Regina Open Door Society Risk Management Register

Classification of Risk(s)	*Description of Risk(s)*	*Current Risk Score April 2026*	*Previous Risk Score October 2025*	
1., Financial, Operational, Programs *Initial listing: March 2025*	*Financial Viability of RODS Daycare and provision of service to LINC Students: Provincial Funding Model and ongoing operations*	*9*	*9*	
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*	*8*	
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**	*8*	*7*	
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*	*7*	

7. Finance, Operational, Programs ***Initial listing: June 2025***	***Ability to safely deliver services out of the downtown location at 2314 11th Avenue.***	***6***	***6***	
8. Finance, Operational, Programs, Reputational ***Initial Listing: June 2025***	***RODS viability in the current business model: An amended/enhanced business model for RODS encompassing the preparation for CFP 2027, new revenue streams, possibility of social enterprise.***	***7***	***7***	
9. Finance, Operational, Programs ***Initial Listing: November 2025***	***IRCC Settlement & Resettlement Renewal: The IRCC is undertaking a process to 'modernize' the settlement and resettlement programs funded by the Federal Government to align with immigration levels (2026- 2028 tabled soon) and the Federal 'Comprehensive Expenditure Review' requiring Federal Departments to find reductions in program spending of 7%, 10% and 15 % over the next 3 years.***	***9***	***9***	
10. Financial, Programs, Operational, Reputational ***Initial Listing: April 2026***	**NEW Artificial Intelligence –** ***The growing prevalence of AI Tools and their utilization by RODS Staff in their work creates a risk around inappropriate use, unauthorized information sharing, privacy and organizational intellectual property. With the growing prevalence of online AI resources, RODS requires a policy of acceptable and appropriate as well as training for staff***	***8***	***NA***	

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
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: March 2025	Risk Score
Financial, Operational, Programs	***1. Financial Viability of RODS Daycare 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 Daycare, 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. October 2025 **External:** While 1855 Smith Street remains listed for sale, and in spite of no new Fed/Prov Agreement on the $10 a day model, RODS has applied for and received approval for the Daycare Branch to expand the number of seats in the Daycare to 90, and increase of 26 from the current 64. The addition of seats makes the potential move to the Woodbine Building, adjacent to the Donahue Building, feasible in principle. The province has still not released information pertaining to the new funding model for Daycares in Saskatchewan, leaving RODS and many other historical providers receiving less funding than new Daycares.	***9***

With this information we have continued our due diligence on the feasibility of the Woodbine location. Our contractor expressed concern over some possible code issues associated with the 'new use' of the space and fire control requirements. We had an initial meeting with an Architect who echoed concerns over code compliance and fire control, specifically a sprinkler system. The architect has provided us a quote ($16,500) to undertake work to establish possible code requirements and engage the City of Regina about requirements. Recent communication with Daycare Branch has confirmed that Daycares do not require sprinkler systems as part of fire control. The architect has quoted RODS the above mentioned $16,500 for initial code compliance issues and $42,500 for the entire project.

April 2026

A convergence of factors has led to significant planning changes for the RODS Daycare.

Removal of RODS property at 1855 Smith Street from the market.

Based on discussions with the RODS Board in February 2026, Avison Young was notified that the organization would not be renewing the listing for sale of 1855 Smith Street. Effective April 7, 2026 the building was taken off of the market, and placed back into consideration by the organization to re-occupy given IRCC agreement reductions. The IRCC funding reductions of February necessitated the organization to reconsider the operational use of Smith Street as a measure to address physical space needs.

Impact on Day Care expansion and relocation.

The decision to place 1855 Smith Street up for sale was based on the building only having Daycare as an ongoing tenant (IRCC funding cuts to LINC classes April 2025) and the significant building improvements that would be required for future full occupation. Daycare expansion and relocation to Woodbine were viable with expansion funds from Daycare Branch and logical given the desire to sell the Smith Street property. As detailed above, work was underway to determine code compliance issues with the new potential Woodbine space.

However, the significant reductions in IRCC budgets had a series of cascading impacts and convergences:

- LINC students attending RODS classes will continue to decline over the next 3 years, impacting Daycare occupancy (declining number of RODS students in the Daycare)
- IRCC no longer provides budgets capable of maintaining future occupancy at the Donahue Building for Settlement effective April 2027 and LINC April 1, 2028.
- Budget reductions require the consideration of vacant space at Smith Street, Woodbine and the former SWAP Building directly behind Woodbine as potential new locations for RODS programming.
- The expansion of community daycares and awarding of additional seat capacity in the community had created unforeseen competition for daycare children.

In light of the significant IRCC agreement reductions highlighted in Risk 9 and the above factors, the decision was made to halt the work of the Architects on code compliance at the Woodbine location. RODS daycare assessed the ability of 1855 Smith Street to accommodate seat expansion, but determined that it was not feasible. RODS advised Daycare Branch that RODS will no longer be proceeding with the 26-seat expansion, and began planning to have RODS Daycare remain operating out of 1855 Smith Street.

In addition to the above changes, RODS Daycare, and all Daycares in operation prior to the introduction of $10 per day daycare model, are struggling financially without a new funding arrangement from the Provincial Daycare Branch. New daycares, opened since the commencement of the $10 a day initiative, have the ability to charge higher parent fees, while those established daycares are capped and frozen by the Province. The additional challenges around a new competition for children and challenges recruiting staff are all complicating factors for our current 64 seat operation let alone a 90 seat operation.

