Regina Open Door Society Risk Management Register - ACRONYMS 2024

Classification of Risk(s)	*Description of Risk(s)*	*Current Risk Score June/24*	*Previous Risk Score May/23*
1., Financial, Programs May 2015	*Programs with Budgets that continue to decrease and/or have had status quo budgets since 2015 & Program/Service reductions*	*8*	*8*
2. Legal, Financial May 2015	*Crisis Management and Service Continuity Plans*	*7*	*7*
3. Operational, Reputational November 2016	*Increasing Competition*	*8*	*8*
4. Legal, Financial November 2017	*Cybersecurity Risks*	*8*	*8*
5. Reputational April 2018	*Countering Mainstream Negativity toward Immigration, Immigrants and Refugees via social media, FB, RODS Website*	*8*	*7*
6. Programs, Financial, November 2019	*Significant changes with IRCC's vision of how newcomer settlement services will be funded and delivered*	*8*	*8*
7. Financial, Operational April 2020	*COVID-19 CORONAVIRUS PANDEMIC* (Coming off registry)	*5*	*7*
8. Operational, Reputational October 2021	*Managing RODS Reception House, 1855 Smith Street and Fleet of Service Vehicles*	*7*	*7*
9. Financial, Operational June 2024	*Compensation*	*7*	

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):

Regina Open Door Society Risk Management Register - ACRONYMS 2024

RODS' Risk Management Register	*Responsibility Centre:*	*Staff Responsibility Centre:*	*Reviewed, Updated by:*	*Date:*
(RMR)	*Central Administration*	*Executive Director*	*Keith Karasin*	*06/10/24*

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 May 2015*	*Risk Score*

Financial, Operational	***1.*** **Programs with Decreasing Budgets/Status Quo-** **October 2022** **With the next IRCC CFP pending in 2023/24 for implementation in 2025, there remains uncertainly 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. Provincially, Doug Rain from the provincial ministry of Immigration and Career Training has indicated that they will take our concerns regarding frozen levels of funding forward into their recommendations for the next provincial budget. Doug indicated that our concerns are echoed by many SPOs funded by ICT.** **May 2023** **The timing for the next IRCC CFP is yet to be finalized, but it is anticipated that agencies will have lead time to adjust to any changes in contract funding within year 5 of the current CFP. Currently, in year 4 of the current IRCC CFP, LINC and OSN dollars have remained relatively stable, with minor increases. The RAP contract has increased from its placeholder budget of around $400,000 to $1.7 million dollars. This increase is driven by increased numbers of GAR arrivals and the Afghan Initiative.** **The United Way of Regina has notified member agencies that the funding for the historical services will end this current year. Declining fundraising, a shift in funding member agencies based on actual donations and not projected donations and a change in United Way funding priorities has already seen the end in support from the United Way.** **Provincially funded programs (ICT) have yet to be informed of any increases in funding for the 23/24 contracts. The 2023 Provincial Budget made reference to inflationary increase for CBOs.** **June 2024** **As of this date RODS and the sector await the results of the 2024 CFP for the period of April 1, 2025 to March 31, 2030. Based on the current 2019 CFP 5-year agreements, RODS funding envelopes for specific contracts have declined as per IRCC contracts, with the exception of those contracts where slight increases reflect based on higher arrival numbers/service targets or students.** **Provincially funded programs have seen no significant decrease or increase in funding, nor is there any indication of any additional funding for the 24/25 fiscal year.** **The Youth Employment Skills Strategy (YESS), funded by Service Canada, ended March 31, 2024 and awaits word on a new 4-year contract that would commence in May/June of 2024. The Immunization Partnership Fund (IPF), funded by the Public Health Agency of Canada (PHAC) , ended March 31, 2024 and awaits word on a new 2-year contract that would commence in May/June of 2024. We have recently been informed that we were mot successful in receiving additional funds from PHAC.**	***8***

