

# Centre for Newcomers

WRAPCAP YOUTH SETTLEMENT PROJECT

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APRIL 6, 2021

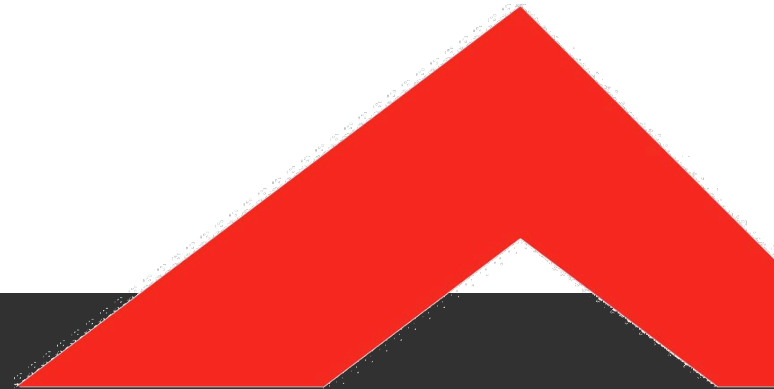




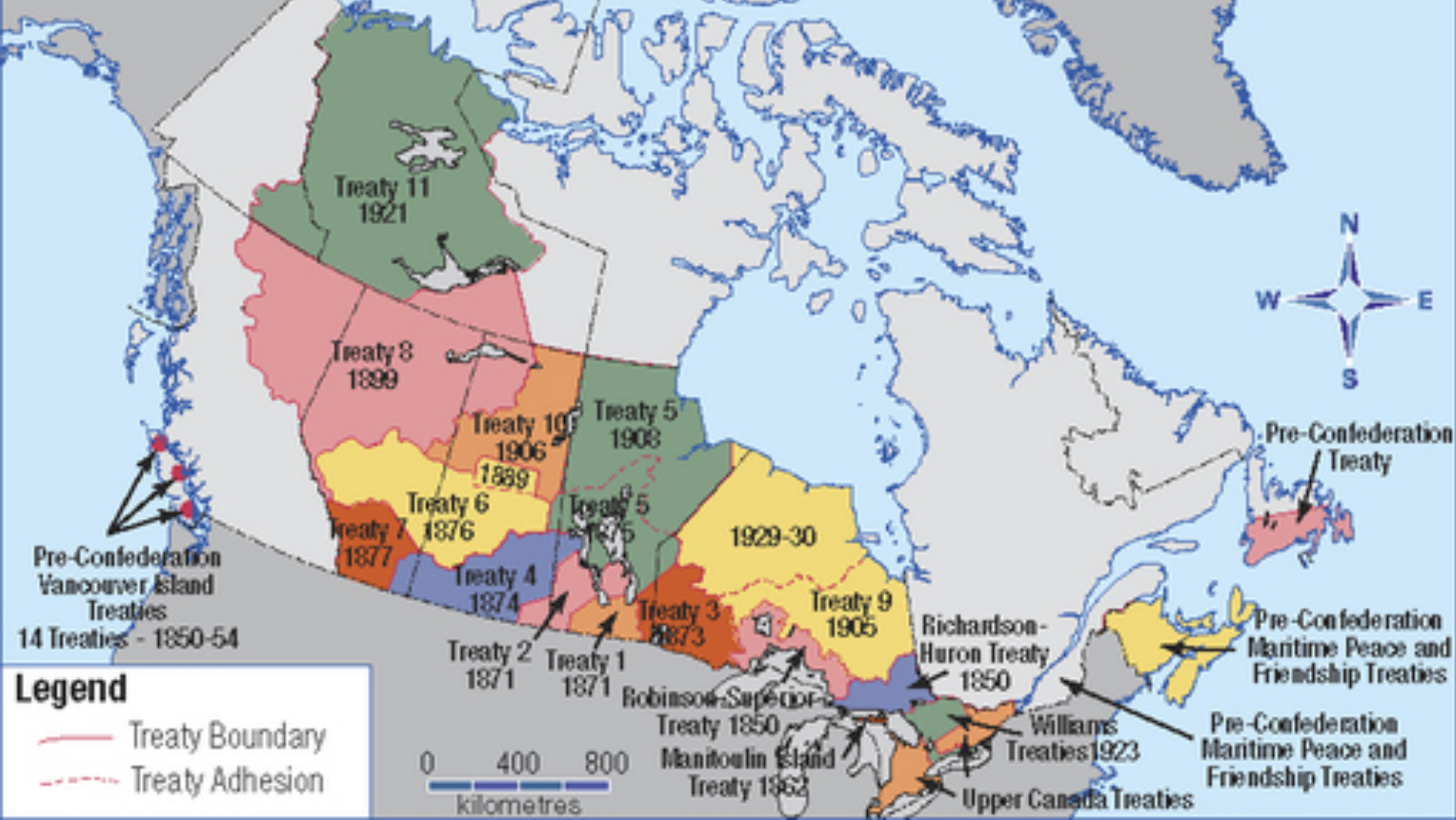
## **CFN's LAND ACKNOWLEDGMENT**

Centre for Newcomers acknowledges that we are on the ancestral lands of the Blackfoot Confederacy, which includes the Blackfeet of Montana, located in USA. These lands extend from the North Saskatchewan River in Canada down to the Yellowstone River in Montana; from the Rocky Mountains in the west, east into Saskatchewan. We are located on Treaty 7 territory of Southern Alberta, which includes the Blackfoot Confederacy (Siksika, Kainai, Piikani), Tsuut'ina, Îyâxe Nakoda (Wesley, Chiniki and Bearspaw), Metis Region 3 and all people who have chosen to make this place their home.

*Signature*













# WHAT IS WRAPCAP?

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- A regional, 5-year initiative led by Centre for Newcomers that seeks to build organizational and sector capacity in the use and implementation of the wraparound service delivery model to support the standardization and coordination of service delivery for newcomer youth.
- The project is funded by Immigration, Refugee and Citizenship Canada (IRCC) and will work with settlement and non-settlement agencies across IRCC's PNT Region (Alberta, Saskatchewan, Manitoba, and the Northwest Territories).
- The project will put learning into action.
- Everything will be informed by the lived experiences of newcomer youth to ensure processes and programs create a more responsive settlement journey.
- The use of the wraparound process as a tool will help achieve this goal by allowing youth and partners to reflect on and evaluate their own responses to newcomer youth settlement; allowing for modification of practices where, and when, needed.

Carolee Israel Turner | Centre for Newcomers | Local/Regional Partnership Coordinator

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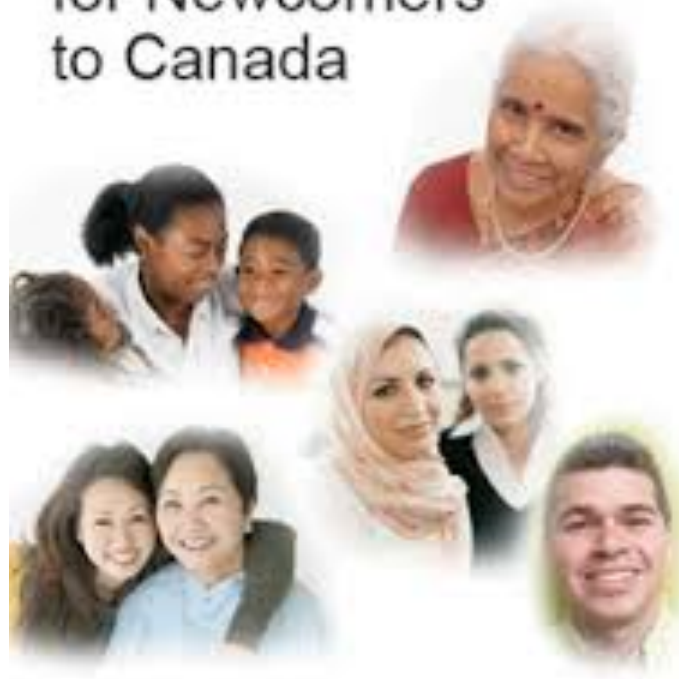
Lindsay Guyn | Guyn Cooper Research Associates | Program Evaluator

# WRAPCAP TEAM





**LINC**  
Language Instruction  
for Newcomers  
to Canada



  
Newcomer Welcome Centre    Centre d'accueil  
aux nouveaux arrivants

**AUF**   
Agence  
UNIVERSITAIRE  
DE LA FRANCOPHONIE

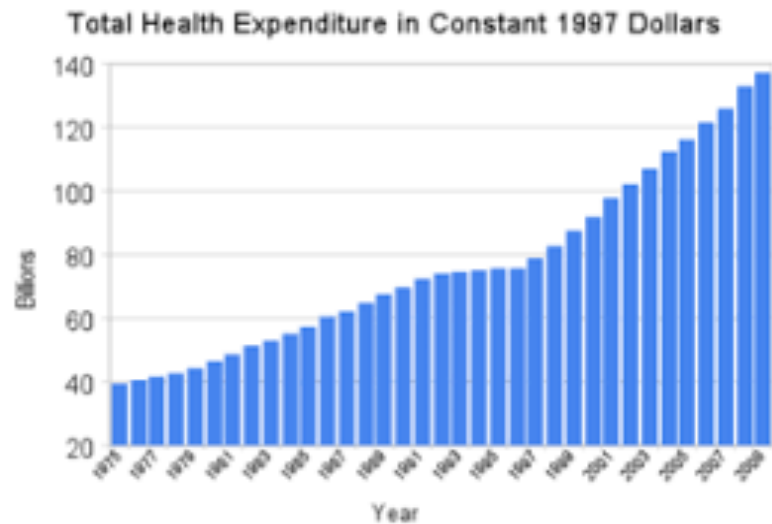




How much does it cost to Study in Canada?