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 Daycare seats as well as the addition of 26 new Daycare seats, at a higher rate, as well as an addition of 26 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. **Update: June 2025** RODS has submitted application to the Provincial Daycare Branch to expand by 26 Daycare seats. As of June 13, 2025, no response has been received. **Update: October 2025** RODS will confirm with the architect the necessity of continuing to determine code compliance issues, and determine the appropriate cost-effective route to establish required architectural and space planning requirements with the province.	Executive Director Director of Language Employment and Daycare 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. **October 2025** The Team is determining the feasibility of the Woodbine space relating to code and expense.	**S4 – Improve relationships with funders for long term funding.** **S4 – Daycare Operating Budget** **S2 – Strengthen proposal management and grant acquisition**

April 2026 In light of the IRCC funding cuts for the next 3 years, and in order to sustain and protect RODS core operations, the decision was made to remove the RODS owned property at 1855 Smith Street from listing and place it back into consideration as a base of RODS program delivery. Once the building/property site puzzle is solved, Management will need to return to the Engineers reports for 1855 Smith Street and bring a plan to the Board to undertake prioritized and essential renovations and updates. Daycare expansion to 90 seats was considered at Smith Street and was determined not to be feasible. Funding reductions and corresponding reductions in language leaners and children requiring daycare, combined with the possible required access by RODS core programming to the Woodbine Building, the RODS Daycare relocation & expansion was ended. Daycare Branch requires notification, as does CREATE Architects and RRME Services Ltd, (contractor)	**April 2026** RODS has removed 1855 Smith Street from listing RODS has halted the work of the Architect on code compliance and ended the contract. RODS has assessed the feasibility of seat expansion at Smith Street and determined it is not feasible. RODS has notified Daycare Branch of the decision to decline the additional daycare seats RODS is adjusting planning to have the RODS Daycare remain operating out of Smith Street. RRME Services Ltd. Have been made aware of the decision not to proceed with code/daycare updates to Woodbine.	Executive Director Director of Language Employment and Daycare Manager of Daycare	Completed **March/April 2026**	

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.	

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 Included 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 **October 2025** Following the budget reductions, downsizing and layoffs for all IRCC funded programs, RODS has been successful in securing additional LINC funding ($150k) to add 3 classes back into the program. Settlement has submitted a proposal to IRCC for additional staff positions but has been asked to wait until later in the fiscal year when there is a clearer line of sight on contract slippage. We continue to serve fewer language students due to reduced capacity, but Settlement Programs continue to see ongoing high volumes of new clients. RAP has seen a reduction is funding due to lower numbers of GAR Arrivals and corresponding lower direct client settlement costs. Following the reduction in Federal immigration levels announced in October 2024, IRCC amended the terms of the CFP launched In January of 2024 to a 3-year contracts, down from the CFP based 5-year contracts. As shared with the Board, many SPOs across Canada, including RODS, experienced significant reductions in funded programs resulting in closing language classes, exiting learners from the classroom, reducing the depth of settlement services and laying off many staff. As RODS and others have worked to adapt to the new reality, IRCC has announced that it is undertaking what it is calling a ***'Settlement and Resettlement Assistance Program Renewal: Adapting to Evolving Funding and Client Needs', to*** align with immigration levels scheduled for announcement in November 2025 and the Federal 'Comprehensive Expenditure Review'. Please see new Risk 9	

April 2026

In February 2026, the Settlement Sector was notified that 3-year contracts signed with IRCC in April 2025 were now subject to significant reductions/amendments as part of the Federal Government Comprehensive Expenditure Renewal. The reductions to the RODS core IRCC budgets are reflected below. These challenging reductions will see RODS language instruction and direct settlement service delivery reduced each year over the next 3 years, and will require key decisions around current leased space in the Donahue Building and the repurposing of the Smith Street location. Year 4, the additional year added by IRCC, presents a particularly challenging picture.

The budget reductions have been integrated with the earlier announced IRCC Settlement & Resettlement Renewal strategies. Economic class immigrants will be ineligible for IRCC Settlement services at 6 years of residency effective April 1/26 and at 5 years of residency effective April 1/27.

Agreement #	**Notional Funding Amount 2026-27 Year 2**	**Notional Funding Amount 2027-28 Year 3**	**Notional Funding Amount 2028-29 Year 4**
S26485004L LINC 25/26 – 2,513,081	$2,173,046 -13.5%	$2,131,493 -2%	$1,767,222 -17%
S26485009U Combined Settlement 25/26 – 3,592,404	$3,067,056 -14.6%	$2,369,900 -23%	$1,974,533 -17%

With the significant IRCC budget reductions for the next 3 years announced in February 2026 resulting from the Federal Government Comprehensive Expenditure Renewal, RODS has had to make significant reductions to staffing and corresponding service levels:

- Settlement - laying off/terminating the contracts of 12 Settlement staff in year 2, 7 Settlement staff in year 3, and 3 Settlement staff in year 4.
- LINC – LINC is able to reassign all instructors to other Provincially funded language classes for year 2 therefore no LINC layoffs, no staff layoffs if some LINC space can be moved to Smith Street or Woodbine, and laying off/terminating the contracts of up to 5 LINC staff positions. An additional 68 learners will be asked to leave the LINC program in April & May, with approximately 237 learners remaining in class and a wait list of approximately 220.
- Staff capacity in the Refugee Assistance Program was largely unaffected.
- Pending elimination of Stage 2 LINC Language Training (June 2026) and therefore the loss of language training required for Newcomers to access post secondary and skills training and overall integration and community participation.

