...). Because all families had to access NWC services to register their children in school, it was a unique opportunity to welcome, engage and inform the majority of recent newcomers of the many opportunities available in the community to meet their settlement needs and goals.

*Just when IRCC seemed to achieve what they set out to in Regina, (having recently signed off on new 5 year funding agreements with multiple organizations), the **pandemic** hit. In addition to the **COVID-19** situation, we also learned during recent funding negotiations that the number of newcomers predicted to land in our region was much lower than expected. The main factor affecting IRCC's regional funding allocation model, is newcomer landings, so just as IRCC signed off on working with more organizations in Regina, the overall amount of funding to the region was cut. Of course with **COVID-19**, everything has been turned on its head in terms of service delivery, meeting targets, activity outcomes and spending plans for budgeted program funds. However, even without the **pandemic**, due to IRCC's prediction of landing numbers being way off, we now face a situation of more organizations competing for less dollars to serve potentially fewer clients than RODS used to serve as a stand-alone settlement agency.*

In order to diversify and depend less on IRCC funds, RODS might consider a targeted scan of other funding sources and opportunities (all levels of government, private sector, foundations, partnering with business) to expand on work the agency does (or did in the past) in areas such as anti-racism, multiculturalism, cross-cultural awareness training, online training, teaching English and Canadian work culture in workplaces, etc. In the form of strategic objectives, could encompass: hiring a specialist on a short-term contract, a focused scan, the identification and selection of new funding sources, the preparation and submission of proposals. A few years ago, the RRLIP created a resource of potential sector funders, which would be a good starting point.

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	<i>Moving into year 3 of the 5 year CFP, the impact on client services and organizational roles has become much clearer. With the creation of the 3 Regina Zones, client referrals based on zone is often made complicated by case management that exist unrelated to the zones. Families and their members can often have 3 different case managers, from 3 different organizations. Zones were intended to be an added dimension of client recruitment to increase the number of newcomers accessing settlement services, what has resulted is unregulated agency promotion regardless of zone. The allocation of zones without prior consultation or understanding of community distribution of affordable housing has resulted in dramatic shifts in client caseloads. RAP providers struggle to assist GAR arrivals beyond the initial 12 weeks given that the clients are referred on to other case managers at other agencies, having to tell their stories of trauma yet again. The possible unintended consequences of the zones and case management assignments has further strained cross organizational relationships, emphasized competition for clients to meet contractual targets, and has lessened the client focus of the service delivery continuum.</i> <i>As we soon come to the end of year 3 of the 5 year CFP, the consequences of the implementation of Zones and allocated case management will present an additional challenge and complication for the CFP process.</i>				
Reviewer’s comments on identified actions & controls	Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities	
RODS staff and management continued to work respectfully and collaboratively with IRCC and other IRCC funded agencies as it’s.’ new service model unfolds. Our staff are inclusive, but not afraid to lead. The RRLIP project staff, as appropriate, lead and facilitate community wide sector related collaborative activities, events and consultations, resulting in IRCC funded agencies working more closely together.	This item moves from a level 7 risk, to an 8. Communications & Marketing (C & M) related objectives and initiatives are a part of our Strategic-Operational Plan (SOP). With increased competition, it is increasingly important to market and promote the agency and its programs to potential new clients, engage clients (and staff), increase the visibility of RODS in the community, and increase awareness of why immigration and newcomers matters to Canada and Canadians. <i>S2: Explore and expand other sources of revenue</i>, a Strategic Objective in RODS’ 2019-2022 SOP will assist us to diversify, resulting in less dependence on one main funder. This is an opportunity to use more of our expertise in areas such as fee for service training (Cross-cultural understanding, diversity and inclusiveness training, anti-racism workshops and possibly projects such as language in the workplace). As discussed at the Strategic Planning Retreat earlier in October, RODS must work closely with SODS and other providers who share the same concerns regarding Zones and case management, and bring those concerns to IRCC.	Leadership Team (LT) Directors, C & M Manager, LT	On-going currently and as the pandemic subsides, more formally according to the timelines of the SOP	S2 - Explore and expand other sources of revenue	