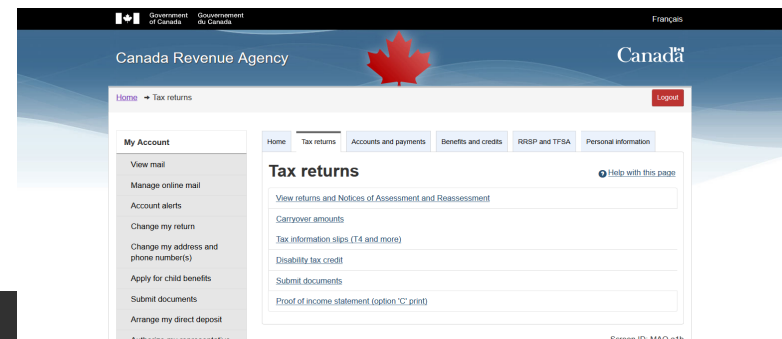
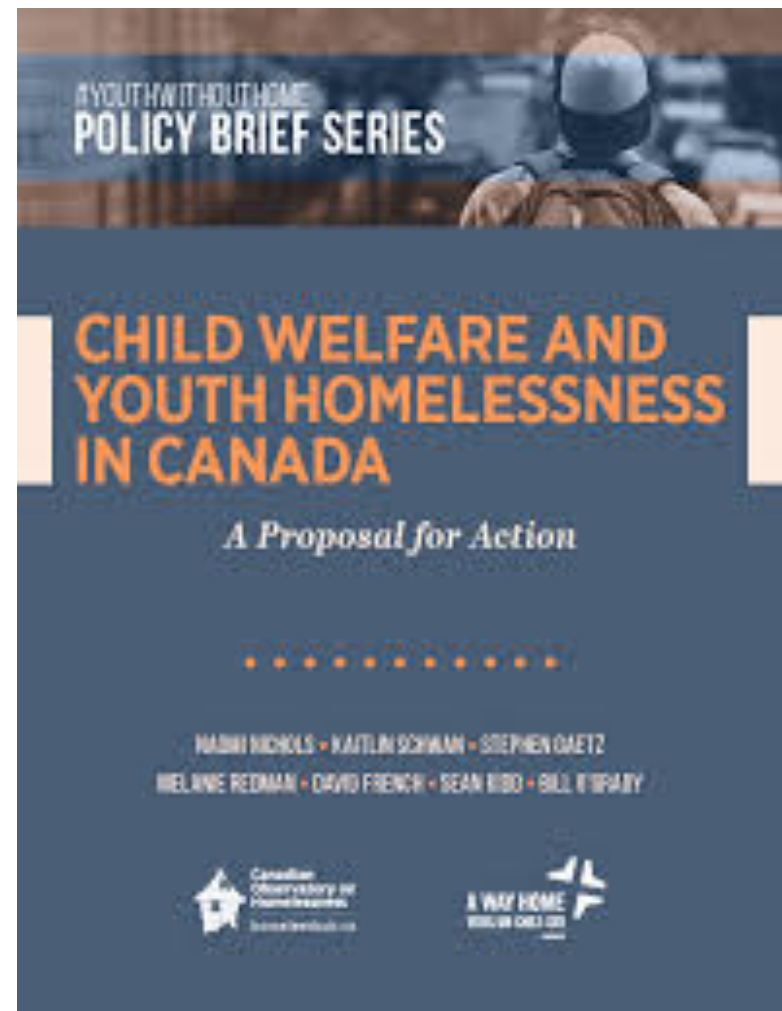




## REPORT CARD ON THE CRIMINAL JUSTICE SYSTEM: Evaluating Canada's Justice Deficit



Most Canadians feel  
they're financially literate.  
Our survey says otherwise.



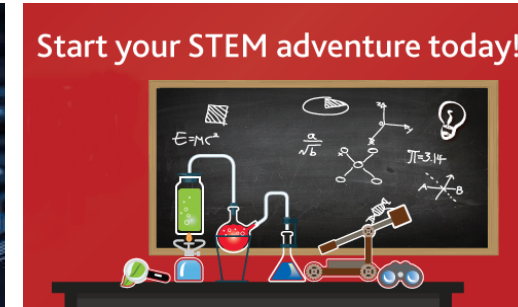


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## Diverse workplace

- Includes people with different
  - Ethnicities
  - Races
  - Age groups
  - Sexes & Gender
  - Religions
  - Cultural beliefs
  - Values



The [COVID-19 Social Impacts Network](#) and [Metropolis Canada](#) will be holding a virtual  
Summit on November 12 & 13, 2020:

# The Economic and Social Impact of COVID-19 on Immigration, Integration and Settlement in Canada



# MEETING FORMAT

REFLECT WHO WE SERVE | Music, Videos, Movie Clips, Youth Facilitation

LAND ACKNOWLEDGEMENT | Reflect each region

CELEBRATE EACH OTHER | Updates and Successes from Partners

ADMINISTRATIVE ITEMS | Funder Updates, News, Evaluation

WRAPAROUND TRAINING | Debrief and Updates

YOUTH | Topic of the Month Overview, What the Youth Think

BREAKOUT ROOMS | Small Group Conversations on Relevancy of Topic to Sector; How it Applies to Your Organization; and How Could it Impact Your Service Delivery?

ADJOURN | Q&A, Comments, Confirm Upcoming Cohort Forums

# **HIGH FIDELITY WRAPAROUND IN WRAPCAP**



10 PRINCIPLES



4 PHASES AND  
ACTIVITIES



THEORY OF  
CHANGE



TRAINING AND  
COACHING



# WRAPAROUND PRINCIPLES

1. Youth/Family Voice and Choice
2. Team based
3. Natural Supports
4. Collaboration
5. Community Based
6. Culturally Competent
7. Individualized
8. Strength based
9. Unconditional care
10. Outcomes Based



# PHASES & ACTIVITIES

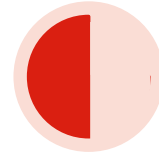
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## PHASE 1

### ENGAGEMENT & TEAM PREP

- Orient Youth & Family to Wrap
- Stabilize Crises
- Develop Strengths, Needs, & Culture Discovery
- Engage Team Members
- Make Meeting Minutes



## PHASE 2

### INITIAL PLAN DEVELOPMENT

- Develop a Plan of Care
- Develop a Detailed Safety Plan

# PHASES & ACTIVITIES

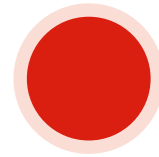
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## PHASE 3

### IMPLEMENTATION

- Implement the Plan
- Revisit & Update the Plan
- Maintain Team Cohesiveness & Trust
- Complete Documentation & Handle Logistics



## PHASE 4

### TRANSITION

- Plan for Cessation of Wrap
- Conduct Commencement Ceremonies
- Follow-up with the Youth & Family After Graduation



# THEORY OF CHANGE

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NEEDS

SELF EFFICACY

INTEGRATED PLAN

NATURAL SUPPORTS

# NATURAL SUPPORTS

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Strengths



Culture



# WRAPCAP PROJECT EVALUATION DESIGN

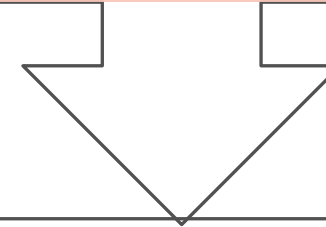


Evaluation of the WrapCap program is an interesting challenge given the need to measure activities and outcomes at the individual, agency, and sector levels, within the context of the three main WrapCap components:

PARTNERSHIP  
ACTIVITIES

YOUTH VOICES

WRAPAROUND  
TRAINING



Outcomes will vary widely between the three components, and from agency to agency.