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. • **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.	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 Re-establish the former RODS Volunteer Language Program, with curriculum development, recruitment, screening and training of volunteers. **Update: June 2025** ENACT has launched with 1 class. LINC has been approved for additional classes to deal with very high wait lists in part time literacy classes. These additional classes will flow through the full 3 years of the IRCC contract Consolidated Settlement (OSN) has asked to re-apply for an amendment later in the fiscal year. RAP is in ongoing discussions with their new officer about additional funds to hire a Housing Coordinator and After-Hours staff, positions that were cut in the CFP negotiations.	**The Leadership Team**	**May 2025** **June 2025** **May 2025**	**I1- Internal Capacity & Process Efficiency** **S2- Long Term Funding**

	Update: October 2025 LINC will continue to recruit students for the cost recovery ENACT Program. LINC will continue to seek additional funds from IRCC for additional classes. Our current LINC waitlist is 289 learner, 90 Learners for Stage 1 & 2. Settlement will resubmit their proposal to IRCC for additional funds for essential positions including the Housing Coordinator and After-Hours positions. See new risk 9 for next steps regarding *IRCC Settlement & Resettlement Renewal.* **Update: April 2026** **Continue to seek additional resources to provide services to clients directly impacted by IRCC funding reductions:** • IRCC funded programs will continue to request additional funds into the fiscal year to support program demands. • LINC will continue to recruit students for the cost recovery ENACT Program. • RODS will seek external grant funding to lead re-establish the former RODS Volunteer Language Program, with curriculum development, recruitment, screening and training of volunteers. • Settlement continues to submit grant proposals to external organizations to support non IRCC funded staffing and activities. These include Home Depot and CN Rail. • RODS will continue to seek out grant and external funding	**The Leadership Team**	**Summer/Fall 2025** **Summer 2026**	

	opportunities for items including to support Smith Street renovation costs and CRM development and implementation. • Continue to monitor and manage public attitudes and external communications, continue strong external communications, social media strategy and community engagement around the importance of immigration, refugee programs and success stories			

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. April 2026 RODS ability to recruit and retain staff will meet with another challenge with the introduction of additional IRCC contract reductions in February 2026, and implemented over the next 3 years. In an effort to address our competitive compensation standing in the market, RODS continues to implement the amended 5 step salary grid with 3% COLA and 2% step increments. However, the 3-year downward trajectory of IRCC program budgets will pose an additional challenge in: • retaining staff that may or may not have future employment with RODS	***7***

	• recruiting staff to an organization that has external volatility and limited capacity to provide sustainable employment		

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. October 2025 No updates April 2026 • 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.	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 June 2025 No updates October 2025 No updates April 2026 Ongoing retention rates and recruitment metrics monitoring, staff engagement surveys.	**Leadership Team (LT) Directors, C & M Manager, LT**	**On-going** **Summer 2026**	**I2. Strengthen relationships with partners and community stakeholders & S1 Improve relationships with funders for long term funding**

• HR and the Management Team will organize additional team building activities to address staff morale.	Identify team building activities for Q2 and Q3.			

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.	***7***

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, Secure VPN, 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. **April 2026** On January 12th 2026, RODS discovered that our not for profit 'free' E1 software licenses and discounted E5 licenses with Microsoft had been terminated. Apparently, in July 2025, Microsoft announced its intent to end that program and move towards a new not for profit cloud-based program. Previously, we had planned on upgrading our physical servers while maintaining our free access to software, planning a slow migration to the cloud. However, given Microsoft's changes in not-for-profit support and steering of clients into the cloud, RODS is now pivoting to a full move into the cloud.	**June 2025** MicroAge will be supporting RODS in their updating of IT Policies. **October 2025** MicroAge is working with RODS to identify essential server and software replacements. Inability to identify IRCC support for funds for a capital expenditure may necessitate a proposal to the RODS Board for reserve funds. **April 2026** At the February 2026 Board of Directors meeting, the RODS Board approved a proposal to support the movement of RODS IT infrastructure to a 100% cloud-based solution, approving reserve totaling $54,730.55. MicroAge highly recommends a full modernization to the cloud, citing long term cost savings, improved product access, heightened security and more effective use of IT Desktop Support resources. The cloud-based roll out will commence following the completion of the financial audit in June 2026.	Executive Director IT MicroAge	Ongoing November 2025 June 2026	

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 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. 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) **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.

June 2025

There are new proposed changes to the asylum claim system in Canada. On June 3rd, the Federal Government tabled Bill C-2, a bill that proposes many changes to border security and increased personal information access and sharing, and also proposes to make significant changes to the asylum claim system in Canada. One of the notable changes proposed is to limit the period an asylum/refugee claim can be made to 365 days from arrival in Canada, which would be administered retroactively to June 24, 2020. As well, any asylum claims made by an individual coming clandestinely via the US by land (Safe Third Country Agreement) would be blocked after 14 days. The Canadian Council for Refugees has expressed significant concerns about the proposed Bill, fearing for those individuals who may be in a situation to make a refugee claim after one year as a result of potential political and policy changes in their home country. The Bill would also allow the Government to stop or cancel immigration applications due to security or public health.

