

Classification of Risk(s)	Description of Risk(s)	<u>Current Risk Score</u> March 25	<u>Previous Risk Score</u> June/Nov/24
1., Financial, Operational, Programs Initial listing: March 2025	Financial Viability of RODS Childcare and provision of service to LINC Students : Provincial Funding Model and ongoing operations	9	NA
2. Financial, Programs, Operational, Reputational Initial listing: March 2025	Inability to Provide Essential Services to the Refugee and Immigrant community: Reduced Immigration Levels and corresponding decline in Federal and Provincial Government funding/programming	8	NA
3. Financial, Programs, Operational, Reputational Initial listing: June 2024	Inability to recruit and retain staff/talent and therefore not achieving the contractual deliverables of funders as well as organizational strategic objectives	7	8
4. Financial, Operational Initial listing: November 2017	Risk to organizational operation, data security: Cybersecurity Risks	8	8
5. Programs, Reputational, Operational Initial listing: April 2018	Risk to Newcomer settlement & Integration: Countering Mainstream Negativity toward Immigration, Immigrants and Refugees via social media, FB, RODS Website	8	8
6. Financial, Programs, Legal, Operational, Reputational Initial listing: April 2020	Property/Asset Evaluation: RODS Reception House, 1855 Smith Street and Fleet of Service Vehicles	7	8

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	Responsibility Centre:	Staff Responsibility Centre:	Reviewed, Updated by:	Date:
(RMR)	Central Administration	Executive Director	Keith Karasin	03/23/2025

RMR High Level Risks	Colour Code:	Green	5	Resolved - Comes off of RMR	RODS' Strategic Plan Priorities:	C-Clients
		Yellow	6, 7	In process of mitigating risk		I- Internal Processes
		Red	8, 9	In process of mitigating risk (high priority)		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

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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: March 2025	Risk Score
Financial, Operational, Programs	1. Financial Viability of RODS Childcare and provision of service to LINC Students : Provincial Funding Model and ongoing operations March 2025 The RODS Daycare Operation finds itself in a challenging situation with a convergence of several events, both internal and external. Internal: The significant reduction in contract dollars from IRCC within the LINC Program has necessitated the closure of all language delivery out of the Society owned building at 1855 Smith Street, as well as the eventual withdrawal of the 2 offices operated by SSWIS. This consolidation of delivery at the Donahue Building as a consequence of budget cuts leaves the RODS Daycare as the lone tenant of Smith Street. The organization has been subsidizing the Daycare with lower cost per square foot rates since the licensing of the childcare, as well as with the provision of additional free space. With the loss of program revenue/rent at Smith, and the Daycare as the only tenant, RODS will face a significant financial burden to continue operate the structure, having to absorb up to \$115,000 in annual operating costs. The average cost per month to operate Smith Street, outside of any emergency capital expense is \$15,000 net of depreciation & amortization. The loss of programs and corresponding rental income, combined with the significant capital investment (engineers report, R.J. England and Assoc. Oct. 2024) that would need to be made to continue to operate the facility, make its ongoing operation not financially viable. Therefore, the loss of operating revenue and requirements for capital improvements make the continued ownership of Smith Street a key decision point for the RODS Board of Directors. Risk: sale of the 1855 Smith Street building and financial limitations of the daycare under their current Provincial funding/fee model. A decision to sell 1855 Smith Street directly impacts the Daycare given that its current operating model, based on provincial daycare branch funding guidelines and current \$10 a day Fed/Prov daycare subsidy (the Government of Saskatchewan has not yet agreed to a continuation of the program) is insufficient to see the daycare remain as the lone tenant and is also potentially insufficient to secure market rate leased space. Daycare operations that were in place prior to the implementation of the \$10 a day daycare program await the release of a new funding/fee model, and have not had significant increases in allowable fees creating an external risk to the operation. External: The current Daycare funding/fee model poses a significant external threat to daycare operation, remaining at Smith Street or in a new location. The significant probability that the RODS Daycare will be required to find a new location with the potential listing and sale of 1855 Smith Street poses a risk to the ongoing operation. The market rates for leased space exceed the historically subsidized rates at Smith Street, and the current funding model is potentially insufficient to allow for viable relocation. Until a new funding/fee model is rolled out by the Provincial Government, a delay connected to Saskatchewan’s to date failure to sign a renewal agreement with the Federal Government, RODS Daycare operation faces a significant risk.	9