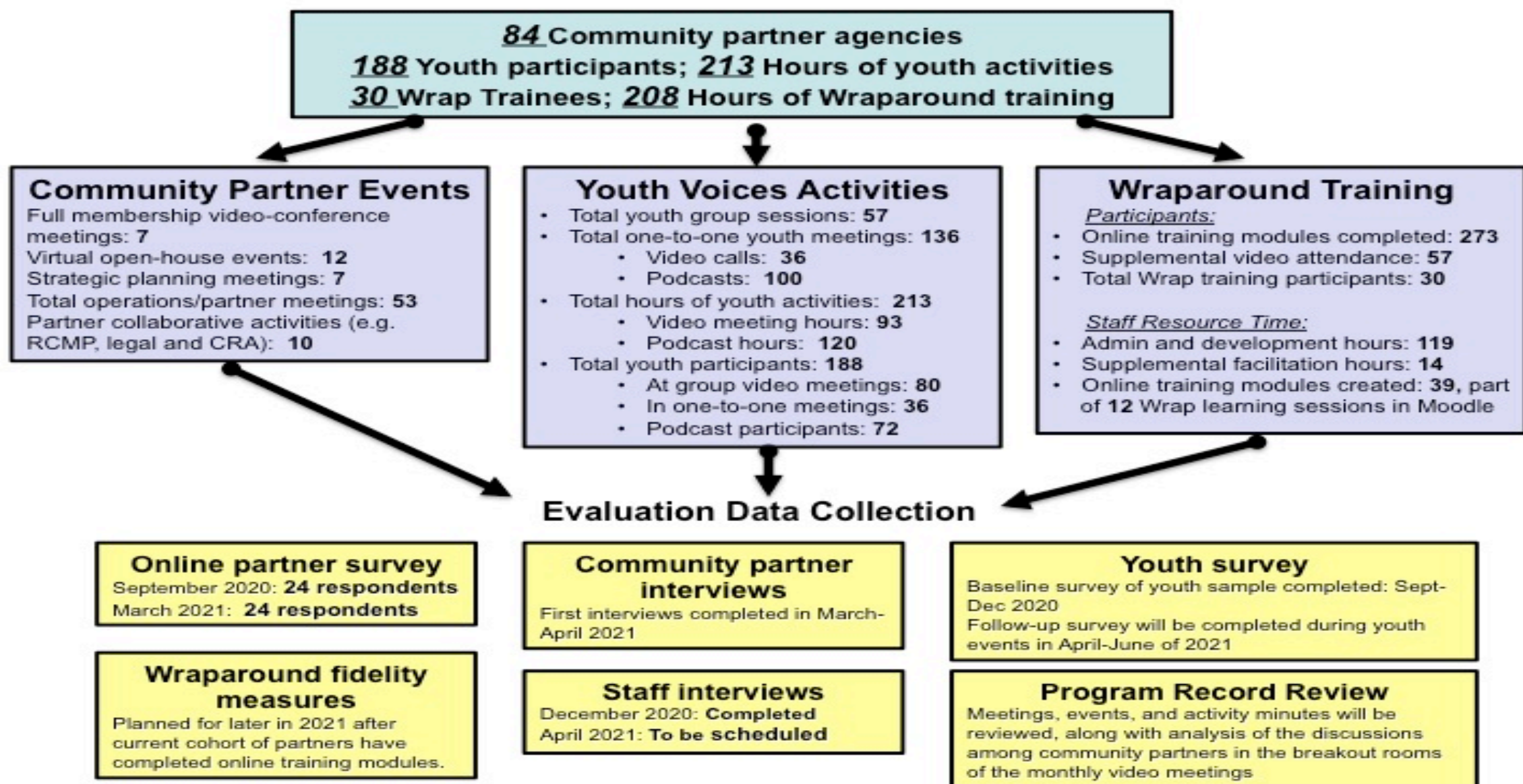
# WRAPCAP PROJECT EVALUATION DESIGN

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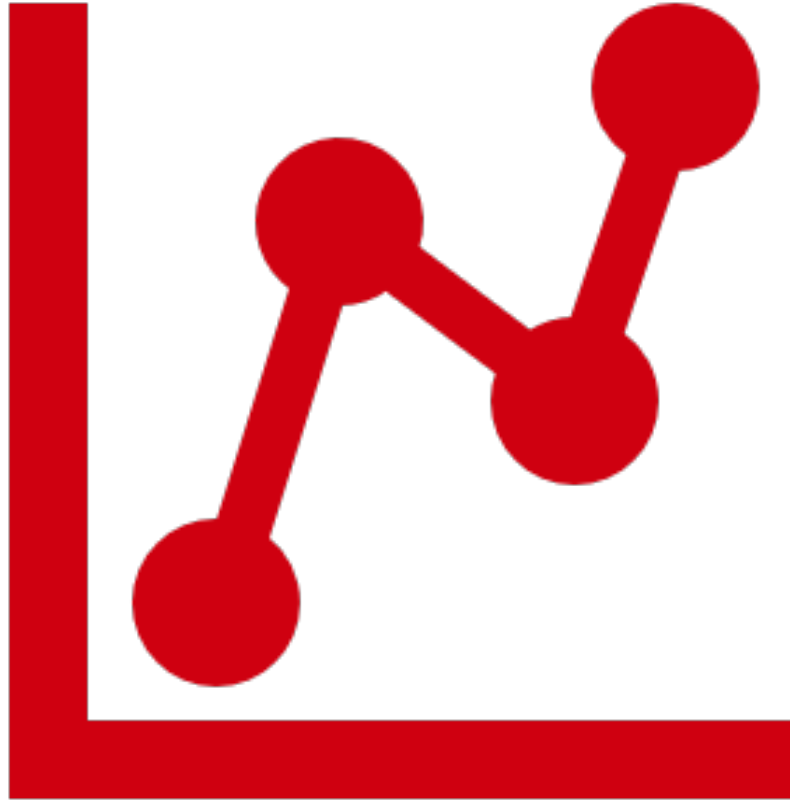
A complex framework was designed to define and answer a large number of evaluation questions, but some key ones are:

PARTNERSHIP & COLLABORATION:	Has WrapCap improved effective service coordination between partners?
	Was there measurable positive system change in the youth settlement sector?
YOUTH VOICES:	Was WrapCap able to successfully engage youth?
	Were youth voices heard in the discussion about the future of the youth settlement sector?
WRAPAROUND:	How effectively were partners able to assess and adopt the wraparound model?

# Wraparound Capacity Program: Participation as of March 2021







# INITIAL DATA COLLECTION

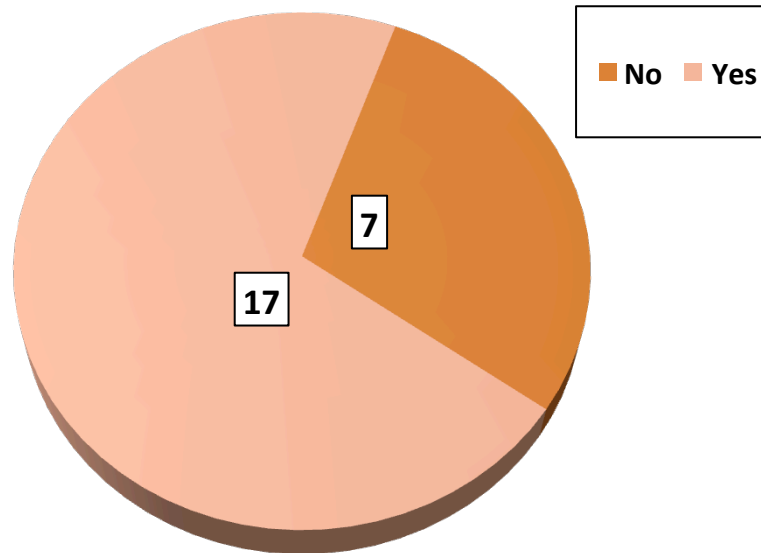
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- From the start, an intrinsic strategy for the WrapCap evaluation was to create on ongoing consultation with participants and community partners about the direction of the program.
- Implementation of WrapCap began in the summer of 2020, with the first all-partner videoconference occurring in September of that year.
- It was decided to conduct an on-line survey of participants at that meeting to get some ideas about how their agencies currently fit into the youth settlement sector, and how WrapCap might facilitate positive system change.

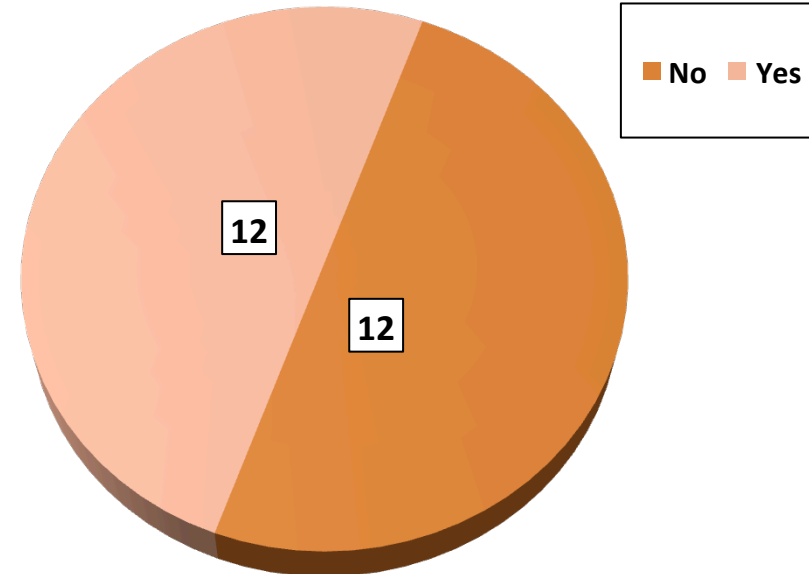
# AGENCY CLIENT SCOPE & SECTOR COLLABORATION

**PARTNER SURVEY – SEPTEMBER 2020**

DOES YOUR AGENCY WORK DIRECTLY WITH NEWCOMER YOUTH?



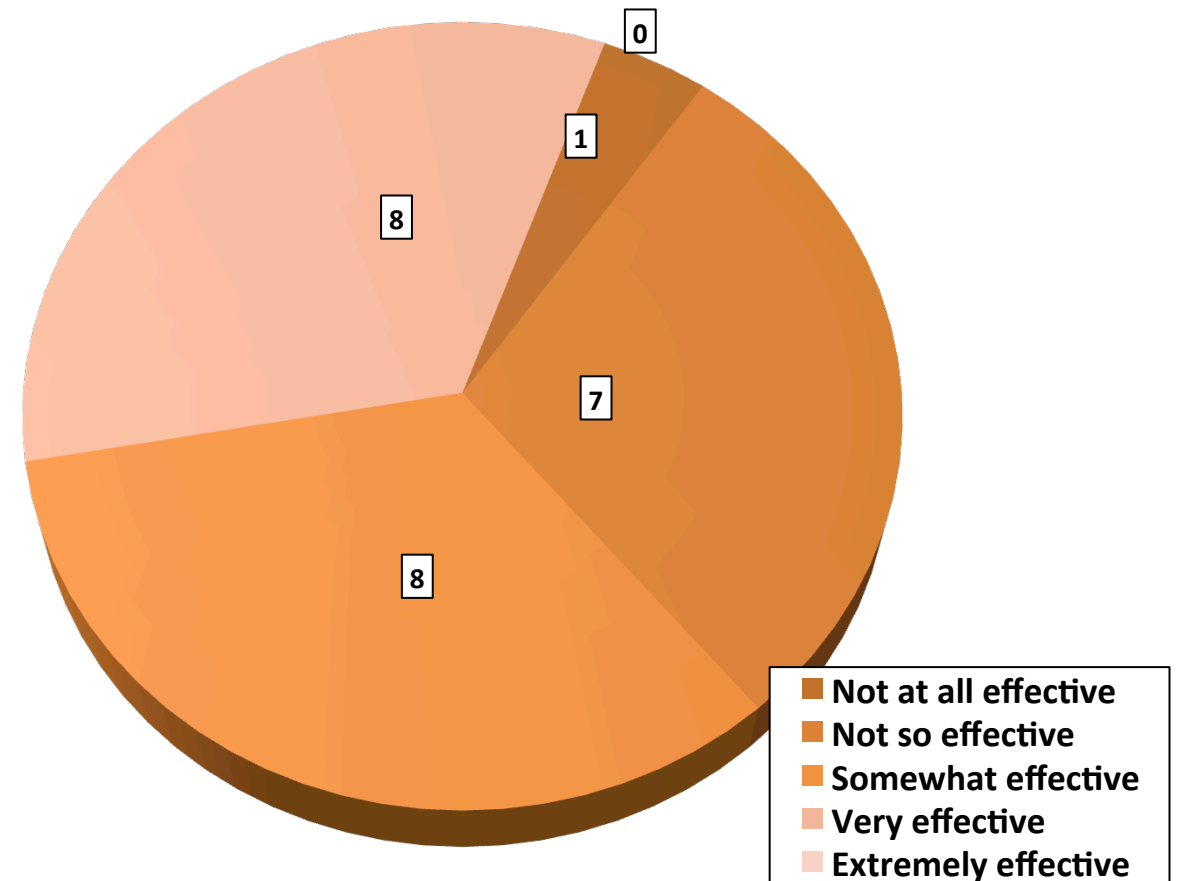
DOES YOUR AGENCY WORK WITH OTHER YOUTH SETTLEMENT ORGANIZATIONS?



# ESTIMATES OF CURRENT EFFECTIVENESS

**PARTNER SURVEY – SEPTEMBER 2020**

DOES YOUR AGENCY PROVIDE EFFECTIVE  
SUPPORT FOR NEWCOMER YOUTH?