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. **The LT members have made progress with S1, S2 & S3 within the new Strategic Plan. Our relationship with RBC continues to deepen resulting in ongoing sponsorship funding and the ES dept. has applied to renew YESS program funds from Service Canada.** **In Settlement, a part time TFW project continues. The Public Health Agency of Canada has provided RODS a short-term contract for COVID vaccination and education and overall immunization, and RODS has just successfully completed a renewed contract on March 31, 2024. RODS has submitted a new application to PHAC for a 2-year contract to support an ongoing omnibus vaccination and immunization program.** **Applications for supplemental support for contract deliverables have been submitted to Service Canada (Summer student) the Community Initiatives Fund (Summer Youth programming) Canadian Tire Foundation (Summer Youth programming) SaskCulture (Youth/Volunteer Programming) Computers For Life (computer literacy) Innovation Saskatchewan (Hack – A - Thon)**	**This item remains a level 8.** **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 continue to focus on:** **S1 – Improve relationships with funders for long term funding.** **S2 – Strengthen proposal management and grant acquisition** **S3 - Explore non-government sources of funding** **Ongoing discussions have taken place with the provincial ministry of Immigration and Career Training (ICT) and they have indicated that they will take our concerns forward into their recommendations for the next provincial budget.** **We will be discussing a potential inflationary increase to ICT budgets in May as part of proposal submissions/contract discussions.**	**Leadership Team (LT)**	**The LT continue to address this risk as per the Strategic Activities timelines in RODS' new Strategic-Operational Plan.**	**S1 – Improve relationships with funders for long term funding.** **S2 – Strengthen proposal management and grant acquisition** **S3 -** Explore non-government sources of funding

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 -** **With the onset of the pandemic in March 2020, 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, focus was placed 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. 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.** **May 2023** **The organization rapidly introduced effective remote service models with the onset of the pandemic, with many of the measures providing key learnings and opportunities for ongoing alternative remote service models. 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. RODS services and staffing models have returned to a post pandemic new normal with online/remote services now delivered based on client need.** **May 2024** **The heightened state of alert, caution and crisis management that surrounded pandemic-based service delivery to clients has now subsided, with the implementation of key learnings, service continuity practices, new remote/in person hybrid service delivery models. Funder and client expectations echo new service delivery modalities that best meet the needs of the client, therefore reflect functionality in both remote and in person delivery models.** **The Business Continuity Plan is near completion with a final draft pending in the Fall of 2024. The tremendous learnings on the practicalities/requirements on how to respond to an enterprise level business interruption have given the organization a new lens on how to view ongoing operations as well as informing a nimble continuity plan.**	***7***

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 has been implemented, as have numerous other safety and security related guidelines and policies. RODS services and staffing models have returned to a post pandemic new normal with online/remote services now delivered based on client need.	This item remains a level 7. May 2023 The RODS COVID Committee has wound down. RODS LT will continue to monitor COVID in the community and organizational impact form increased infection rates. COVID provided tremendous learning on the practicalities of a Business/Service Continuity Plan, with that plan currently in development with a final draft pending. June 2024 The RODS COVID Committee has been disbanded with any future issues in the post pandemic overseen by HR and the management Team.	The LT	Business Continuity Plan Q3 2024/25	C1 – Improve the client experience through the implementation of a customer relationship management system (CRM)

Classification of Risk(s)	Description of Risk(s) Added to Register November 2016	Risk Score
Operational, Reputational	**3. 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. 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 delivered a holistic array of settlement, family, community outreach, English language and employment programs. May 2023 Moving into year 4 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 overall newcomers accessing settlement services, but 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. During 2022/23 IRCC has been made aware of the complications that have resulted from a centralized NARS, implementation of zone beyond service promotion, services by zone as well as the client confusion that has resulted from case management referrals. Given that Zones and case management referrals were a pilot project within the current CFP, IRCC has commenced an external review of the pilot to potentially inform the next call for proposals. June 2024 With year 5 of the current 2019 CFP soon to be underway, there have been some adjustments to the activities and roles assigned to Regina based IRCC funded agencies. RODS has taken on additional case management responsibilities, and all Regina IRCC funded agencies have lost the staff position of Zone Outreach. The referral of clients who have completed a NARS assessment to agencies based on home address/zone as well as service specialization/designation will continue into the 24/25 contract year. In response to the review of the NARS & Zone initiatives launched with the 2019 CFP, IRCC has stated that they will me making adjustments to the NARS assessment model zone approach within the new 2024 CFP.	*8* *(cont.)* *8*

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 remains at a level 8. Build strong lines of communication and cooperation with partner agencies, funders, explore and expand other sources of revenue. 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). May 2023 As discussed at the Strategic Planning Retreat earlier in October 2022, 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. 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. June 2024 RODS LT continue to work hard to nurture and establish new relationships with service partners within and supporting the sector. Close relationships with SODS, SAISIA and SAISIA Member Agencies. RODS is engaging provincially (2 staff on the SAISIA Board) (staff as Chair of TESL Sask.) (staff on the Board of the CCLB) (staff on the RRLIP Advisory Table) (participation at Metropolis)	Leadership Team (LT) Directors, C & M Manager, LT	On-going	S1 – Improve relationships with funders for long term funding. S2 – Strengthen proposal management and grant acquisition S3 - Explore non-government sources of funding I2. Strengthen Relationships with partners and community stakeholders. C2. Establish a welcoming community for Newcomers.