Reviewer's comments on identified actions & controls	Next steps to be taken	By Whom	By When	Related SP Initiatives
The convergence of internal and external factors and events have necessitated action by Senior staff on several fronts. Given the potential financial burden Smith Street could present to the organization, efforts need to be undertaken to: • Identify potential suitable leased space for the Daycare that would meet the location, square footage and possible cost requirements. Possible location – The Woodbine Building, 2nd floor, 2332 11th Avenue (former RODS Employment & LINC Classes) • Engage with the Provincial Daycare Branch as to possible financial support for a facility relocation as well as seek direction on how to secure additional funds/fees, outside of a pending new funding/fee model. On site meeting and consultation – During an onsite meeting with RODS Daycare Consultant Tara Jors about opportunities for RODS to secure additional funds in an effort to support a move, RODS was encouraged to make a special submission to the Provincial Daycare Branch requesting an increase in fees to support the pending relocation. Work is underway building budget scenarios for a special application to the Provincial Daycare Branch with the scenarios including status quo childcare seats as well as the addition of 25 new childcare seats, at a higher rate, as well as an addition of 25 seats under the current funding model seats. • The response from government to the special request will then require the organization to either move forward with additional support/fees or put into play an alternate scenario of expanded seats at the current funding model/fee structure. Should no scenario support operational viability then a critical decision will need to be brought before the Board of Directors.	Complete the submission to the Provincial Daycare Branch requesting additional funds/fees. Explore additional sources of operational funds for the Daycare. Maintain contact with the owner of 2332 11th Avenue in the hope of having a soft hold on the space pending the final plan.	Executive Director Director of Language Employment and Childcare Manager of Daycare	March 2025 The Team are currently working on the submission /request to the Provincial Daycare Branch for increases to the funding/fee structure as well as contingency plans with possible expansion.	S4 – Improve relationships with funders for long term funding. S4 – Daycare Operating Budget S2 – Strengthen proposal management and grant acquisition

Classification of Risk(s)	Description of Risk(s) Added to Register	Risk Score
Financial, Programs, Operational, Reputational	2. Inability to Provide Essential Services to the Refugee and Immigrant community: Reduced Immigration Levels and corresponding decline in Federal and Provincial Government funding/programming March 2025 The Regina Open Door Society finds itself with a reduced capacity to provide essential settlement and integration services to currently landed Government Assisted Refugees and Immigrants and to those reduced number of Newcomers who will arrive in Regina over the next 3 years. This poses as risk to overall successful integration and community engagement for the Newcomer community. This poses a financial risk to the organization as it tries to maintain baseline of operations, and a reduction in the type, level and impact of services. The impact of Federal and Provincial policy, funding and service reductions may present a reputational risk given the organization has the relationship with Newcomers who in turn will be in receipt of declining services. External: Over the last 24 months, coming out of the pandemic, Europe and correspondingly North America have seen an increase in the far right and nationalism, anti immigration stances/sentiments, and public polling data that reflects declining support for immigration. Immigration Attitudes: A survey conducted by Leger Marketing for the National Post in August 2024 found that 65% of Canadians polled believe that current immigration targets are too high, with 20% believing that they are the correct level. Results also reflect that 78% of those polled believe high immigration levels contribute to housing shortages, and 76% believe that they also impact healthcare. https://nationalpost.com/news/politics/canada-immigration-poll A Nanos survey conducted for CTV, released on September 19/24 states that 64% of those polled think Canada should accept fewer immigrants in 2025 than in 2024, and 72% of those polled who support or somewhat support reducing immigration levels until more affordable housing is achieved. The same survey also reflected 50% of those polled stated that Canada should settle more or about the same number of refugees, with 46% stating that Canada should accept fewer. http://ctvnews.ca/politics/most-canadians-want-fewer-immigrants-in-2025-nanos-survey-1.7044594 The results of the 2025 IRCC Levels Consultation were scheduled to be tabled in Parliament on November 1, 2024, however the announcement of new immigration levels was moved up to October 24th. On October 23rd, the National Post had reported that immigration levels would be 395,000 individuals in 2025, down from the planned 495,000, with additional reductions down to 380,000 and 365,000 in 2026 and 2027. The announcement from the Prime Minister on October 24th confirmed the National Post report. https://www.msn.com/en-ca/news/canada/federal-government-to-lower-immigration-levels-by-nearly-100-000-next-year-data/ar-AA1sNMwQ?ocid=entnewsntp&pc=HCTS&cvid=b71da67f52134b41b2ce9b659abf3952&ei=9 https://www.canada.ca/en/immigration-refugees-citizenship/news/2024/10/government-of-canada-reduces-immigration.html	8