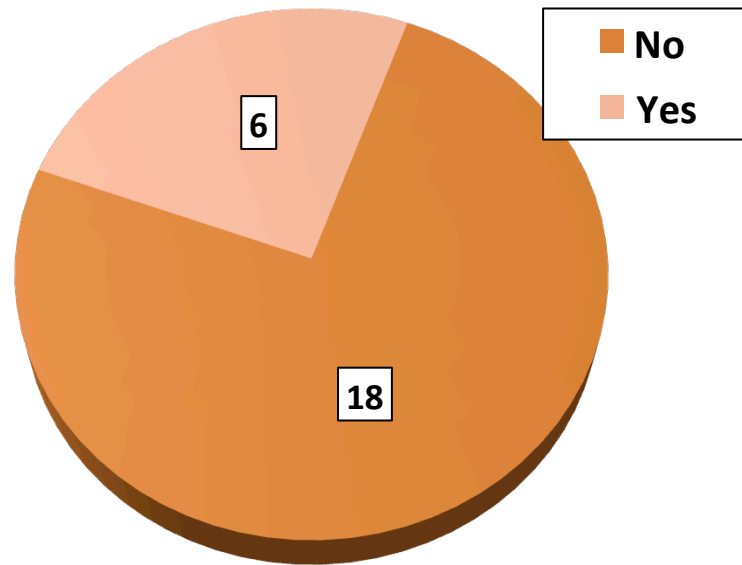




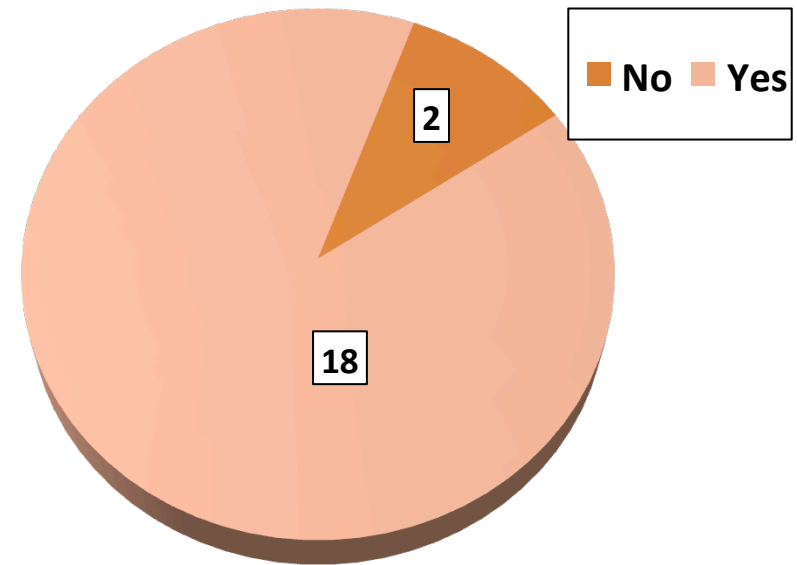
# CURRENT USE OF WRAPAROUND METHOD

**PARTNER SURVEY – SEPTEMBER 2020**

DOES YOUR AGENCY CURRENTLY USE  
WRAPAROUND METHODS?



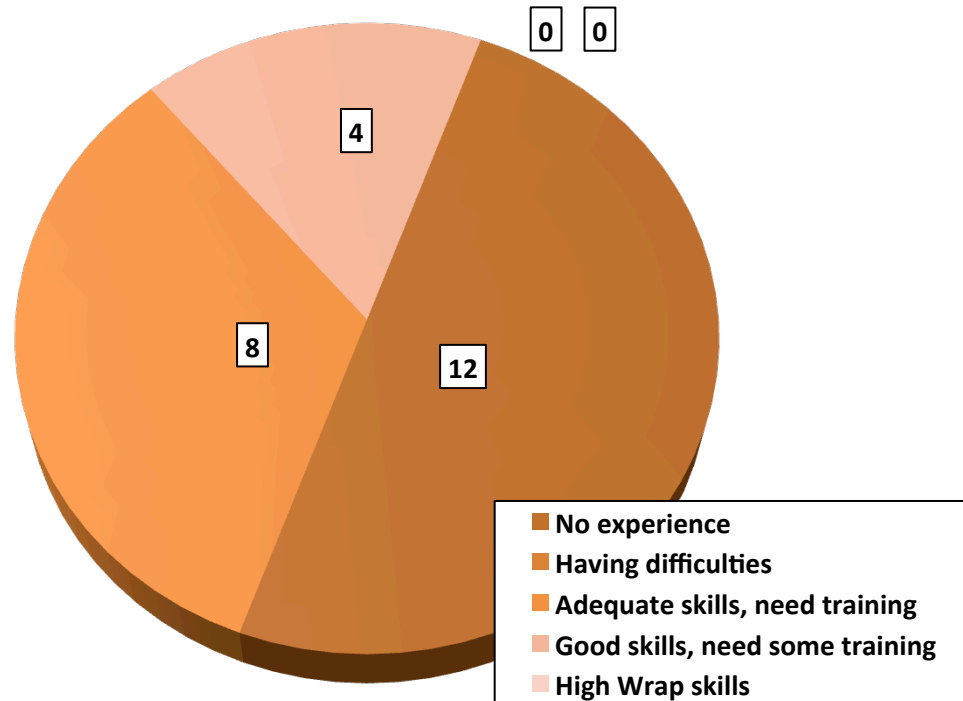
IF NO, WOULD YOUR AGENCY EVER CONSIDER  
USING WRAPAROUND?



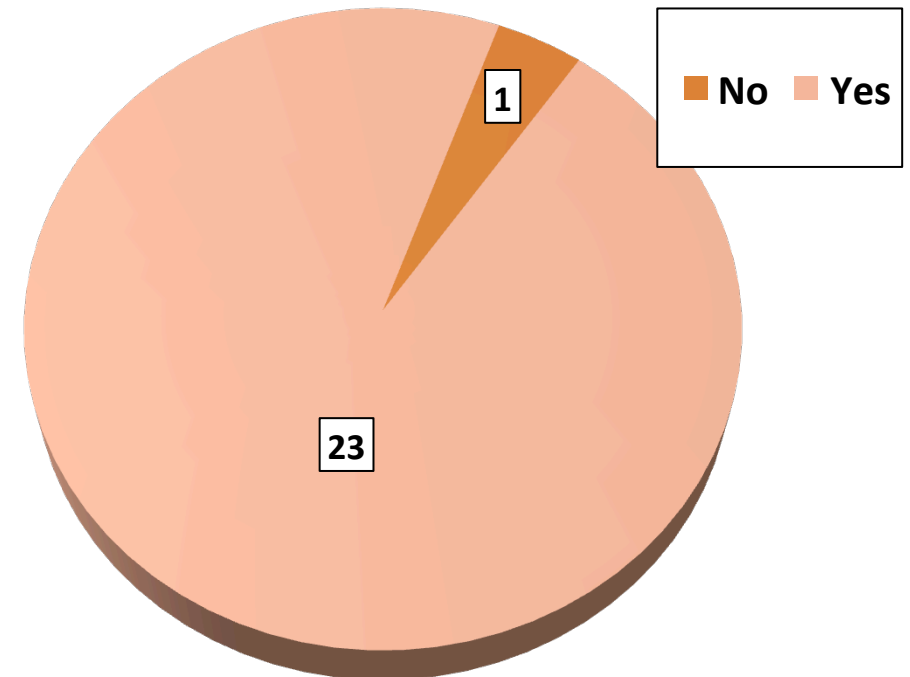
# WRAPAROUND SKILLS & NEED FOR TRAINING

**PARTNER SURVEY – SEPTEMBER 2020**

DOES YOUR STAFF HAVE APPROPRIATE KNOWLEDGE FOR EFFECTIVE WRAPAROUND SERVICE?

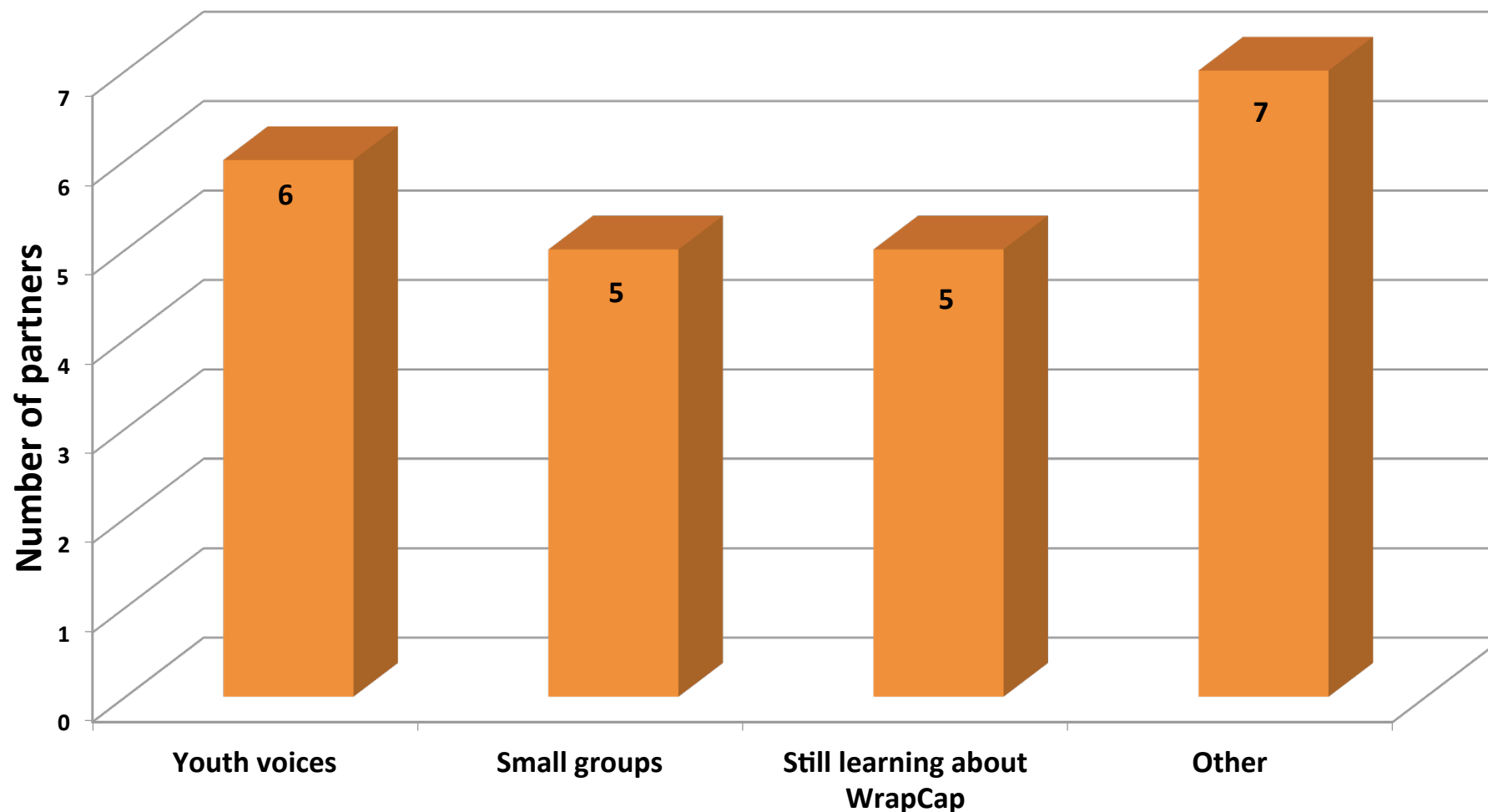


WOULD YOU BE INTERESTED IN RECEIVING WRAPAROUND TRAINING FROM WRAPCAP?