The proposed Bill attempts to address the Federal Governments perception of weaknesses in asylum application window, but its wide swath of impact on potential claimants reflects a continued shift away from Canada's historical approach to immigration.

https://www.msn.com/en-ca/news/canada/liberal-government-tables-border-security-bill-with-sweeping-reforms-and-asylum-claim-clampdown/ar-AA1G15I1?ocid=socialshare

https://www.msn.com/en-ca/news/canada/canadian-bill-seeks-to-deny-hearings-to-some-asylum-seekers/ar-AA1G6m3c?ocid=socialshare

https://www.msn.com/en-ca/news/canada/immigration-minister-defends-border-bill-s-restrictions-on-asylum-claims/ar-AA1G5TPv?ocid=socialshare

October 2025

As shared with the Board in September 2025, Canada is experiencing a noted shift in attitudes towards immigration, refugees and Temporary Foreign Workers as well as with Federal and Provincial Government policies. This attitudinal shift is reflected in the negative comments we have been experiencing in social media posts. Media articles and polling data attached reflect this concerning shift:

- https://apple.news/A_dzEBD1LT9u0VP3SEqTDCA
- https://leaderpost.com/news/local-news/as-premiers-push-for-more-immigration-power-experts-call-for-fact-based-debate/wcm/03f23a4a-7e0a-4a97-b6b5-3a9e9f17e737
- https://www.msn.com/en-ca/news/canada/poilievre-calls-on-liberals-to-scrap-the-temporary-foreign-worker-program/ar-AA1LNLlR?ocid=socialshare
- https://www.msn.com/en-ca/news/canada/almost-half-of-canadians-want-the-temporary-foreign-worker-program-eliminated-poll/ar-AA1M8gqM?ocid=socialshare
- https://www.msn.com/en-ca/news/canada/fact-file-online-posts-mislead-on-immigrant-share-of-population/ar-AA1MmuJ3?ocid=socialshare
- 2025-2893-Globe-August-Populated-Report-Immigration.pdf

	April 2026 New data from Association of Canadian Studies ➢ ACS Metropolis has shared some analytics from IRCC polling data from late 2025, which reflects the impact of the reductions to immigration levels, their regional impact and public opinion polling. A National Post Article below provides a high level look at the information. The full ACS Report/presentation has not been made available yet, but I was able to grab screen shots of the live presentation done on line. I will bring some hard copies to the meeting on Wednesday. Key findings are: • Saskatchewan saw a 40% reduction in immigration levels to the province in 24/25, with 44% fewer Economic Class arrivals, 9% fewer Family Class arrivals, and 32.5% reduction in Refugees. Saskatchewan had the largest reduction in Refugee arrivals and was clustered with several other provinces in having some of the highest Economic Class and Family Class reductions. • Overall admissions to Canada dropped by 18.6% in 2025. • Temporary Foreign Workers admissions declined by 16% in Saskatchewan. • Canada had been one of the *Top 20 Fastest Growing Countries* in the world, and now has negative/zero population growth and a fertility rate of 1.1% • Opinion data shows that 60% of Canadians feel that there are too many immigrants coming to Canada, with 58% of Saskatchewan residents believing that there are too many immigrants coming to Canada. • Amongst the 37% of Canadians who view immigration as having a negative impact on Canada, 20% view immigration as negatively impacting housing, 17% job competition, 11% citing concerns about newcomer adaptation and 11% citing a strain on social supports. https://nationalpost.com/news/canada/canada-immigration-data "C:\Users\Keithk\OneDrive - Regina Open Door Society\Documents\Board of Directors January 2026\Trust-in-Immigrants-Refugees-and-Intl-Students-Eng-NT.pdf"	

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. **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	RODS Communications & Marketing Manager continuously to works with the LT to manage source, develop and publish/promote success stories of the organization's 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, 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. **June 2025** During and following the 2025 Federal Election, immigration issues had taken a much lower profile, with much of the attention turning to south of the border. With the Federal Government's tabling of Bill C-2 in early June, we are now seeing the continuation of the former governments momentum for significant changes to the Federal immigration plan and system. RODS Will be active during the summer months, with hosting events and participation in: • Bring Em' Up Fundraising Event • Cathedral Village Arts Festival • Regina Pride Parade • World Refugee Day & RODS Bursary Awards • RODS Summer Picnic	**Communications & Marketing Manager, Leadership Team**	**Ongoing**	**C2. Establish a welcoming community for newcomers.**

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 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 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.	**October 2025** With the noted decline in support for immigration overall, and noted negativity to Temporary Foreign Workers and Visa Students, RODS has experienced an increase in negative comments made on social media. Staff have not reported any incidents or situations associated with direct client service in the community. Communications will continue to post positive/success stories and continue with the scheduled Client Festive Season Celebration. The intent is to come forward to the Board with a proposal for reserve funding for communication, activities and a public event the mark RODS 50th year of operation in 2026. **April 2026** RODS continues to see a decline in support for immigration overall, with ongoing negative comments on social media. RODS Will be active during the summer months, with hosting events and participation in: • Bring Em' Up Fundraising Event • Cathedral Village Arts Festival • Regina Pride Parade • World Refugee Day & RODS Bursary Awards • RODS Summer Picnic Pending Board approval, the RODS 50th Anniversary celebration will commence leading up to and past the November 2026 date.			