	https://www.canada.ca/en/immigration-refugees-citizenship/news/2024/10/20252027-immigration-levels-plan.html https://aaisa.ca/news-post/key-issues-in-the-levels-plan-racism-and-anti-immigrant-sentiment/ On November 20, 2024 all IRCC funded agencies received correspondence from IRCC ADM Catherine Scott, stating that in light of Federal changes to immigration levels going forward, the department was reviewing earlier decisions regarding the pending results of the call for proposals and that IRCC was now reducing the proposed contract term down to 3 years from 5 years. The letter is signaling overall funding reductions to settlement programs going forward and a strategic shift in the determination of successful agencies to be funded. On December 3rd, RODS was provided the notional budget amounts for the favourable results mentioned above. Unfortunately, the year one notional funding amounts resulted reductions from current 24/25 IRCC funding, with a 20% reduction for LINC, a 6% reduction in the consolidated Settlement budget (SSWIS, WCN, Case Management, I & O, a 38% increase in RAP and a 3% increase in RRLIP. The increase in RAP funding primarily reflects increased direct arrival related expenses and not necessarily additional salary or overhead.	
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	Proposal ID / Agreement #	Proposal / Agreement Title	Notional Funding Amount 2025-26	Notional Funding Amount 2026-27	Notional Funding Amount 2027-28	
	1-4N6E0T	Resettlement Assistance Program (RAP)	\$ 1,294,738	\$ 1,367,882	\$ 1,357,882	
	1-4O56YD	Regina Region Local Immigration Partnership (RRLIP Project)	\$ 261,250	\$ 283,250	\$ 305,910	
	1-4O9B1R	Language Instruction for Newcomers to Canada (LINC)	\$ 2,375,000	\$ 2,575,000	\$ 2,031,000	
	1-4NEA7N	Community Connection - Welcoming Community for Newcomers Program (WCNP)	\$ Included in 1-40FG6V	\$ Included in 1-40FG6V	\$ Included in 1-40FG6V	
	1-4OFG6V	Settlement Workers in Schools (SWIS)	\$ 3,566,780	\$ 3,867,140	\$ 3,176,511	
	1-4PFNK9	Case Management (CM) Service for Newcomers	\$ Included in 1-40FG6V	\$ In cluded in 1-40FG6V	\$ Included in 1-40FG6V	
	1-4U61OB	Information and Orientation (I/O) - Settlement Program (SP) for Newcomers	\$ Included in 1-40FG6V	\$ Included in 1-40FG6V	\$ Included in 1-40FG6V	