# SUGGESTIONS FOR MEETING IMPROVEMENTS FROM WRAPCAP MEMBERS

**PARTNER SURVEY – SEPTEMBER 2020**





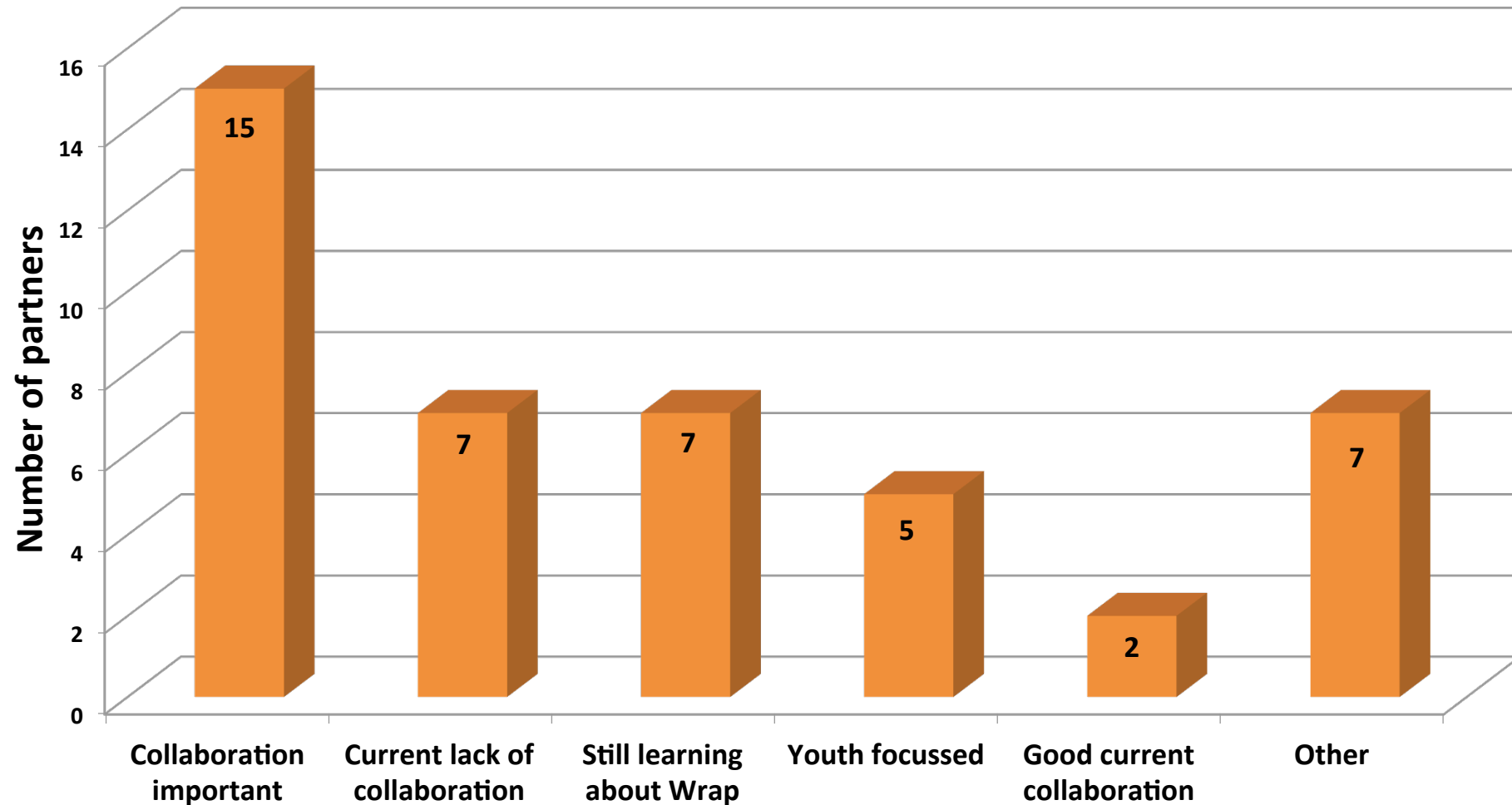
# **SUGGESTIONS FOR MEETING IMPROVEMENTS FROM WRAPCAP MEMBERS**

## **PARTNER SURVEY – SEPTEMBER 2020**

- “Break out rooms to create the ‘steps’ on how to serve newcomer youth. Hear everyone's opinions, gather information and provide the team with effective steps”
- “Having a youth guest speaker at one of the meetings would be nice at some point.”
- “Letting youth lead the process through genuine youth engagement is important. So many times, I see organizations engage youth but not benefit from their feedback or suggestions.”

# HOW WRAPAROUND METHOD CAN HELP WITH A COORDINATED SETTLEMENT SYSTEM

**PARTNER SURVEY – SEPTEMBER 2020**



# **HOW WRAPAROUND CAN FIT INTO A COORDINATED SETTLEMENT SYSTEM**

**PARTNER SURVEY – SEPTEMBER 2020**

- “I believe that intense planning process provides a more effective approach to working with children, youth and adults and their families struggling with multiple, complex problems. It is very difficult for systems to be reactive to the needs of children, youth and families. Coordinating settlement agencies and community services as whole would eliminate these barriers.”
- “More coordinated, teamwork approaches better serve the needs of youth, and really center the client so that the services do the work to collaborate and work together, not the youth doing all the work with systems working separately.”

# WRAPCAP EVALUATION: USING RESULTS

- The most common suggestion for improving the WrapCap program from the September 2020 partner survey was to engage youth, get their perspectives, and report those perspectives back to the larger partnership group meetings.
  - Youth voices became an intrinsic part of subsequent monthly partner meetings; these were very effective and well-received due to the wealth of information provided by the many youth activities and events coordinated and facilitated by Kate.
- As well, the need for small group discussion was emphasized by several survey respondents.
  - Breakout rooms have been set up for all partner meetings since September; the resulting discussion provided excellent insight into several youth settlement sector issues.



# **YOUTH SETTLEMENT SYSTEM CHANGE EXAMPLE:**

## **MENTAL HEALTH BREAKOUT ROOM DISCUSSION – JANUARY 2021**

### **MENTAL HEALTH ISSUES NOTED BY PARTNERS:**

- It's a reactive instead of preventative system. No standard assessment done. We need buy in from the government that, if they're going to encourage immigration, have to take account the MH and PTSD issues, that may need long term support. Some suggested that MH system is somewhat broken, and is hard for even Canadians to negotiate.

### **POSSIBLE SOLUTIONS FOR SYSTEM CHANGE SUGGESTED BY PARTNERS:**

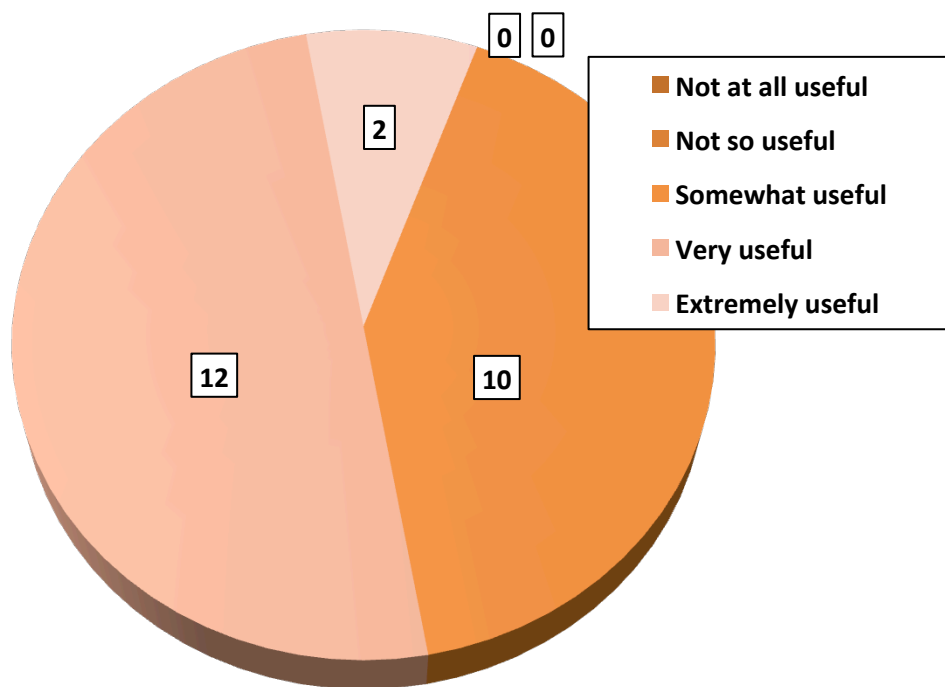
- One participant observed that from educational perspective, schools at least have a legal obligation to try and support youth who are not attending school, so they have to keep trying, where some agencies would close the file. So maybe schools could be a hub for connecting these kids to mental health support, and could even triage kids to suitable support.
- Another said that part of the settlement triage process could be a general mental health assessment. Also added in the general discussion, that IRCC should be made aware of the need to provide a direct mental health support system for settlement youth. Can't just expect the regular mental health system to handle it.