Classification of Risk(s)	*Description of Risk(s) Added to Register November 2017*	*Risk Score*
Legal, Financial, Reputational	**4. Cybersecurity** **Post pandemic, the risk of a cyberattack have increased, partly as a result for the increased demand for and use of remote network access and new remote service delivery models. Within the industry, it is described as a 'not if but when an organization will be subjected to an attack. More sophisticated strategies and tactics around phishing, insertion of malware and outright scams have created a heightened sense of risk in many organizations.**	***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. **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 all staff help manage this risk.**	**This area of risk remains at level 8** **May 2023: RODS continues to work with our vendor MicroAge to manage network security, backups and servers.** **Strategic Objective I1. *Maximize* internal capacities and process efficiency.** **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.** **June 2024** **RODS has proposed to move to software as a service (SAS) within the 2024 CFP with IRCC. Should our application be successful and the budget line for SAS approved, RODS will move completely into the cloud.**	**Overseen by CAF: Led by the ED working closely with IT staff member & MicroAge.**	**On-going**	**I1. - Maximize internal capacities and process efficiency.**

	We will ask out IT Service Provider to attend a RODS Board meeting in the Fall of 2024 to present on the organizations state of readiness as it pertains to cyber security. **RODS is reviewing a proposal from Knight Archer to acquire Cyber Security Insurance.**			

Classification of Risk(s)	*Description of Risk(s)* *Added to Register April 2018*	*Risk Score*
Reputational, Communications	5. 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. e 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. The COVID-19 pandemic saw an increase in negative attitudes and violent episodes against particular ethnic groups being blamed for the creation and spread of the virus, this search for blame and the public displays of dissent from far-right organizations against vaccine mandates and masking, have fallen away with the focus on restarting the economy, and for our sector, the Afghan Operation and Displaced Ukrainians May 2023 Environics polling done in the fall of 2022, prior to the Federal Levels announcement, found 69% of Canadians surveyed support current levels of immigration. Statista Research in May 2022 stated that 67% of Canadians believed that refuges contributed positively to Canada. Canadian attitudes reflect a willingness to accept more Ukrainian refugees/Displaced Ukrainians, two times higher than the support for accepting refuges from other countries. June 2024 There has been a significant shift in attitudes around immigration in the past year. Environics polling done in October 2023 found that 44% of Canadians strongly agreed or somewhat agreed that immigration to Canada was too high, a jump of 17% from a year ago. Canadians who strongly or somewhat agree in the positive impact immigration has on the economy has declined from 86% to 75%. Federal Vote Intention (environicsinstitute.org) In February 2024, The Metropolis Institute and the Association for Canadian Studies and Leger Marketing conducted a survey by web panel and it found that 50% of Canadians think that there are too many immigrants coming to Canada. An IRCC commissioned survey done from January thru March 2023 found that 21% of Canadians thought there were too many immigrants coming to Canada. PowerPoint Presentation (acsmetropolisca-wpuploads.s3.ca-central-1.amazonaws.com) This data reflects a significant shift in attitudes to immigration.	*8*

Reviewer's comments on identified actions & controls	Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities
Countering Mainstream Negativity toward Immigration, Immigrants, and Refugees: Embracing Diversity and Fostering Community Engagement In light of the growing negative attitudes and sentiments surrounding immigration, immigrants, and refugees, it is important to proactively address these issues and promote a more inclusive and welcoming society. The following highlights the proactive measures undertaken by our organization to counter mainstream negativity through effective social media strategies, community engagement, and a powerful visual representation of our mission. Positive Media Outreach: We recognize the significance of positive storytelling in shaping public opinion and countering negative narratives. We are constantly engaging with media outlets to pitch positive stories that shed light on the successes of immigration, refugee protection, and our programs and services. By showcasing inspiring programs and heartwarming stories of our clients, we aim to challenge misconceptions and foster empathy among the wider public. Social Media Strategy: Our social media strategy plays a vital role in promoting our programs and events while simultaneously emphasizing our collaborations with other community organizations. By amplifying success stories of our clients and staff, we aim to generate awareness of the positive contributions immigrants and refugees make to our society. Through engaging content and thoughtful messaging, we strive to counterbalance the fears stoked by right-wing politicians and encourage informed and compassionate discussions around immigration-related issues. Community Engagement: To bridge the gap between our organization and the community, we actively participate in and	This risk moves from a 7 back to an 8. RODS C & M Manager continuously to works with the LT to manage source, develop and publish/promote success stories of the organizations clients and agency efforts through social media, mainstream media channels and community engagement 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, World Refugee Day events, Orange Shirt Day & Truth and Reconciliation activities. In addition, projects such as *I'm Glad we are Neighbours* that encourage dialogue, acceptance, understanding and friendship at the community level.	C & M Manager, LT	Ongoing	C2. Establish a welcoming community for newcomers.