	As a result of the significant reductions in notional budgets allocated to the IRCC Programs in year 1 and in the next 2 years, RODS has had to make significant reductions to staffing and corresponding service levels: • laying off/terminating the contracts of 25+ staff including 10 Language Instructors • reducing to 274 seats at the lone LINC site at the Donahue Building, compared to our pre budget cut number of 418 seats. • 144 Learners were asked to leave class effective April 1, 2025 due to the budget cuts. There were 35 learners were referred back to Language Assessment for possible new class opportunities, 67 learners were added to the waitlist and 42 learners were graduated from LINC Stage 1. With the closure of LINC Stage 2 across Canada, there will be no higher-level LINC classes available after June 30/25. • RODS will have 390 learners on its waitlist as of April 1, 2025 • Settlement Worker in Schools capacity and coverage reduced by 5 positions • Staff capacity in the Refugee Assistance Program reduced including the loss of the Housing Coordinator, After Hours Client Support and reduced Complex Client Need capacity • Pending elimination of Stage 2 LINC Language Training and therefore the loss of language training required for Newcomers to access post secondary and skills training and overall integration and community participation. • Pending reductions in the Provincially funded Employment Programs as a result of a planned Federal reduction of 17+ million dollars to the Federal Labour Market Transfer. • Closure of the RODS Rection House as a result of an unsuitable and insufficient funding model for the past 10 + years • Impact on the RODS operational base and Admin with corresponding reductions in the admin fee • Suspension of a Full scale CRM implementation			
Reviewer’s comments on identified actions & controls	Next steps to be taken	By Whom	By When	Related SP Initiatives
The new reduced immigration levels and corresponding reductions in funds received by RODS to deliver settlement services will have a significant impact on the current high levels of Newcomers seeking assistance. It will also have significant impact on the future ‘reduced’ number of Newcomers given that the depth and breadth of services will have been reduced. Newcomers will be impacted, possible long-term participation and integration may be affected, organizational operational capacity will be affected, public attitudes towards Newcomers will be impacted, the organization and those it exists to serve may face growing anti immigrant sentiment. Clients may also focus their frustration with potential reduced services and difficulties on the service providing organizations like RODS.	Complete application process with North Pine Foundation (employment services for refugees) Continue the search for external funders/granting organizations as possible sources of funds. The Leadership Team will discuss the benefit of a dedicated staff resource to search for/establish relationships with/support the application process/steward other funding/granting agencies Launch the new ENACT Program in May 2025	The Leadership Team	May 2025 June 2025 May 2025	I1- Internal Capacity & Process Efficiency S2- Long Term Funding

• Identify other sources of funding to offset funding reductions affecting the organization and correspondingly services to clients. Employment Services continues to search/apply for non traditional government and external funding to address existing and new gaps in service. This search will widen to other programs which relied on Federal funding. • Need to provide program options for service delivery (language) on a cost recovery basis. Language Training will be launching the ENACT Program in May as a cost recovery language program to support learners who are no longer able to access Federal programming/higher level programming. • Need to provide volunteer services in the areas of Language Training and other direct service supports (housing) Language Training will be re-establishing the former RODS Volunteer Language Classes clients who require fee free language assistance. Other external supports will be considered in the areas on housing research and support. • Need to continue strong external communications, social media strategy and community engagement around the importance of immigration, refugee programs and success stories. Ongoing work of the Communications and Marketing Team, which will need to search for external funding to offset the impact of IRCC Admin fee reductions and to fund innovation.	Re-establish the former RODS Volunteer Language Program, with curriculum development, recruitment, screening and training of volunteers.		Summer/Fall 2025	
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Classification of Risk(s)	Description of Risk(s)			Risk Score
Operational, Reputational	3. Inability to recruit and retain talent and therefore not achieving the contractual deliverables of funders as well as organizational strategic objectives March 2025 Fulfillment of government funders service and delivery targets, therefore ability of RODS to complete the contractual commitments, is being impacted by challenges to recruit and retain staff within the organizational compensation matrix. The possible consequence could be unsuccessful competition in the IRCC CFP process or loss of delivery responsibilities to other competitors in the local market, possible termination of funder contract or damage to the relationship between the funder and organization. During the 5-year period of the current contract with IRCC (2020/21, 2021/22, 2022/23, 2023/24, 2024/25) RODS had imposed by the funder a fixed 1.5% COLA, resulting in staff compensation significantly lagging 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. It was also noted that recruitment efforts were tracking fewer directly qualified candidates for many positions. With the next 5-year IRCC CFP scheduled to be launched in November 2023, Management identified an opportunity to undertake an externally sourced compensation review where results and recommendations from the external consultant could be used to make proposed changes to the RODS salary grid and compensation structure, for inclusion in the 5-year CFP.			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 Organization efforts to secure additional salary dollars within the current contract. RODS continued to request additional COLA funds with each contract year within the 5year contract, and was successful in increasing the amount from 1.5% TO 2%. Internal action undertaken by the Board of Directors. 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. March 2025 Build a business case to make the RODS compensation strategy competitive in the market with competitors within and outside the sector. 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 settlement sector and like employers and operations. The results of the review informed the development of a proposed salary grid, incorporating 2 additional 2% steps and 3% COLA annually to the grid. Based on the recommendations from the consultant, these proposed additions and changes to the grid would place RODS at the 50% mid point of the market. The proposed grid formed the basis of the compensation requests within the CFP.	Within the notional budget amounts awarded to RODS as a part of the successful competition in the CFP, the organization faced significant budget reductions which would result in staff layoff and reduction in service levels. With the new proposed salary grid utilized in the proposed budgets to the funder, the decision was made to continue utilize the new grid and increases when managing the reduced budgets and corresponding service delivery. Following intense negotiations with the funder RODS was successful in activating the new proposed salary grid and cola increases for the full 3 years of the contract. HR and the Management Team will continue to monitor the organizations competitive standing in the market, as well as tracking retention rates and recruitment metrics	Leadership Team (LT) Directors, C & M Manager, LT	On-going	I2. Strengthen relationships with partners and community stakeholders & S1 Improve relationships with funders for long term funding