	RODS must also work hard to find common ground with other service providers, building key relationships and alliances. RODS must also re-engage at the local, provincial and national level to once again become part of the dialogue and discussion that can influence change.			
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Classification of Risk(s)	Description of Risk(s) Added to Register November 2017	Risk Score			
Legal, Financial, Reputational	6. Cybersecurity I recently learned that according to Verizon’s 2018 Data Breach Investigation, 58% of all cyber-attacks are against smaller organizations because they are seen as less tech-savvy. Cyber liability is the risk posed by conducting business over the internet, over other networks and/or using electronic storage technology (the cloud). <i>Risk of breaches: 1) First party, includes employee data, and occurs when our own information is breached. 2) Third party, includes former and current donors, clients, volunteers, partners..., and occurs when their information that RODS has promised to keep safe, is compromised. Failure to protect could result in litigation, loss of business, and decreased client, stakeholder and donor satisfaction. Saving information in the cloud can give a false sense of security, so we need to ensure we’re asking our provider questions such as: Is the security and privacy of our data guaranteed? Will we be alerted if there is a breach of our data? Who will be responsible for notifying our clients, staff, and other stakeholders/contacts of a breach incident?</i> <i>Considering a new strategic objective to strengthen donor management is being proposed, we’ll need to make doubly certain that donor data is securely protected, as well as data on clients, employees, volunteers, etc. If cybercriminals hacked RODS’ system, they could obtain data to commit identity theft, fraud and/or hold the data hostage in ransomware attacks. While having the right technology goes a long way, human error is becoming more of a factor in security as hackers target uninformed people. The on-going training of staff (and volunteers as appropriate) is paramount, as is having strong passwords, the right software and a strong, accessible VPN (Virtual Private Network) to ensure a secure, encrypted link between devices and the internet server.</i> <i>The risk of a cyberattack increased with the need to quickly transition RODS’ staff to work remotely from home during this pandemic. Central Admin is working closely with MicroAge to ensure RODS manages the challenges effectively. As with numerous other items affected in one way or another by the pandemic, there is an abundance of excellent information, articles and recommendations on how non-profit organizations can best manage the risk of cyberattacks in general, and more specifically, during this COVID-19 pandemic, with the majority of staff working remotely and delivering programs and services online.</i>	8			
Reviewer’s comments on identified actions & controls		Next steps to be taken	By Whom	By When	Related SP Objectives

				and/or Activities
Designated management and staff members continue to work closely with MicroAge to mitigate threats and online issues. The majority of staff members have been working remotely and online since the onset of the pandemic, increasing our exposure to potential cyber-attacks. With the migration to the new active directory and shift to the new domain, all staff now have access to RODS' VPN (Virtual Private Network). This ensures that their online communications are encrypted and confidential. RODS' primary IT technician on staff and our provider MicroAge continue to pay close attention to the increased risk of cyber-attacks. On-going information and training, including training on Phishing has been provided to help manage this risk.	This area of risk remains at level 8 Due to the changes in how RODS' staff are delivering programs and services there will be an increased and on-going need during the pandemic to continue a close working relationship with our vendor Micro Age. There is obviously an amplified need to ensure cyber related threats are systematically identified and managed. As needed, we will continue to use donor project funds to purchase updated, safe and secure technology devices and software (malware etc.) for RODS' staff. The on-going engagement of staff to report any suspicious email messages or online activity will continue, as will periodic messages from our in-house technician to staff providing information and activities that will keep them up-to-date concerning the various ways hackers may try to get into our system. Strategic Objective I2: <i>Maximize technology to enhance programs, services and processes</i> is a strategic objective in RODS' 2019-2022 Strategic Operational Plan. This objective provides additional opportunities to inform and train staff on cyber related threats and opportunities. The risk of phishing and cyber-attacks remains ever present, MicroAge and RODS IT staff continue to maintain security protocols and monitoring to manage ongoing elevated risk.	Overseen by CAF: Led by CAF Director working closely with IT staff member & MicroAge.	Q4 2020-2022 and on-going at this pace until the pandemic wanes and hopefully threats simultaneously decrease.	I2 - Maximize technology to enhance programs, services and processes