support various community events. By attending these gatherings, we hope to establish meaningful connections with community members and share information about our work and its positive impact on the community. This direct engagement allows us to address concerns, dispel misconceptions, and foster dialogue that promotes understanding and inclusion. Mural Project: Building a Welcoming Community: as a way to make our mission visible and tangible, the a mural project was completed on the west wall of the Donahue Building that brings together indigenous, newcomer, and local artists. The theme of the mural, "Building a Welcoming Community," showcases the beauty of diversity and the importance of inclusivity. We were particularly intentional about incorporating indigenous artwork and acknowledging the land on which we reside. This visually captivating project serves as a powerful representation of our commitment to creating a welcoming environment for all.. "I'm glad we are neighbours" project: We continually expand and update the welcoming signs, incorporating new languages to ensure representation for everyone. Collaborating with schools, we have installed large-scale versions of these signs, fostering a sense of belonging among students. Additionally, in partnership with the Graphic Communications program at Saskatchewan Polytechnic, we have transformed the welcome signs into wearable art—hoodies. The design features the word "welcome" in multiple languages, on the back and the phrase "I'm glad we are neighbors" on the front, symbolizing the warmth and inclusiveness of our community. Through this project, we aim to foster pride, unity, and acceptance, allowing individuals to express their commitment to a welcoming society. The hoodies serve as conversation starters, encouraging discussions about embracing diversity and promoting inclusivity. Conclusion: Countering mainstream negativity toward immigration, immigrants, and refugees requires a multifaceted approach. Our organization recognizes the significance of positive storytelling, effective social media strategies, community engagement, and				

visually impactful initiatives. By sharing success stories, building partnerships, attending community events, and unveiling a meaningful mural, we strive to combat ignorance, racism, and xenophobia, fostering a society that embraces diversity and celebrates the contributions of immigrants and refugees. **Please see Hootsuite report (Metrics Data Report March 31, 2024) included with the Board documents.**				

Classification of Risk(s)	*Description of Risk(s) Added to Register November 2019*	*Risk Score*
Programs, Operational, Financial	**6. 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.** **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).** **Relationship development is more challenging due to the high IRCC staff turnover, but also due to their arm's length, top-down style of management. 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.** **May 2023** **The RODS LT are keenly aware of the challenges of not only not having an IRCC office and staff in Regina, but of the unique Saskatoon dynamic that has developed. With many of the IRCC Officers located in Saskatoon, as well as SAISIA and senior staff from ICT with the Province of Saskatchewan, the opportunity for regular in person contact and discussions with funders and agencies has seen Saskatoon become the hub for dialogue and discussions that end up impacting RODS downstream. The importance of I2. Strengthen relationships with partners and community stakeholders & S1 Improve relationships with funders for long term funding within the new Strategic Plan will hopefully work to address this issue.** **An evaluation of the Zone, Case Management and Centralized NARS piloted during the current CFP will be undertaken during 2023, we anticipate that key learnings from the evaluation may inform changes in the terms & deliverables within the upcoming 5-year CFP.** **June 2024** **An evaluation of the Zone, Case Management and Centralized NARS was completed in 2023, and while we await the key learnings from the evaluation, fiscal year 5 of the current CFP did see the termination of the role of Zone Outreach which had been staffed at all Regina agencies. The referral of clients who have completed a NARS assessment to agencies based on home address/zone as well as service specialization/designation will continue into the 24/25 contract year. There may be adjustments to the zone approach within the new CFP.** **Efforts continue on the building of relationships with IRCC Program Officers and Regional Management. High staff turnover rates and internal movement at IRCC continues to challenge those relationships. The RODS LT is working to extend its presence provincially and nationally, forming closer relationships with SODS, SAISIA and SAISIA Member Agencies. RODS is engaging provincially (2 staff on the SAISIA Board) (staff as Chair of TESL Sask.) (staff on the Board of the CCLB) (staff on the RRLIP Advisory Table) (participation at Metropolis)**	***8***