Classification of Risk(s)	Description of Risk(s) Added to Register November 2017	Risk Score			
Legal, Operational, Financial, Reputational	4. Risk to organizational operation, data security: Cybersecurity Risks Post pandemic, the risk of a cyberattacks 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 ransomware, state sponsored cyber threats, 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
March 2025 RODS engages the support of professional Managed IT Service Provider to oversee all elements of the network, servers and security. Onsite RODS IT staff manage tier 1 tickets, collaborating with the managed IT service provider. Designated management and staff members continue to work closely with our Managed IT Provider 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. Our organization employs a robust digital infrastructure for remote services, including high-speed fiberoptic internet,		RODS continues to work with our Managed IT Service Provider to manage network security, backups and servers. 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, as well as training and testing of RODS staff on phishing. RODS had proposed to move to software as a service (SAS) within the 2024 CFP with IRCC. Unfortunately, with budget cuts with in the next 3-year contract, the budget line for SAS was eliminated. The overall IT budget will be reviewed in 2025 to determine of there is any internal capacity to reengage with SAS.	Overseen by CAF: Led by the ED working closely with IT staff member & Managed IT Service Provider..	On-going April 2025	I1. - Maximize internal capacities and process efficiency.

advanced firewall hardware, and user-friendly software. We prioritize data security through state-of-the-art encryption systems including but not limited to MFA, SecureVPN, Security Awareness Training and a host of Microsoft 365 Enterprise Mobility and Security protocols. This setup ensures efficient remote service delivery while rigorously safeguarding personal information. Knight Archer, RODS Insurance Broker, provided a free cyber risk assessment undertaken by Coalition Inc. in 2024. The results of the assessment identified no critical findings.				
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Classification of Risk(s)	Description of Risk(s) Added to Register April 2018	Risk Score
Reputational, Communications	5. Supporting and assisting Newcomers in an environment of declining support for immigration and refugee resettlement. Following high levels of support for immigration and refugee resettlement during and following the arrival of Syrian refugees in 2016, Canadian and global support for immigration and refugee resettlement has declined. The aggressive immigration plans of the Federal Government pre and post pandemic have been impacted by pandemic and post pandemic inflation, the reality of failed government investment in affordable housing, the underfunding of healthcare exposed by the pandemic, and the rise of the far right and nationalist movements in Europe and North America. Over the last 24 months, European and North America have seen an increase in the far right and nationalism, anti immigration stances/sentiments, declining support for immigration and public polling data that reflects declining support in Canada for the then established (2024) levels of immigration, Student Visas and Temporary Foreign Workers. 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 refugees contributed positively to Canada. Canadian attitudes reflect a willingness to accept more Ukrainian refugees/Displaced Ukrainians, two times higher than the support for accepting refugees from other countries. 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 (acsmetropolis-ca-central-1-amazonaws.com) 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) March 2025 Immigration Attitudes: A survey conducted by Leger Marketing for the National Post in August 2024 found that 65% of Canadians polled believe that current immigration targets are too high, with 20% believing that they are the correct level. Results also reflect that 78% of those polled believe high immigration levels contribute to housing shortages, and 76% believe that they also impact healthcare. https://nationalpost.com/news/politics/canada-immigration-poll A Nanos survey conducted for CTV, released on September 19/24 states that 64% of those polled think Canada should accept fewer immigrants in 2025 than in 2024, and 72% of those polled who support or somewhat support reducing immigration levels until more affordable housing is achieved. The same survey also reflected 50% of those polled stated that Canada should settle more or about the same number of refugees, with 46% stating that Canada should accept fewer. http://ctvnews.ca/politics/most-canadians-want-fewer-immigrants-in-2025-nanos-survey-1.7044594	8