	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 **t**he 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 Daycare, 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. The Board of Directors passed a motion in March 2025 to place 1855 Smith Street up for sale.

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.

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**
Update: June 2025 With the results of the 2024 IRCC CFP, RODS was not successful is negotiating additional funds to cover maintenance costs for Settlement fleet vehicles. While IRCC does pay for license plates and mileage, their terms and conditions do not allow for mechanical repairs. Settlement has finalized a plan to wind down the remaining 4 fleet vehicles to 2 core vehicles, the 7 and 15 passenger vans. The 2 additional vehicles will be sold during the summer of 2025.	**June 2025** Place for sale of the 2 remaining older fleet vehicles. Document and share the new transporting clients & materials protocol Initiate discussions with a possible supporter/donor for services of a possible donated replacement mini van. **October 2025** **The Reception House at 1610 Toronto has been sold pending the removal of conditions on November 28th. Possession is December 1, 2025.**	**RODS Settlement Management & Executive Director**	**September 2025** **November 2025**	**I1. - Maximize internal capacities and process efficiency.**

Going forward, Settlement staff will use their personal vehicles, compensated through mileage, to facilitate non client transport use (picking up groceries, transporting client property) and the remaining 2 vans will be used to transport clients. We will be contacting the Dilawri Auto Group regarding a possible vehicle sponsorship or donation to maintain/upgrade the remaining 2 vehicles. The use of taxis or Uber will be the alternate means of transporting clients, and IRCC has agreed to increase funds for this expense in required. April 2026 The RODS Reception House was officially sold in December 2025. In light of the IRCC funding cuts for the next 3 years, the decision was made to remove the RODS owned property at 1855 Smith Street from listing and place it back into consideration as a base of RODS program delivery. Once the building/property site puzzle is solved, Management will need to return to the Engineers reports for 1855 Smith Street and bring a plan to the Board to undertake prioritized and essential renovations and updates.	**There is 1 Settlement vehicle that will be sold in the fall of 2025 given its age and high costs of repairs.** **Once a partnership agreement if finalized with the Bring Em Up Group, we will be approaching the Dilawri Auto Group about a mini van donation or sponsorship opportunity.** April 2026 One Settlement vehicle remains to be sold. In light of changes amongst the Bring Em Up Group, we are still considering a future request for a mini van donation. Pending the solving of the building/property site puzzle, review Engineers Reports for 1855 Smith Street for task prioritization.			

	Description of Risk(s) *Added to Register April 2020*	*Risk Score*
Finance, Operational, Programs	***7. Ability to safely deliver services out of the downtown location at 2314 11th Avenue.*** The organization has historically run its operations out of downtown locations, owned and leased, given the ease of access for clients using Regina Transit. This ease of access became even more important for LINC students with the termination of RODS transportation program for refugee and immigrant clients with preschool age. With the 2019 CFP, IRCC officially designated RODS as the agency to *promote* services from downtown Regina to the east city boundary. This requirement to be the downtown eastward promotion area only requires being located within that area. The ongoing location of RODS in the downtown has been to facilitate ease of access to all clients who benefit from Regina Transits provision of strong service to the downtown from all residential areas of the city. With the extension of our lease at 2314 11th Avenue, RODS is committed to a downtown presence until March 31, 2028. With the anticipated sale of the Reception House and 1855 Smith Street, there will no longer be any capital assets that tie the organization to the area. **RODS Downtown Environment** Over the last several years, Downtown Regina has been experiencing a declining retail presence, the departure of offices/businesses and the lack of a sustainable plan for revitalization. Regina is also sadly experiencing increased homelessness and the many problems associated with illegal drug use, including increases in criminal activity to support access to drugs. While the City and Community are working to respond with the construction of temporary shelters, the complexity surrounding the structural and systemic factors that are at the core of a homelessness crisis and resulting issues requires action and solutions that extend far beyond our physical and service presence as a member of the downtown community. The downtown is seeing many people experiencing homelessness staying within the downtown core area, seeking shelter and assistance. For RODS, the challenges are the provision of a safe working and learning environment in both of our downtown locations for our staff and clients. While Smith Street has infrequent occurrences where non clients enter the building in search of assistance or the washrooms, for the most part it is the Donahue Building and its location on a major walking route east to west across the downtown where situations occur. The situations encountered by the organization have been thus far quite manageable, and have primarily been non clients coming into the buildings seeking assistance, access to washrooms, people sleeping and gathering in the Donahue parking lot, (sometimes sleeping under our vehicles) drug paraphernalia being left in the parking lots and vandalism to both the Donahue Building and fleet vehicles in the lot. The Donahue Building has had a couple of experiences with non clients hiding in the building and on one occasion stealing items after hours.	***6***