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. There continues to be a lack of client focus amongst the agencies, with an ongoing focus on independent interpretations of their contracts and increasing client contacts. RODS staff continue to work professionally and collaboratively with the funder and other service provider organizations to implement the changes. The importance of I2. Strengthen relationships with partners and community stakeholders & S1 Improve relationships with funders for long term funding within the new Strategic Plan will hopefully work to address this issue. *jjjjAHUHYSAEGDII2* Efforts continue on the building of relationships with IRCC Program Officers and Regional Management. High staff turnover rates and internal movement at IRCC continues to challenge those relationships. The RODS LT is working to extend its presence provincially and nationally, forming closer relationships with SODS, SAISIA and SAISIA Member Agencies. RODS is engaging provincially (2 staff on the SAISIA Board) (staff as Chair of TESL Sask.) (staff on the Board of the CCLB) (staff on the RRLIP Advisory Table) (participation at Metropolis)	This risk remains a level 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 Objectives I2. Strengthen relationships with partners and community stakeholders & S1 Improve relationships with funders for long term funding within the new Strategic Plan will hopefully work to address this issue. May 2023 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 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	ED, Staff, LT	Ongoing	I2. Strengthen relationships with partners and community stakeholders & S1 Improve relationships with funders for long term funding

	receiving an increase of 4.37% on the current contract. **The Provincial Budget did make reference to inflationary increases to the CBO sector, to date we have not been made aware of any additional funding but we are in the budget submission phase with ICT for 23/24.** **June 2024** **Continue to build strong ties with Federal and Provincial funding agencies, gather information and knowledge on future program changes within the 2024 CFP. Be aware of possible shifts in the programs contracted to agencies in Regina within the new CFP.**			

Classification of Risk(s)	*Description of Risk(s) Added to Register April 2020*	*Risk Score*
Programs, Operational, Financial, Reputational	*7.* COVID-19 PANDEMIC – The organization updated the Board on 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 measures longer that initially anticipated. During the spring of 2022, an increased number 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 contracts 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, Departments have formulated plans to safely return to more on site delivery. As of May 2023, RODS services and staffing models have returned to a post pandemic new normal with online/remote services now delivered based on client need. Mask requirements have moved to mask optional based on personal choice.	*5*

Reviewer's comments on identified actions & controls	Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities
Throughout the pandemic, the Covid Committee and LT were active in assessing and managing the rick to clients, staff, services and organizational reputation. Actions and controls were taken including: - Covid Committee and LT meeting regularly to mitigate COVID related risks, issues, challenges and opportunities. - Covid Committee and 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. - LT was 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 *Transitioning Back to Our Office Space* 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 met regularly as we have throughout the pandemic, to discuss and manage as needed identified risks and threats). 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 supported 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, *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.	Leadership Team	On-going provision of info, updates, guidelines, supports and resources.	P2 – Improve workplace experience and employee retention

	May 2023 **The LT team now meets bi-weekly, and the RODS COVID Committee has wound down. RODS LT will continue to monitor COVID in the community and organizational impact form increased infection rates. Building entry screening and vaccine requirements have been lifted. Mask requirements have moved to mask optional based on personal choice.** **June 2024** **With Canada within a post pandemic phase, this risk will be removed from the resister. Key learnings have informed new service models, sanitization practices, operational planning as well as informing business continuity and crisis management.**			

Classification of Risk(s)	*Description of Risk(s)* *Added to Register April 2020*	*Risk Score*
Facilities, Transportation, Reputational	**8. RODS' Reception House, 1855 Smith Street & 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 is a significant risk associated with making a change prior to that time. IRCC has expressed a desire to expand the capacity of RODS to accommodate temporary accommodation of GAR Arrivals and has agreed to fund up to six 2-bedroom suites on a month-to-month basis for the 2023/24 fiscal year.** **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.** **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.**	***7***

Reviewer's comments on identified actions & controls	**Next steps to be taken**	**By Whom**	**By When**	**Related SP Objectives and/or Activities**
In an effort to down size the number of the vehicles have sold 2 of the older vehicles and have had 2 vehicles written off by SGI following accidents. One additional vehicle, a 2000 Ford 15 passenger van has been taken out of service with its sale pending.	**May 2023** **This risk has been reduced from a level 8 to a level 7.**	**ED, Settlement Leadership.**	**Ongoing Upcoming CFP in 2024.**	**S.1. Improve relationships with funders for**