	The results of the 2025 IRCC Levels Consultation were scheduled to be tabled in Parliament on November 1, 2024, however the announcement of new immigration levels was moved up to October 24th. On October 23rd, the National Post had reported that immigration levels would be 395,000 individuals in 2025, down from the planned 495,000, with additional reductions down to 380,000 and 365,000 in 2026 and 2027. The announcement from the Prime Minister on October 24th confirmed the National Post report. https://www.msn.com/en-ca/news/canada/federal-government-to-lower-immigration-levels-by-nearly-100-000-next-year-data/ar-AA1sNMwQ?ocid=entnewsntp&pc=HCTS&cvid=b71da67f52134b41b2ce9b659abf3952&ei=9 https://www.canada.ca/en/immigration-refugees-citizenship/news/2024/10/government-of-canada-reduces-immigration.html https://www.canada.ca/en/immigration-refugees-citizenship/news/2024/10/20252027-immigration-levels-plan.html https://aaisa.ca/news-post/key-issues-in-the-levels-plan-racism-and-anti-immigrant-sentiment/ Significant shifts in Federal Government immigration levels, the rise of the far right and anti-immigrant sentiment, the impact of the presidency of Donald Trump, and reduction in financial support for Federal Immigration programs over the next 3 years have created heightened challenges and risks in supporting those we exist to serve, their long-term settlement, integration and community participation, and correspondingly RODS delivery of services.			
Reviewer’s comments on identified actions & controls	Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities
March 2025 Countering Mainstream Negativity toward Immigration, Immigrants, and Refugees: Creating a welcoming community, 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.	RODS Communications & Marketing 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 Communications & Marketing Manager will also focus on adding RODS’ voice as appropriate to other environmental factors and events (social, political,	Communications & Marketing Manager, Leadership Team	Ongoing	C2. Establish a welcoming community for newcomers.

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. The relationship RODS has with CBC Radio Bluesky lunch time call in show has led to regularly scheduled appearances by RODS clients and staff. 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 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.	economic...) such as Black Lives Matter, 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.			
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“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 continue to install 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. The hoodie project is now in phase II with Saskatchewan Polytechnic students once again working with RODS. 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.				
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	Description of Risk(s) Added to Register April 2020	Risk Score
Financial, Programs, Legal, Operational, Reputational	6. Property/Asset Evaluation: RODS Reception House, 1855 Smith Street and Fleet of Service Vehicles The organization has ownership of several capital assets, including 2 buildings/land as well as fleet vehicles for the Settlement Program. These assets require evaluation in terms of possible capital investments to extend the life of the property or vehicle, all in the context of the revenue source to maintain them and planned their use. RODS Reception House: 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 the age of the property, the normal wear a tear from providing temporary accommodation to 150+ GAR clients in a 12-month period and the revenue model imposed by IRCC. The original funding model for the Reception House has changed significantly since its inception. The previous model of a daily rate charge that increased by size of family, switching to a monthly rate after 30 days, was changed to a monthly base fee as a virtual holding fee on the facility. IRCC provided funding for utilities, cleaning and basic maintenance, but the holding fee model has 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 current IRCC financial support. Essential/emergency repairs have been completed to keep the Reception House in operation, as have some suite-by-suite renovations when funds have been available. As a result of the funding model, there have not sufficient revenue/operating funds in the settlement program to develop an ongoing capital improvement plan, and therefore the facility is in need of repairs and upgrading. The evaluation report of the mechanical, electrical and architectural/structural/roof systems from R.J. England Engineering (provided to the Board of Directors in November 2024) identified that with the age of the property and essential improvements, the property requires capital investments that far exceed the value of the current property and also that of a new structure. The Board of Directors passed a motion to place the Reception House at 1610 Toronto Street up for sale as soon as possible. 1855 Smith Street: The capital/building assessment of the mechanical, electrical and architectural/structural/roof systems of 1855 Smith Street from R.J. England Engineering, shared with the Board of Directors in October 2024, detailed a series of additions and improvements that were required and recommended to extend the life of the building and provide updating. Essential life safety items were addressed immediately by Management, while options for other updates were explored. As indicated in the report, the current and future use of the building would need to be weighed against the possible expenses and value of the property. An external factor significantly affecting the operating viability of 1855 Smith Street is the significant reduction in contract dollars from IRCC within the LINC Program which has necessitated the April 1/25 closure of all language delivery out of the Society owned building at 1855 Smith Street, as well as the eventual withdrawal of the 2 offices operated by SSWIS. This consolidation of delivery at the Donahue Building as a consequence of budget cuts leaves the RODS Daycare	7