Classification of Risk(s)	Description of Risk(s) Added to Register <i>April 2018</i>	Risk Score
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Reputational, Communications	7. Countering Mainstream Negativity toward Immigration, Immigrants and Refugees via Social Media, FB, RODS' Website Despite the huge success of the Syrian Initiative and the groundswell of support at that time for immigration, refugee protection and newcomer settlement agencies, as we've witnessed time and again, as soon as there is a downturn in the economy, immigration and immigrants/refugees quickly become scapegoats. Due to the unprecedented number of refugees and displaced people in the world due to war, violence, poor economic conditions, and so forth, we've all witnessed the rise of right wing politicians stoking the fears and playing upon the ignorance of those who are anti-immigrant, uninformed, uncaring, racist and/or xenophobic. The COVID-19 pandemic has also caused an increase in violent episodes against particular ethnic groups being blamed for the creation and spread of the virus. With a Communications and Marketing Manager on our team, RODS is better positioned to proactively counter mainstream negativity. Please refer to 4. Internal and External Communications for additional details regarding how RODS is managing this risk as a strategic objective. Although we need to be vigilant about COVID-19 (current and future safety measures), immigration numbers should increase to try and make up for the decrease this year. I fear however, that history will continue to repeat itself because many average Canadians continue to buy into myths such as: higher immigration numbers means less work for Canadians, all immigrants get paid for the first year in Canada, newcomers are changing our culture, newcomers bring disease and sickness, the majority of refugees end up on social assistance, etc. This rhetoric opens the door to increased fear-mongering, misinformation, racism and even hatred. To really make an impact of any kind, we need more than newcomer "stories". At the same time, we need established Canadians to explore and recall their own family's story of settling in Canada, and provide factual, cutting edge, engaging public education/social media campaigns that reach and speak to all Canadians (in schools, universities, workplaces, daycare centres, senior and community centres,...), until everyone understands how important immigration and immigrants are to Canada historically, in today's context and into the future. We would be a stronger more forward-thinking nation if all Canadians had a basic understanding of Canada's immigration history, demographics, current economic needs, humanitarian values and traditions. Also, new and oldcomer Canadians of all ages and backgrounds need to understand the history of Canada's indigenous peoples and the importance of Reconciliation. Canadians need to recognize the role immigration will play in improving Canada's economic situation due to the pandemic. Our communication efforts must encourage as much as possible Canada's values of diversity, inclusiveness, acceptance, refugee resettlement, and a greater understanding for the need to increase the numbers of newcomers admitted annually. There are so many reasons to celebrate immigration, as well as promote diversity and inclusiveness. All Canadians should understand and appreciate why that adds up to success on numerous levels; culturally, economically, socially and politically. Please see Risk 3, Internal and External Communications for related information and details.				8				
	Reviewer's comments on identified actions & controls				Next steps to be taken		By Whom	By When	Related SP Objectives and/or Activities