Reviewer's comments on identified actions & controls	Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities
The organization has put in place numerous measures to provide a safe environment. **Donahue Building** • Secure and controlled access to the building– there are only 1 set of unlocked doors, all clients and visitors must enter past reception. Doors are on a timer, unlock at 8:00 am, lock at 4:30 pm automatically • Securing internal floor access – stairwell doors are locked with separate keypad electric strike between 4:30 pm and 8:00 am • There are 5 external cameras in the parking lot, 6 internal cameras at entry doors, cameras in hallways that trigger recording with motion sensor detection. • Motion sensors throughout the main floor and stairwells • There is remote access to cameras and alarm system • Buzz in remote video entry systems exist on both sets of 11th Avenue doors to assist with after hours client access to programming. The SW entry remote video entry system was vandalized and pending replacement/repair. • A request has already ben submitted to KidsFirst (KF) Regina to fund from the KF Reserve an 8-foot chain link fence for the Donahue parking compound with electric entry gates. KIdsFirst has 4 vehicles parked in the parking lot. Secure access through the basement door off of the parking lot has already been set up. A fence around the parking lot/compound would restrict foot traffic and other drive through traffic through the lot, and provide secure after-hours access to the lot and building to RAP staff and night class instructors. • Evening Maintenance staff are on call to walk evening staff to their vehicles if requested.	**June 2025** All security measures currently in place will continue, replacement/repairs to the Donahue SW entry remote video system will be undertaken. Staff continue to receive regular updates or alerts on the security of both buildings. With the financial request to fence/gate/secure the Donahue parking compound pending with KidsFirst Regina, RODS will explore alternate sources of funding should the request be denied. It is anticipated that physical location of RODS future operations in the downtown will be part of January 2026 strategic planning discussions. **October 2025** We have been successful in receiving funds from KidsFirst to pay for the installation of an 8' chain link fence and dual electric gates behind the Donahue building. KidsFirst have 4 vehicles in the lot. This will create a secure compound only accessible to approved vehicles with a fob. There will be 2 manual gates with punch locks for access. The parking lot door with direct access to the basement will be added to the door entry system so staff can directly access/exit the building securely without leaving the compound. We will also be adding an additional camera that can be remotely controlled with audio and spot lights. **April 2026** In light of the IRCC funding reductions and unknown future of Donahue occupancy, the parking lot Compound project has been cancelled. Future operations out of the Smith Street location are more stable given the proximity of the Provincial Courthouse and the frequent presence of Police Service vehicles and personnel.	**Executive Director Management Team**	**Ongoing** **November 2025**	**I1. - Maximize internal capacities and process efficiency.**

Smith Street • Secure and controlled access to the building– there are only 1 set of unlocked doors, all clients and visitors must enter past reception. Doors are on a timer, unlock at 8:15 am, lock at 4:15 pm automatically • Daycare parents have access to an external keypad and code for building access drop off and pick up from 7:30 am until 5:30 pm. • The Daycare itself is behind keypunch code locked doors. • There are external cameras exterior of each entrance, internal cameras on each doorway and reception area. • There are motion sensors throughout the main floor and basement • There is remote access to cameras and alarm system RODS Management is in ongoing conversations with the Regina Police Service and Special Constables about the challenges we are experiencing at the Donahue Street locations. Reception Staff and Admin Staff at the Donahue Building and Smith Street are aware of protocols and procedures to contact Senior Management and/or Police dependant on the type of situation with non clients entering the building.	Future operations out of the Woodbine Building will bring many of the same challenges experienced at the Donahue Building.			

	Description of Risk(s) *Added to Register April 2020*	*Risk Score*
8. Finance, Operational, Programs, Reputational	***RODS viability in the current business model: An amended/enhanced business model for RODS encompassing the preparation for CFP 2027, new revenue streams, possibility of social enterprise, operational location.*** The significant shift in Federal policy and immigration Levels has dramatically impacted the Settlement Sector, with some agencies in BC and Manitoba closing completely, and others, including RODS, experiencing significant reductions in service capacity in settlement and language training. **Risk/Threat** - The current RODS business model relies on funding through contribution agreements and contracts from the Federal and Provincial Governments. With the exception of organizational reserve funds that exist to manage organizational liabilities, cashflows and potential wind down costs, the organization only expends funds received through contribution agreements and contracts on contracted deliverables or associated Finance/Admin support. From a revenue development or fundraising standpoint, government funded dollars are not allowed to be used for external revenue generation. Apart from passive fundraising and a link to donations on Canada Helps on our website, RODS has no focused effort or staff position to address possible fundraising activities. Fundraising in Canada experienced a major shift pre-pandemic, with historically strong pledge-based fundraising programs/activities no longer resonating with a declining pledge weary donor bases, with only a few remaining pledge-based events raising smaller amounts of dollars (RFL, CIBCRFTC). Canada is experiencing generational shifts in attitudes towards donating and a significant decline in number of identified donors. While donor support is on the decline, there is an increased demand for services from the NOG sector. Transactional fundraising campaigns, such as brand related product marketing and direct door to door solicitation have also fallen to wayside, with direct mail still an ongoing revenue strategy. Significant investments are being made in the areas of monthly giving, digital solicitations, planned giving, mid level giving and major gifts. • RODS has been limited to informal solicitation of funds from donors to fill funding gaps. • RODS has not systematically campaigned for donations that may conflict with government dollars. • RODS has no historical fundraising infrastructure or dedicated resources. • Revenue generation is possible through an investment in fundraising capacity/grant solicitation and or an investment in social enterprise – but requires the right identified need and corresponding solution.	***7***

