



## *Telling our Stories from the Frontline*

### *Adverse Institutional Impacts of Cuts to Immigrant Settlement Funding in Ontario*

November 2016

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## Executive Summary

This report came about because agencies in Ontario's immigrant and refugee serving sector wanted to tell their stories about how funding cuts had started to affect the sector and the clients they serve. The cuts created uncertainty, fear, and concern for immigrants and refugees. Agencies were determined to continue to serve all their clients despite the cuts. By telling these stories from the frontlines of refugee and immigrant settlement work, we hope to let the rest of Canada hear first-hand about the impact on refugees and immigrants through the experience of sector agencies.

Citizenship and Immigration Canada (CIC)—presently renamed Immigration, Refugees, Citizenship Canada (IRCC)—began applying the national immigrant settlement funding formula to Ontario in 2012/13 (following the conclusion of the Canada-Ontario Immigration Agreement on March 31, 2011). The formula is based on a three year rolling average of permanent resident arrivals in each province. Ontario's share of permanent residents began decreasing, from 53.6% in 2005 down to 36.8% in 2014<sup>1</sup>. Given the trend of decreasing permanent resident arrivals in Ontario, the immigrant settlement funding allocation to the province was cut. In 2012/13 alone, the funding allocation to Ontario was cut by 9% from the previous year<sup>2</sup>. The current funding formula fails to adequately consider important indicators like variations in vulnerability levels and service needs based on differences in the categories of immigrants settling in different provinces. The percentage of permanent residents arriving under refugees, family class, and spouses and dependents categories in Ontario has been steadily increasing since 2010. Compared to permanent residents from economic categories (e.g., Skilled Worker, Provincial Nominee), those who come under refugee, family sponsorship and parents and grandparents tend to have higher settlement needs for longer period of time that require additional programs, resources and institutional effort.

Ontario has been subject to series of budget cuts in the previous years. In December 2010, thirteen immigrant and refugee-serving organizations in the Greater Toronto Area (GTA) were informed their contract with CIC would not be renewed, effectively defunding them. Many other organizations were informed that their budgets would be reduced, by an average of 20%-30%. These cuts in settlement funding are a result of a Strategic Review that sought to cut 5% from CIC's national budget – amounting to almost \$44 million in Ontario. Another \$6 million in Strategic Review cuts were expected in 2012-13, in addition to cuts resulting from the application of the immigrant settlement funding formula<sup>3</sup>.

The period 2015-2016 saw yet another cut in the immigrant settlement funding allocation for Ontario. OCASI undertook to document the experiences of CIC-funded organizations in Ontario that provide services to immigrants and refugees, on the consequences and implications of the budget cuts. This report examines evidence on the scope and scale of the impacts. The findings of this report are based on the online survey collected between July 20, 2015 and August 18, 2015, with a total of 68 responses that were considered for analysis.

## Key Findings

- **A total of 47 organizations across Ontario reported CIC funding cuts for the Fiscal Year 2015-2016.**
- **Organizations had no choice but to take immediate measures such as employee layoffs and salary cuts** in the form of decreased work hours, which caused increased workloads and heightened stress in the workplace. Of the 47 organizations whose CIC funding was cut, more than half (55%) of organizations laid off employees (including experienced long-time employees) and 36% of organizations reduced the working hours of some employees while significantly increasing the case load for others. Part-time employees were disproportionately affected by the funding cuts. The cuts entrenched precarious employment in the sector in multiple ways. These cuts also immediately preceded the arrival of over 10,000 Syrian refugees in Ontario within a very short period of time, a massive number by any measure which tested the limits of organizations serving immigrants and refugees.
- **Organizations were forced to make operational changes** in order to absorb CIC's funding cuts, which caused organizational restructuring and altered programming operations. In addition, the funding cuts had an impact on programs, such as a reduction in hours of service and a reduction or shrinking of the types of services offered. Many valuable settlement programs such as LINC<sup>4</sup>, SWIS<sup>5</sup> and JSW<sup>6</sup> had to be cut or reduced.
- **Clients were affected starting the first few months since the funding cuts.** There were substantial cuts to the summer language training delivery and there were high dropout rates among students who were unable to adjust to the longer travel times<sup>7</sup> and inconvenience of scheduling. Moreover, long waitlists for childminding services prevented newcomers with children from obtaining services even when there were spots in the programs for themselves. Women and vulnerable clients were most affected by these cuts.
- **Organizations serving racialized communities perceived that they received a disproportionately higher burden of cuts**, which further undermined their efforts as a result of limited resources.
- **CIC's relationship with sector agencies reflected the power imbalance between the two parties.** The communication and implementation of the cuts by CIC lacked transparency and was very top-down and heavy handed. The majority of the affected organizations were not consulted or included in the decision making process around what programs to reduce or cut.