Due to COVID-19, we initially shifted the majority of our resources and attention to dealing with the effects of the pandemic. As we became more accustomed to addressing day-to-day COVID risks and related issues, our Communications and Marketing Manager found time to address other priorities such as this risk. Identified actions included providing information and introducing activities with the goal of creating greater awareness to counter mainstream negativity towards newcomers by focusing on the numerous benefits immigration has on Canadian communities and the country as a whole. Examples include the community focused June 2021 World Refugee Day display in Wascana Park and the August/September 2021 <i>I'm Glad we are Neighbours</i> sign project.	This risk moves from a 9 to an 8. RODS C & M Manager will continue to work closely with the LT to manage COVID related changes and challenges, however more emphasis will now be placed on countering mainstream negativity towards newcomers. This will be accomplished through various means such as using RODS' social media and website to provide on-going information and client success stories in order to create and encourage greater awareness and understanding of the benefits of immigration, diversity, inclusiveness. The C & M Manager will also focus on adding RODS' voice as appropriate to other environmental factors and events (social, political, economic...) such as Black Lives Matter, the extreme right-wing political agenda, World Refugee Day events, Orange Shirt Day & Truth and Reconciliation activities. In addition, projects such as <i>I'm Glad we are Neighbours</i> that encourage dialogue, acceptance, understanding and friendship at the community level. As the COVID-19 pandemic wanes, RODS' C & M Manager and LT will focus on addressing this risk via two Strategic Objectives: • <i>I4 – Increase community/public awareness and understanding (of newcomers to Canada, newcomer settlement, benefits of immigration to Canadian communities...)</i> • <i>C3 – Enhance and strengthen client connection and participation in the community</i>	C & M Manager, LT	Q1 & Q2 2022-2023 and post pandemic via the SOP activities.	I4- Increase community (and public) awareness and understanding C3 - Enhance and strengthen client connection and participation in the community
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Classification of Risk(s)	Description of Risk(s) Added to Register November 2019	Risk Score
Programs, Operational, Financial	8. Significant changes with IRCC's vision of how newcomer settlement services will be funded and delivered Despite having a RODS' LT member working at the national level on the National Settlement Council (NSC) for 3 decades, and designating Leadership Team members to work closely with IRCC at all levels and with sector colleagues in leadership roles across Canada, the federal government obviously had a plan in place to use CFP2019 to make major changes with the delivery of settlement services in Regina and other locations, moving to a program delivery model that favours funding multiple organizations.	8

	<i>Using CFP 2019 as a means to affect change in our region, IRCC moved rapidly forward with its new vision of how newcomer settlement services will be funded and delivered in the future. In addition to the vision and program changes, many of which are mentioned in this Register, we’ve seen major on-going IRCC staff turnover with program officers, at times changing monthly with our files being reassigned to IRCC officers (sometimes in other provinces).</i> <i>Relationship development is more challenging due to the high staff turnover, but also due to their arm’s length, top-down style of management. Considering the number of government’s RODS has worked with over the decades, it seems odd that under this liberal government, IRCC’s leadership/management uses a top-down style. The program officers are usually great to work with and appreciative of all that we do, however they no longer make decisions as in the past, perhaps in an effort to reduce conflicts arising between sector staff and IRCC officers. All items and issues are presented by the officers to their management table for final decisions, making the officers messengers of information and final decisions.</i> <i>Regarding COVID-19, IRCC has communicated well from the onset and provided timely information and supports. At times like this, IRCC is quick to put together working groups and to constantly mine and share best practices. Meetings involving committees at the local, provincial and national level are held regularly, with a particular focus on the Resettlement Assistance Program (RAP), which serves vulnerable refugee clients such as the Afghan Refugees settling in Canada due to the crisis in Afghanistan. Please see Risk 5, Increasing Competition for related information and details.</i>			
Reviewer’s comments on identified actions & controls	Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities
IRCC’s changes to program delivery has been managed through meetings between all local IRCC funded agencies. There has definitely been a lot of frustration trying to reach consensus on numerous items such as referral processes and everyone’s interpretation concerning who does what and serves whom. RODS staff continued to work professionally and collaboratively with the funder and other service provider organizations to implement the changes. In addition to the pandemic, the current Afghan Refugee Resettlement initiative is the primary focus of IRCC. During the pandemic period, the number of newcomers who could enter Canada was very low, however the changes IRCC has made will not be going away, and our staff from Leadership to the frontline have moved ahead focusing on the current contribution agreement deliverables, targets and outcomes.	This risk moves from a 9 to an 8. RODS’ LT members will continue to watch for and take advantage of new funding/service delivery opportunities with IRCC and/or other funders that will support the organization in achieving its mission, goals and objectives. RODS’ Strategic Objective S2 – <i>Expand revenue opportunities (to reinvest into operations, programs, events) could assist in mitigating this risk by bringing new and more diverse program and service options to our clients and the larger community.</i>	ED, Staff Directors, LT	Q 4 2021-2022 or when the pandemic begins to fade.	S2 - Expand revenue opportunities (to reinvest into operations, programs, events)