Reviewer's comments on identified actions & controls	Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities
The necessity and opportunity to look forward The pending IRCC CFP 2027 produces another pressure point for the organization to review its current business model, possible use of revenue from the sale of capital assets, social enterprise opportunities and operational locations. The current 3-year IRCC contract provides some interim stability for the organization allowing for future oriented discussions. The upcoming strategic planning work set for January 2026 is an opportunity for the Board of Directors and RODS Management to research and consider options going forward.	**June 2025** Continue with the listing for sale of properties located at 1855 Smith Street and 1610 Toronto Street. Continue to manage the current IRCC contracts and Provincial funding. Investigate social enterprise models in the settlement sector across Canada. Research options for sustainable fundraising programs with the organization. **October 2025** RODS has been aggressively applying for grant funds to support ongoing activities within Communications & Marketing given insufficient Admin funds to support ongoing staffing levels. Proposals have been submitted to the South Saskatchewan Community Foundation and Public Safety Canada. Employment Services has successfully received funding from the Royal Bank under their new community funding program. Funds will be directed towards the annual Job Fair as well as a new Mentoring Program. The application to North Pine Foundation for a Refugee Employment Initiative is still pending.	**Board of Directors, Executive Director, Finance Committee & Property Committee,**	**January 2026**	**S.1. Improve relationships with funders for long term funding** **S2- Long Term Funding**

April 2026 In January 2026, Settlement SPOs across Canada were advised of pending funding reductions/amendments. In February 2026, the Sector was notified that 3-year contracts signed with IRCC in April 2025 were now subject to significant reductions/amendments as part of the Federal Government Comprehensive Expenditure Renewal, with an additional year added to the existing 3-year contracts, therefore making way for a 2028 CFP process. The reductions to the RODS core IRCC budgets are highlighted under Risk 2. In light of the IRCC funding cuts for the next 3 years, the decision was made to remove the RODS owned property at 1855 Smith Street from listing and place it back into consideration as a base of RODS program delivery. As a result, the potential revenue from the sale of 1855 Smith Street will no longer be in consideration as possible investment income or capital spending. Future Fund development efforts and social enterprise will need to coexist with the new RODS financial reality, placing heightened efforts in the areas of mission relevant grant identification/applications and new government contracts. Once the building/property site puzzle is solved, Management will need to return to the Engineers reports for 1855 Smith Street and bring a plan to the Board to undertake prioritized and essential renovations and updates.	April 2026 Departments continue to identify grant opportunities to diversify RODS revenue base and address identified client needs/service gaps, funding reductions and sustainability. The application to North Pine Foundation for a Refugee Employment Initiative is still pending. Settlement has submitted applications to CN Rail and Home Depot to supplement gaps resulting from IRCC reductions and new program streams. Applications are being considered for submission to Federal Departments/Grant Competitions for funds to upgrade Smith Street security as infrastructure. With the finalization of the RODS 2026 to 2029 Strategic Plan, ongoing/additional opportunities for resources, investment and social enterprise will be identified.			

	Description of Risk(s) *Added to Register April 2020*	*Risk Score*
New - 9. Finance, Operational, Programs ***Initial Listing: November 2025, updated March 2026***	***New - IRCC Settlement & Resettlement Renewal & Federal Government Comprehensive Expenditure Renewal. The IRCC is undertaking a process to 'modernize' the settlement and resettlement programs funded by the Federal Government to align with immigration levels (2026- 2028 tabled soon) and the Federal 'Comprehensive Expenditure Review' requiring Federal Departments to find reductions in program spending of 7%, 10% and 15 % over the next 3 years.*** Following the reduction in Federal immigration levels announced in October 2024, IRCC amended the terms of the CFP launched In January of 2024 to a 3-year contracts, down from the CFP based 5-year contracts. As shared with the Board, many SPOs across Canada, including RODS, experienced significant reductions in funded programs resulting in closing language classes, exiting learners from the classroom, reducing the depth of settlement services and laying off many staff. In February 2026, the Settlement Sector was notified that 3-year contracts signed with IRCC in April 2025 were now subject to significant reductions/amendments as part of the Federal Government Comprehensive Expenditure Renewal. The reductions to the RODS core IRCC budgets are reflected below. These challenging reductions will see RODS language instruction and direct settlement service delivery reduced each year over the next 3 years, and will require key decisions around current leased space in the Donahue Building and the repurposing of the Smith Street location. Year 4, the additional year added by IRCC, presents a particularly challenging picture. There budget reductions have been integrated with the earlier announced IRCC Settlement & Resettlement Renewal. Economic class immigrants will be ineligible for IRCC Settlement services at 6 years of residency effective April 1/26 and at 5 years of residency effective April 1/27.	***9***

Agreement #	**Notional Funding Amount 2026-27**	**Notional Funding Amount 2027-28**	**Notional Funding Amount 2028-29**
S26485004L LINC 25/26 – 2,513,081	$2,173,046 -13.5%	$2,131,493 -2%	$1,767,222 -17%
S26485009U Combined Settlement 25/26 – 3,592,404	$3,067,056 -14.6%	$2,369,900 -23%	$1,974,533 -17%