# WRAPCAP IMPACT:

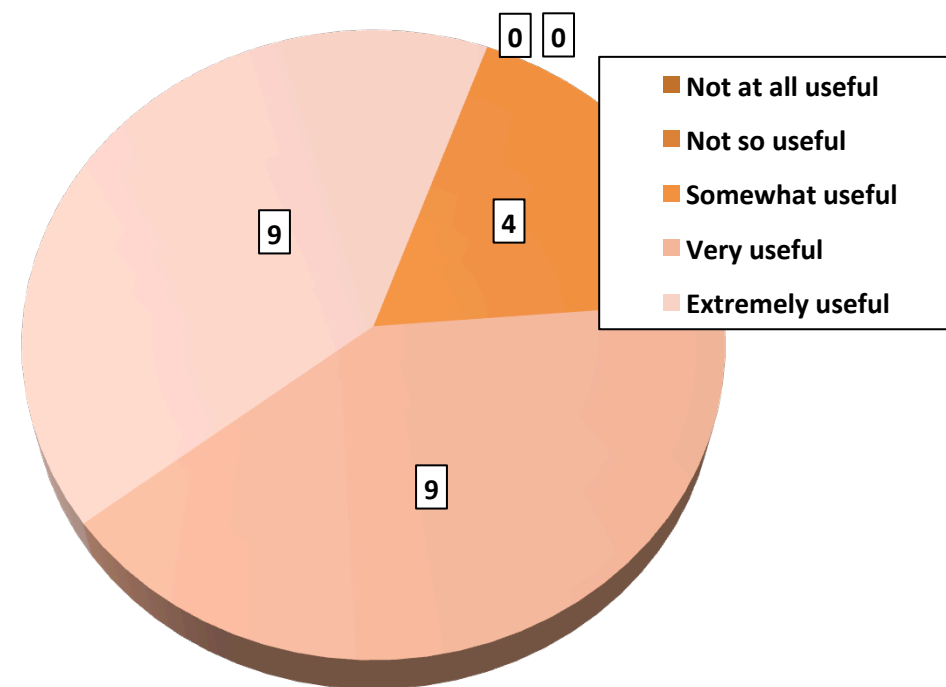
## MONTHLY PARTNERSHIP MEETINGS

HOW USEFUL DID YOU FIND TODAY'S PARTNERSHIP EVENT?

SEPTEMBER 2020



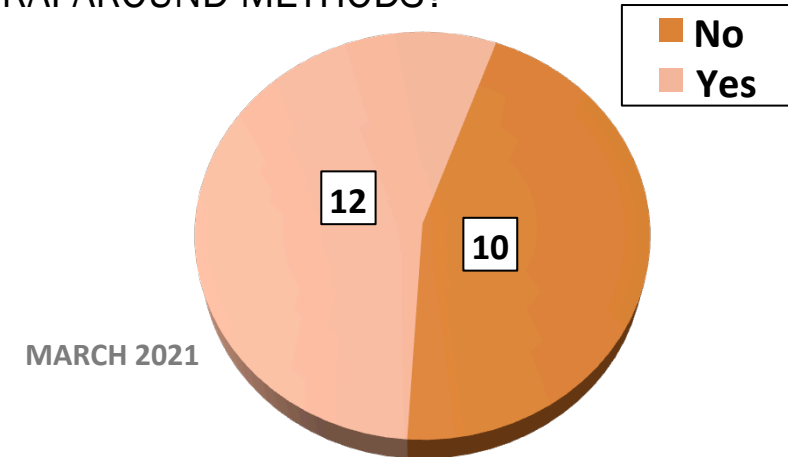
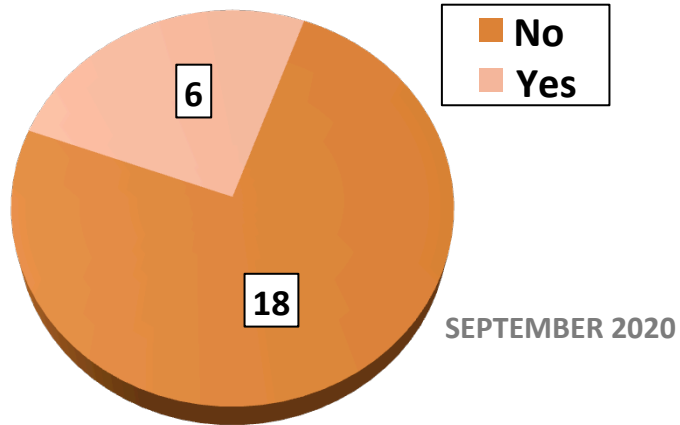
MARCH 2021



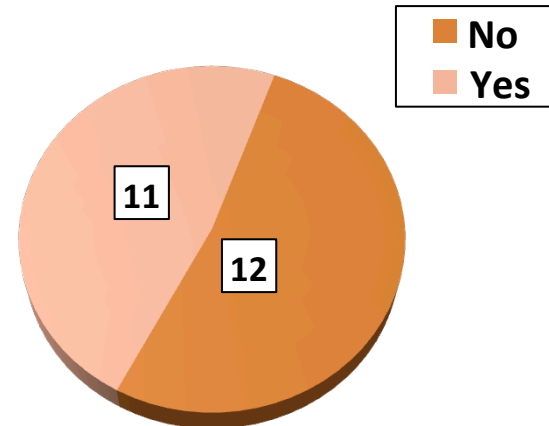
# WRAPCAP IMPACT:

## TRAINING & USE OF WRAPAROUND

DOES YOUR AGENCY CURRENTLY USE WRAPAROUND METHODS?



ARE YOU CURRENTLY RECEIVING  
TRAINING THROUGH THE  
WRAPAROUND CAPACITY  
INITIATIVE?

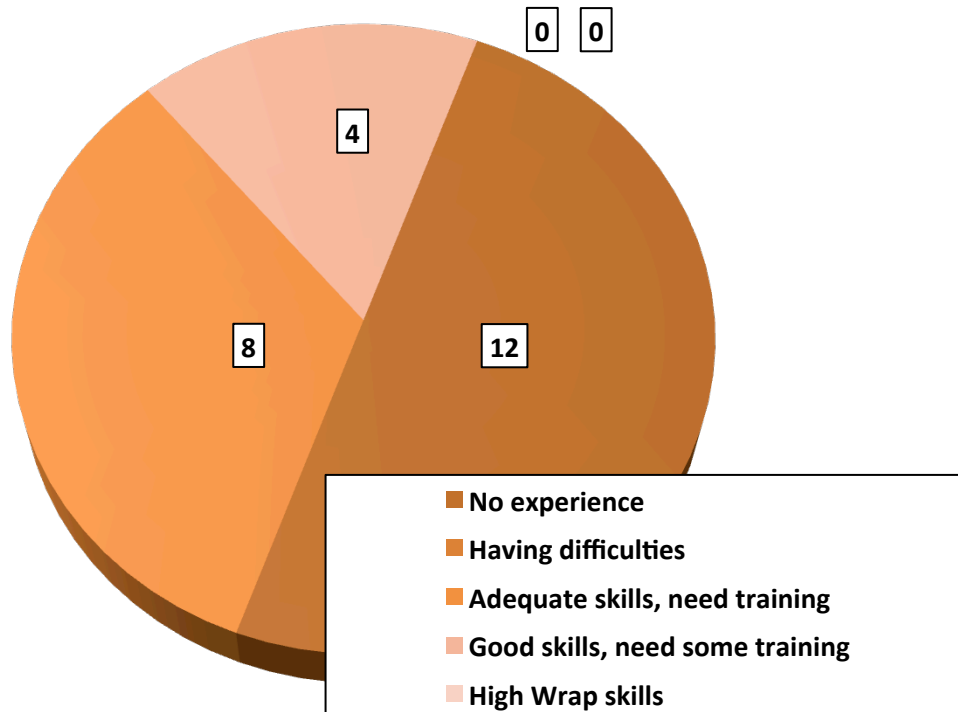


# WRAPCAP IMPACT:

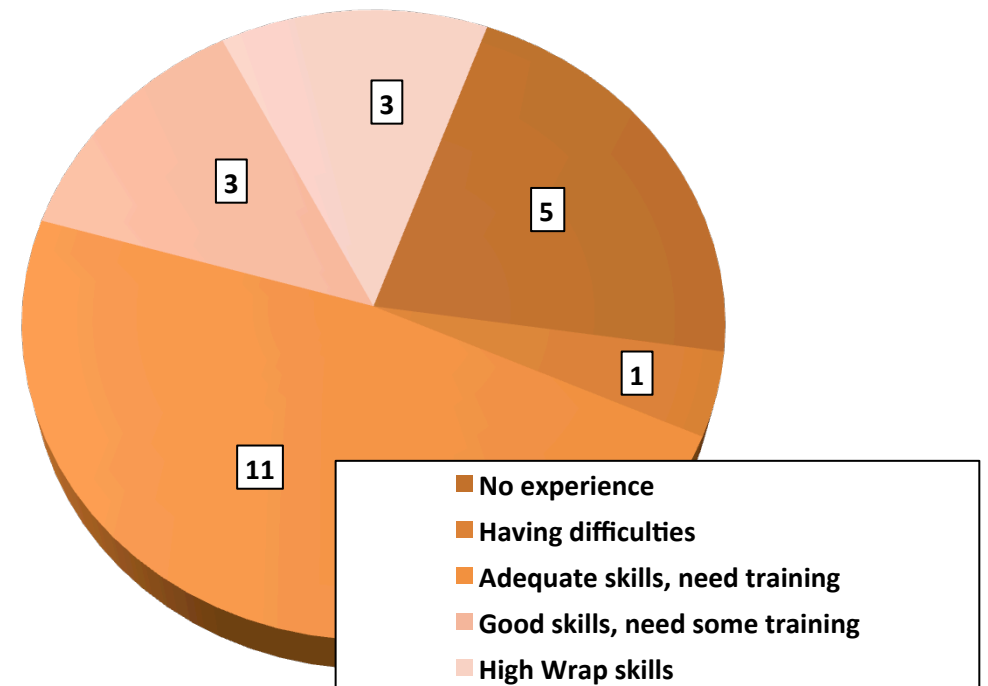
## TRAINING & USE OF WRAPAROUND

DOES YOUR STAFF HAVE APPROPRIATE KNOWLEDGE FOR EFFECTIVE WRAPAROUND SERVICE?