	The provincial ministry of Immigration, Careers and Training (ICT) will most likely be making significant changes as well over the next two years as they launch through their tendering process numerous RFPs for settlement services this year, language & employment next year. RODS must be well prepared for competition via strong proposals and building strong relationships. The current delivery system was designed during the economic boom, when immigration to SK was at its height. The landscape is very different now, therefore one can only assume that they will scale back some of the services they fund across the province. Recently we put forward a request to meet with a long-term colleague in a Leadership position with ICT. We will respectfully broach the subject of current funding not covering the full cost of programming, and we will agree to assist them with a request they have made to move a service from one of our contracts to another due to where this particular service will be housed in their new framework. <i>The Province of Saskatchewan has not provided sustained budget increases to the organization for many years, with 0% increase the norm. Special pandemic funding provided by the Federal Government to the Province did allow the organization to acquire much needed capital assets related to remote delivery and learning. There have been recent conversations with Immigration & Career Training (ICT) about the impact of successive years of 0% increases, and today, October 25,</i>			
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		<i>2022, RODS received work that we will be receiving an increase of 4.37% on the current contract.</i> <i>Please see Risk 5, Increasing Competition for related information and details.</i>			
Classification of Risk(s)	Description of Risk(s) Added to Register April 2020				Risk Score
Financial, Reputational	9. Program(s) Cuts by Funders - The Regina Newcomer Welcome Centre (NWC), a nationally recognized best practice partnership project between RODS & 3 Regina School Boards, was launched in 2009 co-funded by the federal and provincial governments. Following the submission of proposals to IRCC through the CFP2019 process, RODS was informed that the NWC project was not approved for funding going forward as it no longer worked with the vision/changes IRCC was implementing. The SK government funds for Regional Gateway Services (NWC) remain in place currently. The NWC provided a unique suite of services that met many of the initial information and referral needs of newcomers to Regina. Over the years, the Centre became known as the recognized pathway or first-stop for newcomers to Regina to access settlement information, referrals, school orientation and language assessment services. Due to the funding cut, RODS has moved the NWC-Regional Gateway services from 2332 11th Ave. to 1855 Smith Street. RODS was also recently informed by United Way Regina that it is bracing for a difficult fundraising period with their traditional workplace campaign. In an effort to mitigate financial risks, they are exploring not offering further funding commitments beyond December 31, 2020. Instead, they would launch a call for proposal process between Jan-May, 2021 and accept proposals aligned with their Grade Level Reading Initiative beginning July 1, 2021. If UWR decides to end current funding commitments the end of this calendar year, RODS will have to wind down the Families In Transition (FIT) program by that date. The UWR risk was mitigated with a strong proposal submitted according to the UWR's new RFP process. We have also built a longstanding strong supportive relationship with UWR over the past few decades. In the end, we were awarded and increase of over \$40,000, having succeeded in our request for \$100,000. None of the IRCC program cuts were related to the COVID-19 pandemic, and none are currently expected. Although highly unlikely, if this state of affairs continues for years to come, we would need to reprioritize this risk, as program budgets could potentially be renegotiated downward. However, with IRCC having taken on another major initiative to resettle 40,000 Afghan refugees over the next year or two, as in the past, our budgets will be amended upward as this group of clients makes its way through the service delivery system. <i>RODS received notification in June 2022 that our United Way funding for the FIT program had been reduced to \$45,000. The reduced funding level does reflect the fundraising challenges being experienced by the United Way. We were also informed that the United Way is planning a significant shift in its funding priorities going forward and this may result in a significant impact on our success receiving funds going forward.</i>				8