	As RODS and others have worked to adapt to the new reality, IRCC has announced that it is undertaking what it is calling a ***'Settlement and Resettlement Assistance Program Renewal: Adapting to Evolving Funding and Client Needs',*** *to* align with immigration levels scheduled for announcement in November 2025 and the Federal 'Comprehensive Expenditure Review'. The framework for the renewal falls under 6 themes: 1. **Renewed Digital Strategy** – determining cost efficiencies by providing settlement services using digital means, looking to shift to digital-first approach, with in person the secondary strategy. What services would be best served by a digital-first approach, SPO capacity to manage security and privacy, and requirements for IRCC support are key issues. There are hints at CRM models or a central system. 2. **NAARS Transformation (Needs & Assets Assessments and Referral Services)** – rollout of a standardized NAARS Tool within and between agencies. Will require Agencies to assess and refer, possibly utilize a common platform. 3. **Revising the length of clients' eligibility for settlement services** – placing a limit on eligibility to receive services as a way to manage fiscal restraint. How can clients be encouraged to access services earlier in their settlement experience, with consideration to vulnerable high needs clients. 4. **Supporting Skills for Economic Success** – with perceptions from IRCC of high student turnover rates in LINC classes, what are the alternatives to the in-class model. Assessing the effective of employment related services, looking for efficiencies and improve effectiveness, funding duplication between levels of government. Do LIPS and Umbrellas have an impact? **5. Alignment of RAP services delivery and GAR levels -**analyze receiving communities, RAP SPO capacity, destined arrivals and funding. Effective cost per client based on community **6. Stronger alignment with Provinces and Territories –** possible joint planning, funding and services provision. The framework and the immigration levels/expenditure review place status quo SPO delivery models in the midst of significant change by again refocussing and projecting additional funding reductions. Initial consultation and requests for feedback with the sector has been funneled into limited preconceptions of the future, disconcerting at best.	

New - Reviewer's comments on identified actions & controls	Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities
The new IRCC Renewal Initiative will require RODS and other SPOs to participate and engage in consultations and seek opportunities to dialogue. The sector committees and sub-committees established by IRCC have become an effective tool for IRCC to roll out and manage change. The umbrella organizations, funded by IRCC, have limited ability to influence change. An alternative approach to influencing this pending change will need to be identified.	Participate and engage in IRCC consultations. Engage in discussions with SPOs in the province and across Canada in search of a consensus response and strategy.	**Executive Director, Mgmt. Team**	**Ongoing**	**S.1. Improve relationships with funders for long term funding** **S2- Long Term Funding**
April 2026 The IRCC Renewal Initiative will now be integrated with funding reductions over the next 3 years required under the Federal Government Comprehensive Expenditure Renewal RODS will need to align new reduced IRCC contributions over the next 3 years with reduced staffing, delivery and physical occupancy. Reduced program delivery and staffing will require less space, requiring the organization to review current lease obligations, capacity of owned property and additional leased options. It remains to be seen how the majority of the elements in the Renewal Strategy (outside of NAARS Transformation Needs & Assets Assessments and Referral Services & Revising the length of clients' eligibility for settlement services) will be implemented with significant funding reductions.	April 2026 Review lease obligations and construct IRCC contract amendments to best position RODS to maintain, reoccupy, or relocate to suitable space, both financially and operationally. Financially and operationally prepare the organization to emerge from the pending low period in funding, service delivery and nation building.	**Executive Director, Mgmt. Team**	**Ongoing**	**S.1. Improve relationships with funders for long term funding** **S2- Long Term Funding**

	Description of Risk(s) *Added to Register April 2026*	*Risk Score*
New - 10. Finance, Operational, Reputational, Programs ***April 2026***	**Artificial Intelligence – AI:** The growing prevalence of AI Tools and their utilization by RODS Staff in their work creates a risk around inappropriate use, unauthorized information sharing, privacy and organizational intellectual property. With the growing prevalence of online AI resources, RODS requires a policy of acceptable and appropriate as well as training for staff In an effort to safely, properly and with minimal risk, utilize AI as an effective tool, Communications had undertaken an internal survey on current and potential uses of AI, and the corresponding development of a RODS AI Policy.	***8***

New - Reviewer’s comments on identified actions & controls	Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities
RODS’ approach to AI is simple: we use it as a practical support tool to help staff work more efficiently and communicate more clearly, while keeping people, privacy, and professional judgement at the centre. AI can help with writing, planning, summarizing, translation support, and productivity, but it does not replace staff responsibility. Anything created with AI must be reviewed, edited, and checked by a staff member before it is shared, filed, published, or submitted. We are currently finalizing our AI Guidelines and Policy Manual, which will set clear, plain-language rules for safe and consistent AI use across the organization. It will explain what tools are approved (and what tools are not), what AI can and cannot be used for, and how to protect client and employee information, including Protected B information. The manual will also outline quality standards (fact-checking, bias checks, and translation review), when staff need approval for higher-risk work (like public statements, grant applications, or HR-related tasks), and what to do if something goes wrong (incident reporting and corrective action). Finally, it will include practical appendices that staff can use day to day, including a one-page Do/Don’t sheet, a risk checklist, prompting tips, real examples, and an approval request form.	Finalize policy development for review by Management Team	**Manager of Comms.** **Leadership Team**	**May 1, 2026**	**I1- Internal Capacity & Process Efficiency**

- **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**
- **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**
- **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 Day Care services**
  - **CCC – Day Care Centre**
  - **ES – Employment Services**
  - **LINC – Language Instruction for Newcomers to Canada**
  - **PTA – Provincial Training Allowance**

- **SFC– Settlement, Family and Community services**
  - **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**