## Recommendations

- The federal government has an enduring role in facilitating the settlement and integration of immigrants and refugees. This role must be fulfilled through sustained and comprehensive investment in settlement services for immigrants and refugees. It requires sustained investment in the immigrant and refugee-serving sector so that service quality and reliability is assured through the stability of sector organizations.
- CIC should reform the national funding formula for immigrant settlement services. The formula should be based on settlement and integration needs, equity and quality of services rather than just on landing numbers. It should reflect real costs and take into

consideration indicators such as categories and vulnerability levels of immigrants and refugees settling in different provinces. Impacts of funding cuts on clients should be considered as well. Moreover, higher costs for service delivery in Northern Ontario should be reflected in CIC's funding allocation and decisions.

- Multi-year funding contracts with organizations should be honoured thereby providing agencies with predictable multi-year long-term funds. At present, funding to agencies is still the subject of cuts, despite such contracts. This report shows that the settlement funding formula makes multi-year agreements virtually insignificant.
- CIC's approach, relationship and communication with organizations should be based on mutual respect, trust, and transparency. Organizations need to be meaningfully engaged and consulted in decision making on programs, including decisions on cuts and reductions.
- The service needs of Francophones should be better addressed through sustained targeted funding allocations.
- The government of Ontario should begin to invest a fair share in resourcing settlement and integration services for refugees, immigrants and migrant workers.
- Given the funding trends identified in this report, the sector should continue to diversify its sources of funding.

Many of these recommendations have been made previously by OCASI as well as our sister umbrella organizations. The Parliamentary Standing Committee also made almost the same recommendations in its review of settlement services in 2003,<sup>8</sup> to which the government provided a formal response.<sup>9</sup> Another report regarding government funding is the Blue Ribbon Panel on Grants and Contributions. The report therefore calls on the government to implement these recommendations in order to address the longstanding funding challenges experienced by agencies serving immigrants and refugees.

# 1 Introduction

This report came about because agencies in the immigrant and refugee serving sector wanted to tell their stories about how funding cuts had started to affect the sector. The cuts created uncertainty, fear, and concern for immigrants and refugees. Agencies also expressed their determination to continue serving all their clients despite the funding cuts. By telling our stories from the front line of settlement work, we hope to let the rest of Canada know the damaging impacts from these funding cuts and how this impacts Canadians.

On November 21, 2005 the federal and provincial governments signed the five-year Canada-Ontario Immigration Agreement (COIA). The agreement governed the recruitment, selection and settlement of immigrants and refugees in Ontario.<sup>10</sup> The federal government provided \$920 million in new immigrant settlement funding over the five year period. The funds were to be disbursed in a scheduled annual payout, with the bulk of the money scheduled to be spent in the last year of the agreement. During the COIA timeframe (2005/06 to 2009/10), about \$207 million were underspent out of a total of \$1.45 billion allocated.<sup>11</sup>

Citizenship and Immigration Canada (CIC)—presently renamed Immigration, Refugees, Citizenship Canada (IRCC)—began applying the national immigrant settlement funding formula to Ontario in 2012/13 (following the conclusion of the Canada-Ontario Immigration Agreement on March 31, 2011). The formula is based on a three year rolling average of permanent resident arrivals in each province. Ontario's share of permanent residents began decreasing, from 53.6% in 2005 down to 36.8% in 2014<sup>12</sup>. Given the trend of decreasing permanent resident arrivals in Ontario, the immigrant settlement funding allocation to the province was cut. In 2012/13 alone, the funding allocation to Ontario was cut by 9% from the previous year<sup>13</sup>. The current funding formula fails to adequately consider important indicators like variations in vulnerability levels and service needs based on differences in the categories of immigrants settling in different provinces.

Of the 3.99 million people who became permanent residents in Canada between 2000 and 2015, Ontario welcomed 1.88 million (46%). Along with Alberta, Ontario remains the top destination for secondary migration of immigrants. On average, nearly half of all recently arrived permanent residents from Prince Edward Island, Nova Scotia, New Brunswick, and British Columbia, and more than half from Quebec settle in Ontario.<sup>14</sup> Ontario has and continues to have the highest retention rate in the country.<sup>15</sup> Although Ontario has high out-migration of immigrants to other provinces, the net change is close to zero because of comparable in-migration.<sup>16</sup>

The percentage of permanent residents arriving under refugees, family class, and spouses and dependents categories in Ontario has been steadily increasing since 2010. For example, between 2000 and 2010, the proportion of permanent residents arriving under family class category to Ontario was 28.8%; for the period 2011-2015, this had increased to 32.2%.<sup>17</sup> Within the same time frames (2000-2010 vs 2011-2015), Ontario saw a sharp increase in the proportion of permanent residents arriving under parents and grandparents category (from 8.6% to 11.2%),

government assisted refugees (2.15% to 2.56%) and privately sponsored refugees (1.45% to 2.62%).<sup>18</sup> In general, compared to rest of Canada, Ontario receives a higher proportion of refugees and parents and grandparents. Between 1980 and 2010, the vast majority of sponsored refugees (58% of Privately Sponsored Refugees and 40% of Government Assisted Refugees) settled in Ontario.<sup>19</sup> Similarly, between 2002 and 2011, 68% of Refugee Landed in Canada (RLC) came to Ontario.<sup>20</sup> The share of permanent residents arriving in Ontario under Parents and Grandparents category rose from 47% in 1980 to over 60% during the 2000s.<sup>21</sup> Compared to permanent residents from other categories (e.g., Skilled Worker, Provincial Nominee), those who come under refugee, family sponsorship and parents and grandparents tend to have higher settlement needs for longer period of time that require additional programs, resources and institutional effort.