	as the lone tenant of Smith Street. The organization has been subsidizing the Daycare with lower cost per square foot rates since the licensing of the childcare, as well as with the provision of additional free space. With the loss of program revenue/rent at Smith, and the Daycare as the only tenant, RODS will face a significant financial burden to continue operate the structure, having to absorb up to \$115,000 in annual operating costs. The average cost per month to operate Smith Street, outside of any emergency capital expense is \$15,000 net of depreciation & amortization. The loss of programs and corresponding rental income, combined with the significant capital investment (engineers report, R.J. England and Assoc. Oct. 2024) that would need to be made to continue to operate the facility, make its ongoing operation not financially viable. Therefore, the loss of operating revenue and requirements for capital improvements make the continued ownership of Smith Street a key decision point for the RODS Board of Directors. Fleet Vehicles: Several years ago, the decision was made to acquire and operate fleet vehicles for settlement staff to use to transport clients. The previous model has seen staff use appropriately insured personal vehicles with mileage reimbursement. RODS was able to access inexpensive vehicles through the vehicle pool at SPMC as well as by acquiring KidsFirst vehicles going out of service when being replaced by newer vehicles. RODS has not acquired new fleet vehicles with the exception of the KidsFirst Program since 2018. Prior to the current 5-year IRCC contract, RODS received funding from IRCC to undertake repairs to the Settlement vehicles, however that expense was no longer authorized by Treasury Board, a decision that will continue into the next 3-year CFP contract. RODS and Central Admin & Finance have paid for ongoing repairs to the vehicles. As the vehicles age the financial burden to maintain the vehicles will increase. 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.	
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Reviewer’s comments on identified actions & controls	Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities
March 2025 A mechanical, electrical and architectural/structural/roof systems assessment was conducted by R.J. England Engineering on 1610 Toronto Street and 1855 Smith Street, the results were shared with the Board in November. The Board approved the sale of 1610 Toronto Street in November 2024, and struck a properties sub committee of the Finance Committee to review the engineers report and tour 1855 Smith Street, and bring a recommendation back to the Board. In addition to the findings contained within the engineer’s report, IRCC funding cuts have significantly impacted the revenue/rent base of the property and its operating base. The Reception House will be listed for sale shortly, we are waiting for IRCC approval for capital asset disposal. IRCC has provided support of a new leased Reception Suite model (IRCC funded 1-year leases of 6 two-bedroom Reception Suites in Harbour Landing) The Settlement Team will evaluate a transition to a model utilizing staff personal vehicles and mileage reimbursement, and use of only core fleet vehicles. The organization will also seek donations of newer vehicles as part of possible sponsorship agreements.	March 2025 Real estate listing of 1610 Toronto Street pending a meeting of the Finance Committee/Property Committee on March 24/25 to approve a list sale price. Decision on the future of 1855 Smith Street pending a meeting of the Finance Committee/Property Committee on March 24/25 and a recommendation to the Board of Directors on its possible sale and real estate list price. The Executive Director will work with the Settlement Team to evaluate a transition model as well as engaging Marketing & Communications staff on possible donation or sponsorship opportunities.	Finance Committee & Property Committee, Central Finance & Admin Staff, External Real Estate expertise. Consulting Engineer	March 26, 2025	S.1. Improve relationships with funders for long term funding

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- 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