The next 5-year CFP will require RODS to develop and implement a sustainable plan for client transport not reliant on owned fleet vehicles. May 2024 Pending the decisions within the 2024 CFP, RODS will have clarity on future IRCC support for essential transportation of vulnerable clients using fleet vehicles or a possible return to staff owned vehicles or cabs. The risks associated around staff vehicles and cabs has been and will be shared with the funder. One additional vehicle has been written off by SGI as a result of a hit and run accident, and 2 additional vans were sold given that their age and condition placed them at the end of service. Previously, KidsFirst was allowed purchase updated used vehicles for the Home Visitor Program, but a change in policy around use of unspent reserves in the program no longer makes this possible. In effect, the ability to pass on older vehicle assets to Settlement has been stopped. The Reception House continues to operate normally, with minor repairs conducted on an ongoing basis. The office at 1855 Smith Street continues to operate normally, with minor repairs conducted on an ongoing basis. The Smith Street temporary sewer line repair was completed in January 2024, with the larger building wide repair/replacement currently being scoped out with a possible repair date of December 2024.	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. June 2024 A capital assessment will be undertaken on both the Reception House at 1610 Toronto Street and at 1855 Smith Street to evaluate required capital upgrades/repairs, costing, level of urgency and possible extension of use and years of life in the 2 buildings. We are finalizing negotiations with RJ England Consulting to perform the assessment of both facilities.	Finance Committee External Real Estate expertise. Consulting Engineer		long term funding

Classification of Risk(s)	*Description of Risk(s)* *Added to Register June 2024*	*Risk Score*
Financial Operational	9. Compensation – Prior to the 2019 IRCC CFP, RODS Management identified the limitations of the RODS 3 step salary grid, and proposed within the CFP a 7-step grid. The objective was to increase compensation, improve retention and support a competitive position in the sector and community. The request for consideration of a modified grid was not supported by IRCC based on the dollars in the funding models, and so RODS returned to a 3 step grid with IRCC mandated 1.5% increases in each of the 5 years of the agreement. The inability to modernize the grid, combined with the fixed 1.5% COLA, significant increases in the cost living as a result of the pandemic and a job market that provided higher base compensation and higher COLA placed RODS in a challenging position. During the 5-year period of the current contract with IRCC, and the fixed 1.5% COLA, staff compensation has significantly lagged behind high rates of inflation as well as the overall market, placing staff well behind the inflationary curve. Attempts to secure additional salary dollars with IRCC contracts were unsuccessful until FY 24/25 when IRCC agreed to increase COLA from 1.5% to 2%. During the 23/24 fiscal year the RODS Board of Directors provided a one-time payment of $500.00 per staff member (prorated) from unallocated surplus to support staff and lessen the impact of inflation. During the summer of 2023 RODS Management, in preparation for the CFP, identified the emerging trend of departures of key long serving staff, who, in spite of a desire to remain with the organization given the culture and mission, felt that they had to leave to accept another position in the community or out of province that provided significant increases in compensation for parallel responsibility.	*7*

Reviewer's comments on identified actions & controls	Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities
May 2024 RODS has continued to request additional COLA funds with each contract year within the 5 year contract, and was successful in increasing the amount from 1.5% TO 2%. During the 23/24 fiscal year the RODS Board of Directors provided a one-time payment of $500.00 per staff member (prorated) from unallocated surplus to support staff and lessen the impact of inflation. Prior to the preparation of the 2024 IRCC Call for Proposals, RODS engaged a Private HR Consulting firm to conduct a compensation review of the	This risk has been set at level 7. Await the results of the 2024 IRCC CFP and negotiate with IRCC regarding proposed compensation.	ED, Settlement Leadership. Finance Committee External Real Estate expertise.	Ongoing Upcoming CFP in 2024.	S.1. Improve relationships with funders for long term funding

settlement sector and alike employers and operations. The results of the review informed the development of a proposed salary grid, incorporating 2 additional steps and 3% COLA annually. The proposed grid formed the basis of the compensation requests within the CFP.				

- APPR – Annual Project Performance Report
- BAU – Business as Usual
- C&M – Communications & Marketing
- CFP – Call for Proposals
- CTS –Simple CTS – 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