SEPTEMBER 2020



MARCH 2021



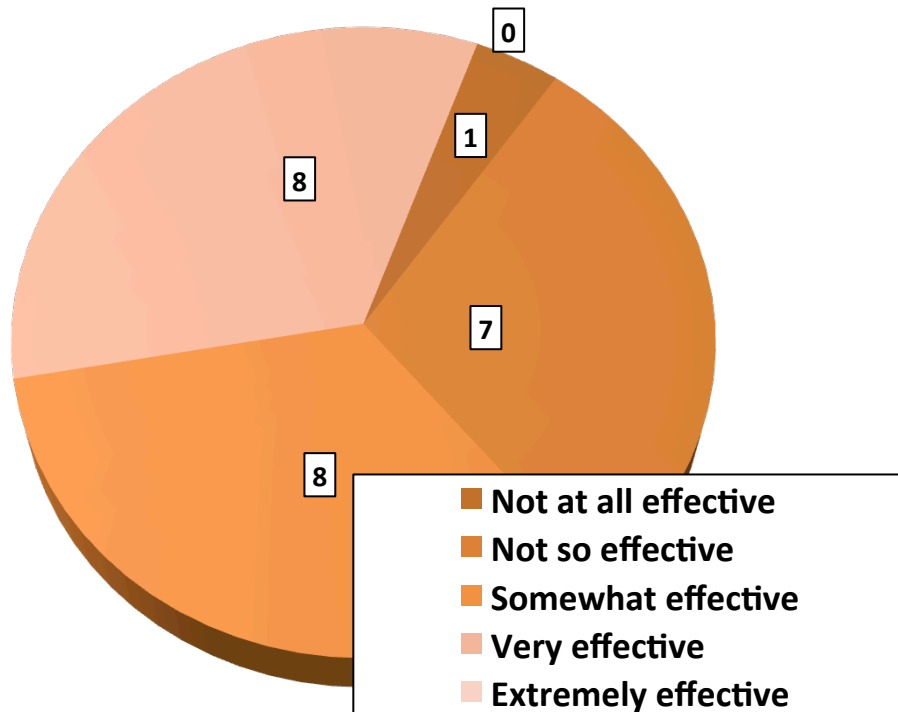


# WRAPCAP IMPACT:

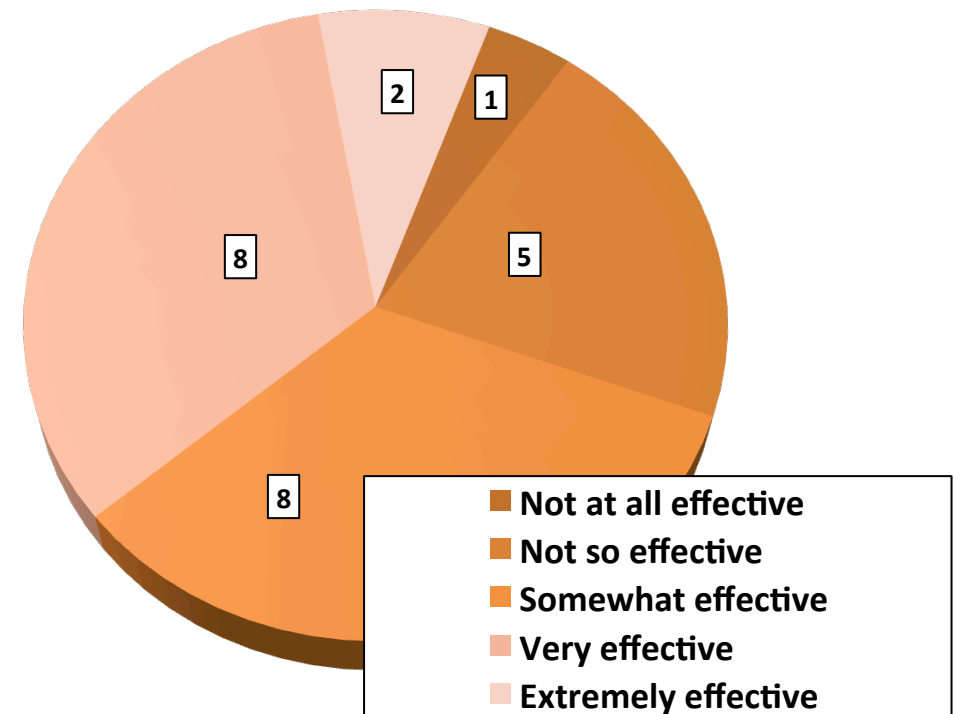
## Current Agency Effectiveness

DOES YOUR AGENCY CURRENTLY PROVIDE EFFECTIVE SUPPORT FOR NEWCOMER YOUTH?

SEPTEMBER 2020



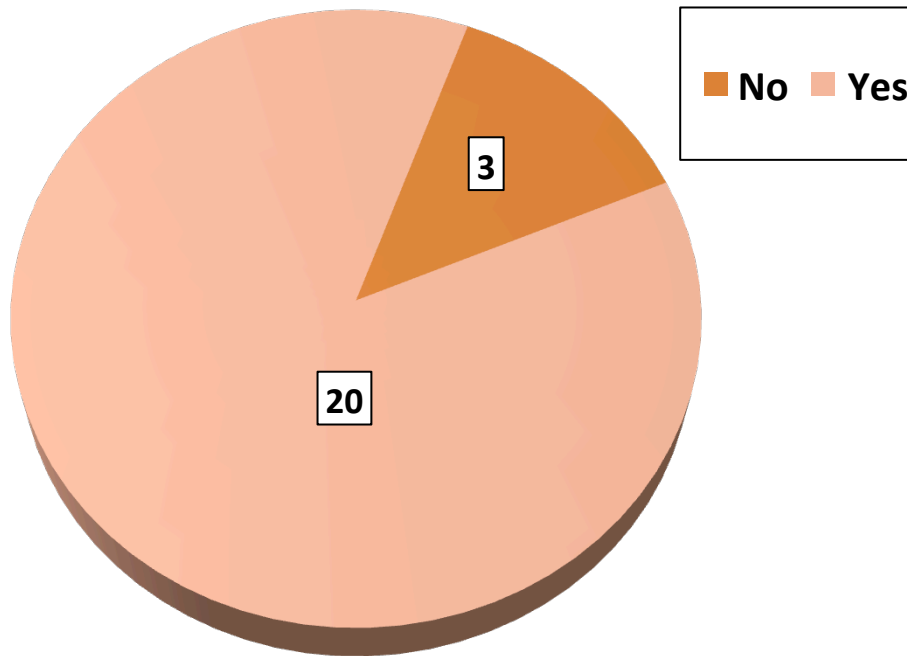
MARCH 2021



# WRAPCAP IMPACT:

## YOUTH VOICES

DID YOU FIND THAT THE YOUTH VOICES PRESENTATIONS AT THE WRAP CAPACITY VIDEOCONFERENCES IMPROVED YOUR UNDERSTANDING OF YOUTH SETTLEMENT ISSUES?



IF YES, ARE THERE POTENTIAL IMPROVEMENTS THAT COULD BE MADE IN HOW YOUR ORGANIZATION MIGHT PROVIDE SUPPORT FOR YOUTH SETTLEMENT?

- For SWIS providers, to be more mindful of the challenges that each youth face. We improved our forms in determining youth needs, and we created guide questions so we won't miss asking various settlement aspects are or may be important to them.
- Creating more opportunities for young people to be heard by decision makers and included in systemic change work.
- Getting direct feedback from youth about how SWIS services can be improved.
- Diversity and inclusion training year-round to ensure we are constantly learning and being open and inclusive in our work with suppliers, customers, and team members.

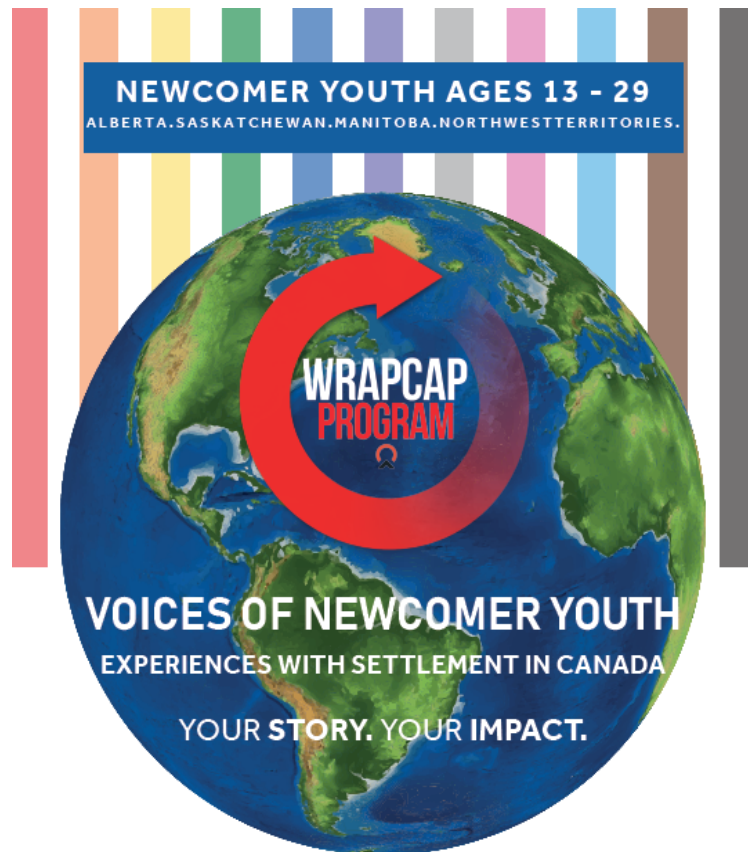
# **WRAPCAP IMPACT:**

## **NEXT STEPS & GOALS**

- As seen in these results, the various surveys and video meeting breakout room discussions have provided some intriguing ideas for improving the youth settlement sector. The next challenge is obviously to translate the ideas into action.
- Similarly, the many interesting ideas and commentary provided by the youth themselves, at Kate's many youth events, need to be processed and somehow put into practice.
- We will soon be asking Wraparound training participants how well that component of WrapCap is doing.
- Feedback from partners and youth will be obtained periodically throughout the life of the WrapCap initiative.

# WHO ARE THE YOUTH?

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•AGES 13 – 29

## LIVING IN:

- Alberta
- Saskatchewan
- Manitoba
- The Northwest Territories

## ALL STATUSES!

- Permanent Resident
- Refugee/Refugee Claimant
- International Student
- Temporary Foreign Worker
- New Citizens
- Second Generation Canadians (born to Immigrant Parents)



# WORKSHOP TOPICS

1. SETTLEMENT
2. EDUCATION
3. EMPLOYMENT
4. SOCIAL INTEGRATION & COMMUNITY BUILDING
5. CIVIC PARTICIPATION
6. HEALTH & WELLBEING
7. MENTAL HEALTH
8. RECREATION
9. PARENTS & NAVIGATING DIFFERENT CULTURES
10. IDENTITY DEVELOPMENT & RESILIENCE
11. RACISM
12. MEDIA CONSUMPTION & USAGE
13. PROGRAM DELIVERY & DESIGN

# EXAMPLES OF YOUTH WORKSHOP QUESTIONS:

## EDUCATION, EMPLOYMENT & CIVIC ENGAGEMENT

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### SOME QUESTIONS WE ASKED THE YOUTH:

What were your experiences with school in Canada?