	<i>IRCC contracts, set at negotiated levels for the 5 year duration, have been fortunate to receive additional funds based on the number of arrivals into our community.</i> <i>The Province of Saskatchewan has not provided sustained budget increases to the organization for many years, with 0% increase the norm. Special pandemic funding provided by the Federal Government to the Province did allow the organization to acquire much needed capital assets related to remote delivery and learning. There have been recent conversations with Immigration & Career Training (ICT) about the impact of successive years of 0% increases, and today, October 25, 2022, RODS received work that we will be receiving an increase of 4.37% on the current contract.</i>				
Reviewer’s comments on identified actions & controls	Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities	
As per risk 8, RODS’ LT members are having been on the lookout for new funding/service delivery opportunities with IRCC and/or other funders to support the organization in achieving its mission, goals and objectives. Employment Services has successfully added and enhanced a few new programs with funds from Service Canada and RBC. In Settlement, the TFW project was added, and the staff is working hard to ensure the successful settlement of the Afghan refugees who will be arriving in November through the Resettlement Assistance Program (RAP).	This risk moves from a 9 to an 8. RODS’ LT will work toward successfully achieving Strategic Objective S2 – <i>Expand revenue opportunities (to reinvest into operations, programs, events)</i>, according to the timelines that will be set out in the developing 2019-2022 Strategic-Operational Plan (SOP). Strategic Objective I3 – <i>Strengthen and strategically increase community partnerships and collaboration</i>, could potentially provide another platform from which RODS (and its strategic partners) could access new funding and service delivery opportunities to support Open Door and our partners in attaining our missions and visions. In RODS SOP, the main Strategic Objective to assist us in accomplishing this goal is P1: Strengthen the staff experience. We will be sure to pay attention to this important objective to encourage and support our staff, so that they can focus on building strong supportive relationships with clients. This above all will ensure RODS’ excellent reputation in the community and the settlement sector.	Leadership Team (LT)	Formally via the SOP, Q4 2020-2021 or as the pandemic weakens	S2 - Expand revenue opportunities (to reinvest into operations, programs, events) I3 - Strengthen, increase and sustain meaningful community partnerships and collaboration	

	As described in related risk 8, we will focus extra effort on building on our strong relationship with the province, and preparing strong proposals for their upcoming RFPs over the next two years. RODS continues to seek new and additional funding partners to provide alternative funding sources for core programming and unfunded areas of need. The Public Health Agency of Canada has signed a 7 month contract with RODS to promote and facilitate Covid boosters and immunization. Applications have been submitted to Blue Cross, in partnership with SODS, for a multi-year health literacy initiative. RBC has announced its continued support for RODS Employment Programs.			
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Classification of Risk(s)	Description of Risk(s) Added to Register <i>April 2020</i>	Risk Score
<i>Programs, Operational, Financial, Reputational</i>	10. COVID-19 PANDEMIC – As suggested at the Board meeting in April, I have updated RODS' Risk Management Register providing an update on each risk as per usual, but also updating each risk with more details related specifically to the current COVID-19 pandemic situation. In addition, because a number of these high priority risks have been on the RMR for several years, during which time new Board and Leadership Team members have come onboard, I decided to provide more detailed descriptions to ensure everyone understands the background, as well as the likelihood and potential impact of each risk. As you are aware, since the onset of COVID-19, RODS' Leadership Team has been meeting initially 3 and currently 2 times a week to discuss and assess all items through a risk management lens, thus making decisions, changes and updates. Due to the sheer volume of items we deal with, decisions are made quickly and follow through on various items is determined by position (such as our HR Manager taking the lead on policy changes, and getting legal advice as needed), or by workload and team members' strengths, experiences and areas of expertise. During the first couple months of the pandemic, in order to make certain the Board of Directors was informed and aware of the work being done at the LT level, the team members provided detailed operational updates that were compiled into reports for the Board's perusal. Following a quieter summer than usual, fall has really ramped up and feels more normal in terms of workload. Regular updates at Board meetings via Zoom will resume at the end of September 2020, and reports as requested will be provided to the Board to make certain they are comfortable with the actions and controls the LT has and continues to put into place to manage the various challenges and opportunities COVID-19 has created. The organization continues to update the Board of escalation or de-escalation measures in response to the pandemic. With the emergence of variants of the original strain of Covid 19, the organization has maintained many measure longer that initially anticipated. During the spring of 2022, an increased number	7