What did you expect school to be like? Did it meet your expectations?

Did you get placed in ELL/ESL? What was your experience like?

How easy/hard was it to get your qualifications assessed and approved in Canada?

What was your post-secondary experience like? Did you receive the support you needed? Did the program meet your expectations?

Have you worked in Canada yet?

Have you found it easy to adapt to the Canadian workplace?

Has anyone helped you with job search, resume writing, networking ,etc.?

Did you find it difficult to find your first job in Canada? Why or why not?

Have you had any negative experiences with employers in Canada?

Has language been a barrier for employment?

Has your parents' employment affected you?

What affects a persons ability to integrate and why?

What does an inclusive community mean to you?

Who helped you feel connected to your new home/where you live?

What can we do (as individuals and community members) to build a community and sense of belonging among immigrant youth?

What do you think are some of the barriers immigrants experience with civic, economic, and cultural integration in Canada? How can we reduce these barriers?

What causes are you passionate about? How have you gotten involved with them in Canada?

How does your provincial government and the federal government impact you and your family? Are there any policies you think should be changed (relating to justice, health, environment, employment, social support, etc.)

What would make you more engaged in your community?

# EXAMPLES OF YOUTH WORKSHOP QUESTIONS:

## MENTAL & PHYSICAL HEALTH, RECREATION, CULTURE & PARENTS

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### SOME QUESTIONS WE ASKED THE YOUTH:

What impacts your mental health and wellbeing?

What helps you manage your mental health?

How have you been coping with COVID19 and restrictions?

What experiences in your life, your work, or your family inform your thinking about mental health?

How do you feel supported by others around you (family, friends, teachers, employers, etc.)

Do you have access to recreation programs, mental health supports, and other health services where you live?

Do you think your religion, culture, or some other aspect of your identity influences how you think about mental health?

How important do you think physical activity and recreation are in managing mental health and wellbeing?

How do you define culture?

What identities do you belong to?

Do you feel others sometimes see you differently than you see yourself, based on socially defined labels or stereotypes about the way you look, your culture, your gender, your age, your sexuality, etc.?

Do you act differently around your parents vs your peers? Why?

What parts of your identity do you think people notice first about you?

Have you ever felt like you don't fully fit in with 'Canadian' culture or identify fully with your culture?

What are your values and beliefs?

Do you find praise or criticism more motivating?

What would you say is the most commonly held misconception about people from your culture?

# MICROAGGRESSIONS AGAINST WHITE PEOPLE?



DECODED



# EXAMPLES OF YOUTH WORKSHOP QUESTIONS: BIAS, PREJUDICE, DISCRIMINATION & RACISM

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Youth Completed some of the Implicit Bias Tests by Harvard University before these workshops.

<https://implicit.harvard.edu/implicit/selectatest.html>

## SOME QUESTIONS WE ASKED THE YOUTH:

Where do you think your implicit attitudes/biases come from?

- Are there any that come from your culture, parents, peers, society, the media, etc.?

In what ways might your implicit biases affect how you see others and interact with them?

Are there any stereotypes your parents/culture has that you don't agree with?

Have you ever felt stereotyped?

Have you ever experienced racism? What happened?

Have you ever been afraid to speak up against racism because of the potential consequences you might face?

Is there a colour hierarchy in your culture?

- i.e. lighter skin is deemed to be more desirable.

Why is it hard to identify and speak out against microaggressions in 1-on-1 situations? Why is it hard in groups?

How have stereotypes impacted how you interact with people from other cultures/ethnicities?

What are some of your habits that may perpetuate your biases?

- Who do you follow on Instagram?
- What tv shows and movies do you watch?
- What books do you read? Are the authors BIPOC or White?
- Who do you spend most of your time with?
- What news sources do you use?
- What slang/vocabulary do you use?
- Etc.





# YOUTH FEEDBACK AFTER WORKSHOPS

“Thanks for facilitating the session yesterday! It was interesting hearing others' perspectives on identity. The topic is one I find fascinating and hard to dive into as I have an ongoing cultural identity crisis that is hard to explain to others. Yesterday's session made me revisit certain questions regarding how my identity is evolving now that I have been in Canada for almost 5 years and for that, I thank you.”

“Talking in the group the other day got me thinking a lot about my experience as an immigrant and just as a person of a different background from the people around of me, and how much it would mean to me to be able to ensure that at least one less person has to have an experience like mine.”

“It's nice to hear that I'm not alone in my experience here. It makes me feel more hopeful to get through the hard times.”

“I like hearing different perspectives from people my age from different cultures. Sometimes we get so stuck in our own perspective we forget that other people experience things differently. We should all remember that.”

# YOUTH RESEARCH

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## EDUCATION EXPERIENCES AND HOW THEY CAN IMPACT THE TRANSITION TO POST-SECONDARY STUDIES FOR IMMIGRANT YOUTH.

- WHAT ARE THE PROS/CONS OF THE ESL/ELL SYSTEM?
- HAVE STUDENTS BEEN FILTERING INTO LOWER-LEVEL CLASSES IN HIGH SCHOOL BASED ON ESL/ELL? WHAT SUPPORTS COULD HAVE BEEN OFFERED INSTEAD?
- HOW DO EXPERIENCES IN SCHOOL CAN IMPACT SELF IMAGE AND SELF ESTEEM?

## IMPACTS OF LIVING IN SUBSIDIZED HOUSING.

## POST-SECONDARY EXPERIENCES

- WHAT IS THE STUDY PERMIT APPROVAL PROCESS? HOW MANY ARE APPROVED AND WHAT IS THE CRITERIA?
- WHAT ARE THE PARENTAL PRESSURES ON POST-SECONDARY EDUCATION IN THE PNT REGION?
- IS THERE ANYTHING THAT DOESN'T WORK OR NEEDS TO BE CHANGED? WHAT ARE THE GAPS? ARE THERE ANY DISCRIMINATORY PRACTICES/SYSTEMS IN PLACE? ETC.

## IMMIGRANT YOUTH AND EMPLOYMENT

- ARE THERE ANY DISCRIMINATORY PRACTICES/TRENDS THAT REDUCE THE ABILITY FOR IMMIGRANT YOUTH TO GET EMPLOYMENT EXPERIENCE VS 'CANADIAN-BORN' YOUTH?
- 'CANADIAN EXPERIENCE' PREREQUISITE AND WHETHER IT IS HARMFUL.
- WHAT ARE SOME STRATEGIES THAT BUSINESSES/ORGANIZATIONS ARE IMPLEMENTING THAT WILL HELP IMMIGRANT YOUTH BE MORE SUCCESSFUL IN THE WORKFORCE?
- WHAT PROGRAMS ARE OFFERED THAT COULD INCREASE IMMIGRANT YOUTH'S ABILITY TO SECURE EMPLOYMENT AND GAIN USEFUL SKILLS FOR THE FUTURE?
- DOES LANGUAGE BARRIERS IMPACT EMPLOYMENT OPPORTUNITIES AND EXPERIENCES (WITH EMPLOYERS, COWORKERS, AND CUSTOMERS, ETC.)?

## IDENTIFICATION OF CULTURAL IMPACTS/STRUGGLES IN THE WORKFORCE.

## IMPACTS OF NEIGHBOURHOOD AND HOUSING CHOICES OF IMMIGRANT FAMILIES ON YOUTH'S SENSE OF BELONGING/ EXPERIENCES OF RACISM/AT-RISK BEHAVIOURS.

## IMPACTS AND EXPERIENCES OF RACISM IN URBAN VS RURAL CENTRES.

## MENTAL HEALTH OF NEWCOMER YOUTH AND THE IMPACTS AND RISK FACTORS.

- ARE THERE ANY UNIQUE DYNAMICS/FACTORS THAT MAY AFFECT MENTAL HEALTH FOR IMMIGRANT YOUTH?
- HOW DO FAMILY AND CULTURE PLAY INTO SEEKING MENTAL HEALTH SUPPORT?
- WHAT ARE THE INTERNAL AND EXTERNAL IMPACTS/FACTORS THAT MAY AFFECT MENTAL HEALTH?
- ARE THERE CULTURALLY APPROPRIATE MENTAL HEALTH SUPPORTS AND DO THEY MAKE A DIFFERENCE?

# YOUTH ADVISORY TABLES

Regional Youth Advisory Tables will be formed by December 2021.

They will work with partner organizations to help inform the progression of the program.

Due to covid, looking at doing podcast and panelist discussions with the youth and the partner organizations.

Youth will play a key role in informing program development and design moving forward → Assessing and providing feedback on current programs/services offered by partners.

1-on-1 and group podcast interviews with the youth in March 2021 kicked off the start of the youth advisory table formation process.

Completed 100 podcast interviews, with over 120 hours of recordings. Amazing content and feedback on so many different topics that youth identified as important.

# WHAT IS NEXT

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## YEAR TWO

- YOUTH ADVISORY TABLES
- CONTINUED WRAPAROUND TRAINING
- PODCAST PANEL DISCUSSIONS
- SUPPORTING PARTNER NEWCOMER INITIATIVES

## YEAR THREE

- MORE COLLABORATIVE WORK BETWEEN PARTNER ORGANIZATIONS AND YOUTH ADVISORY TABLES
- IN DEPTH ASSESSMENT OF PROGRAMS AND HOW THEY'RE DEVELOPED

## YEAR FOUR

- HOST CONFERENCE ON LEARNINGS FROM FIRST 3 YEARS
- CONTINUED WORK ON PROGRAM DESIGN AND DEVELOPMENT, INCORPORATING WRAPROUND PRINCIPLES, AND COLLABORATIONS BETWEEN YOUTH ADVISORY TABLES AND PARTNER ORGANIZATIONS
- CONTINUED EVALUATION OF PROGRAM

## YEAR FIVE

- CONFERENCE ON OVERALL LEARNINGS FROM 5 YEARS
- SUCCESSES, IMPROVEMENTS, FAILURES
- PRESENT RECOMMENDATIONS TO IRCC
- FINAL EVALUATION OF PROGRAM



QUESTIONS

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