	of staff and direct service programs were available on site. RODS was able to remove the vaccine passport and vaccine requirements, and wind down the contract of our Screening Ambassadors. As of October 2022, plans are in place to return additional in person language and employment classes, settlement programming and staff. With the support of the Covid Working Group, Department have formulated plans to safely return to more on site delivery.				
Reviewer’s comments on identified actions & controls	Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities	
All actions and controls were taken including: - LT meeting regularly to mitigate COVID related risks, issues, challenges and opportunities. - LT seeking out and providing up-to-date safety, security and sector updates to all stakeholders. - Provided our staff with safe, secure, up-to-date technology devises and systems to support their abilities to work with confidence remotely and when delivering programs and services online. This is an on-going item using funds as they come in from various funders. - LT has been successful in providing an on-going supply of PPE for staff and others as needed. We continued to update safety guidelines and provide resources to transform RODS’ physical office space into protective mode - The <i>Transitioning Back to Our Office Space</i> plan was completed and provided to all staff via an online meeting. - RODS LT hired temporary screening ambassadors using foundation funds. IRCC decided not to provide funds, as they were concerned that other agencies would also request funds for such a purpose.	This risk has been reduced to level 7 from level 9. LT will continue to meet regularly as we have throughout the pandemic, to discuss and manage as needed identified risks and threats (opportunities as well should they arise). This includes on-going open communication with staff and other stakeholders, to keep them up-to-date on the ever-changing COVID related guidelines, restrictions, new or enhanced/revised policies and procedures, safety and security measures such as active cases, mandatory masking, The LT will support staff through the provision of information and resources that will assist in taking care of their physical health and mental well-being. Staff will in turn provide such supports to clients in general, and more often to those who express their fears, anxieties, uncertainties, feelings of isolation, loneliness, etc. Following the go ahead from our lawyer, for everyone’s safety and well-being, <i>RODS Vaccine Passport Policy will be communicated to our staff and other stakeholders on or before November 1, 2021, followed by full policy implementation by December 1, 2021.</i> The LT team has returned to meeting bi-weekly, and the Covid Working Group meets as on an ‘as needed’ basis. Building entry screening and vaccine requirements have been lifted, masks are still required while in the buildings, a steady return to the office and on-site service delivery is underway.	Leadership Team	On-going provision of info, updates, guidelines, supports and resources. Continue the on-going purchasing of new technology related items as needed for service delivery, safety and security.	P1 - Strengthen the staff experience P2 - Expand staff competencies and capabilities to address changing organizational, sector and societal needs P3 - Strengthen management and leadership effectiveness	

Classification of Risk(s)	Description of Risk(s) Added to Register <i>April 2020</i>				Risk Score		
<i>Facilities, Transportation, Reputational</i>	11. RODS’ Reception House and Fleet of Service Vehicles – In 1984, RODS opened the first Refugee Reception House in Canada, a model that was duplicated across the country. With the passing of time, our current Reception House has deteriorated significantly despite numerous on-going renovations. This is in partly due to when it was built, but also exacerbated by the wear and tear caused by clients (and especially their children) who due to their backgrounds of living in refugee camps for years, lacked the life skills to respect the property by cleaning it effectively and not causing damage. The original funding model for the Reception House established by RODS & IRCC has changed significantly since its inception. A monthly base fee as a virtual holding fee on the facility, and additional IRCC approved expenses for utilities, cleaning and basic maintenance have greatly impacted the organizations ability to address significant renovation and repair issues. The original vision of what a refugee reception house or centre should be (clean, in good repair at all times, well-furnished and decorated, with staff on hand to provide on-going orientation sessions, teach life skills, and visit with clients to ensure they feel safe and welcomed) has not been reflected in the financial support. Essential repairs resulting from water damage have been completed and the Reception House is back in operation. While the challenges with the current Reception House and the funding model continue to exist, with the next CFP set for 2024, there may be a risk associated with making a change prior to that time. Over the years, RODS’ has not acquired new fleet vehicles with the exception of the KidsFirst Program. Prior to the current 5 year IRCC contract, RODS received funding from IRCC to undertake repairs to the vehicles, unfortunately that funding has ceased. RODS and Central Admin & Finance have paid for ongoing repairs to the vehicles, and have sold 2 of the older vehicles. As the vehicles age and we will continue to struggle to maintain, repair, insure and replace the vehicles without dedicated funding. Improper repairs and maintenance present the risk of staff members getting into accidents, damaging vehicles and potentially causing injury to clients and themselves. Many sector agencies have gotten away from maintaining a fleet of vehicles, using taxis, rented busses and/or public transportation as needed to transport clients. The next 5 year CFP will require RODS to implement a sustainable plan for client transport not reliant on owned fleet vehicles.						8
Reviewer’s comments on identified actions & controls		Next steps to be taken		By Whom	By When	Related SP Objectives and/or Activities	
		This risk comes onto the Register at level 8. RODS ED and LT members are proposing that a thorough review of these risks be administered by individuals who have the knowledge and skills to do such a risk assessment.		Specific Leadership Team members and potentially	After the pandemic diminishes, possibly in 2022-23.	S3 - Maximize the efficient use of resources	

	Following the assessment, the independent experts would make recommendations that would be presented to the LT and possibly the Board of Directors. Once this phase of the review was done, the LT would consult with RODS Board members and make final decisions pertaining to the future of Reception House and RODS fleet of vehicles, based on the advice procured. Continue to assess and review the operating viability of the Reception House and fleet vehicles, manage risk, prepare alternate plans for implementation following the next CFP or potentially execute prior sooner if so determined by the Board	Board reps and/or other volunteers with experience and expertise.		
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ACRONYMS

- APPR – Annual Project Performance Report
- BAU – Business as Usual
- C&M – Communications & Marketing
- CFP – Call For Proposals
- CTS – SimpleCTS – Simple Client Tracking System
- ED – Executive Director
- FB – Facebook
- FC – Finance Committee
- HR/HRC – Human Resources/Human Resources Committee
- iCare – IRCC database for program reporting
- IRCC – Immigration, Refugees and Citizenship Canada
- KIMS – KidsFirst Information Management System
- LMS – Labour Market Services (Province)
- LARC – Language Assessment and Referral Centre
- LIPs – Local Immigration Partnership
- LT – Leadership Team (ED, Staff Directors, Senior Managers, Managers)
- MOU – Memorandum of Understanding
- MT – Management Team
- NSC – National Settlement Council
- RCC - Regina Community Clinic (Partner in Refugee Health Care)
- RFP – Request For Proposals
- RMR – Risk Management Register
- RODS – Regina Open Door Society
- RRLIP – Regina Region Local Immigration Partnership
- SAISIA – Sask. Association of Immigrant Settlement and Integration Agencies
- SODS – Saskatoon Open Door Society
- SSCF – South Saskatchewan Community Foundation

RODS' Departments

- CAF – Central Administration and Finance
- LEC – Language, Employment and Child Care services
 - CCC – Child Care Centre
 - ES – Employment Services
 - LINC – Language Instruction for Newcomers to Canada
 - PTA – Provincial Training Allowance
- SFC – Settlement, Family and Community services
 - FIT – Families in Transition
 - NWC – Newcomer Welcome Centre
 - OSN – Orientation Services for Newcomers
 - RAP – Resettlement Assistance Program (Refugees)
 - SSWIS – Settlement Support Workers in Schools
 - TIP – Translation & Interpretation Program
 - WCN – Welcoming Community for Newcomers