In spite of these trends, Ontario had experienced other budget cuts in the previous years. In December 2010 thirteen immigrant and refugee-serving organizations in the Greater Toronto Area (GTA) were informed their contract with CIC would not be renewed, effectively defunding them. Many other organizations were informed that their budgets would be reduced, by an average of 20%-30%. These cuts in settlement funding are a result of a Strategic Review that sought to cut 5% from CIC's national budget – amounting to almost \$44 million in Ontario. Another \$6 million in Strategic Review cuts were expected in 2012-13, in addition to cuts resulting from the application of the immigrant settlement funding formula<sup>22</sup>.

The period 2015-2016 saw yet another cut in the immigrant settlement funding allocation for Ontario. OCASI undertook to document the experiences of CIC-funded organizations in Ontario that provide services to immigrants and refugees, on the consequences and implications of the budget cuts. This report examines evidence on the scope and scale of the impacts.

The report is divided into nine sections. After this brief introduction, Section 2 provides the profile of responding organizations. The next section examines the extent of the funding cuts. Section 4 looks at the early impacts on staffing. Section 5 describes the operational changes that organizations had to make, specifically in the areas of staff restructuring and programming. It also provides an overview of administration and programming challenges that arose due to the funding cuts. Section 6 addresses the impacts on clients. Section 7 pays particular attention to CIC's approach and communication with organizations in the sector. Section 8 concludes the report. Lastly, OCASI's recommendations are presented in Section 9.



## 2 Methodology

Online questionnaires with both quantitative and qualitative questions were e-mailed throughout Ontario to the Executive Directors and designated contact persons of 221 organizations funded by CIC, of which 120 were OCASI member agencies and 101 non-OCASI members. Non-member organizations funded by CIC comprised community-based agencies (including faith-based organizations) and public institutions such as school boards, community colleges, municipalities, and a county. Some of these public institutions reported that they did not provide direct services. Two Francophone OCASI member agencies (out of 17) also submitted a response.

The questionnaire was made available in both English and French on SurveyMonkey. OCASI requested that each agency complete only one response.

Responses were collected between July 20, 2015 and August 18, 2015. A total of 68 responses were considered for analysis and the response rate was 31%.<sup>23</sup> While the findings cannot be assumed to be representative of all organizations in Ontario, they provide useful insights into the experiences of many organizations throughout the province. Moreover, OCASI recognizes that certain important voices were not included in this study as many ethno-specific organizations had already lost their total funding in previous CIC cuts.<sup>24</sup>

Given its regional structure, OCASI organizes its members by region. This regional structure allows each region to see disaggregated study results, whenever possible. OCASI regions are subdivided as follows:

- **Central East:** Barrie, Bradford, Durham Region (Ajax, Oshawa, Pickering, Whitby) Peterborough, York Region (Aurora, Markham, Newmarket, Richmond Hill, Vaughan)
- **Central West:** Peel Region, including Brampton, Halton, Malton, Mississauga and Oakville
- **East:** Belleville, Kingston, Ottawa
- **North:** Kenora, North Bay, Sault Ste. Marie, Sudbury, Thunder Bay
- **South:** Beamsville, Brantford, Fort Erie, Guelph, Hamilton, Niagara, St. Catharines, Welland, Kitchener, Cambridge, and Waterloo
- **Toronto:** City of Toronto
- **West:** Chatham, Leamington, London, Sarnia, Windsor-Essex

**Table 1 – Regional Distribution of OCASI Member Agencies funded by CIC**

Region	Total number of agencies	Responses received	Percentage of responses by region*
Central East	10	4	40%
Central West	11	3	27%
East	15	3	20%
North	4	4	100%
South	10	5	50%
Toronto	57	23	40%
West	13	4	31%
<b>TOTAL</b>	<b>120</b>	<b>46</b>	<b>38%</b>

\* This calculation is based on the number of responses received from CIC-funded OCASI member agencies in each region divided by the total number of CIC-funded OCASI member agencies in that region.

**Table 2 – Regional Distribution of Non-OCASI Organizations funded by CIC**

Region	Total number of agencies	Responses Received	Percentage of responses by region*
Central East	6	1	17%
Central West	13	3	23%
East	21	3	14%
North	4	1	25%
South	26	3	12%
Toronto	19	5	26%
West	12	6	50%
<b>TOTAL</b>	<b>101</b>	<b>22</b>	<b>22%</b>

\* This calculation is based on the number of responses received from CIC-funded non-OCASI organizations in each region divided by the total number of CIC-funded non-OCASI organizations in that region.

### 3 Scope and scale funding cuts

CIC funding cuts in 2015/2016 were widespread. A total of 47 organizations reported funding cuts for the Fiscal Year 2015/2016 compared to the previous year. Six organizations reported funding increases, while the rest maintained existing funding levels.<sup>25</sup> The highest funding cut for an organization was over \$640,000, whereas the highest funding increase was about \$74,000.

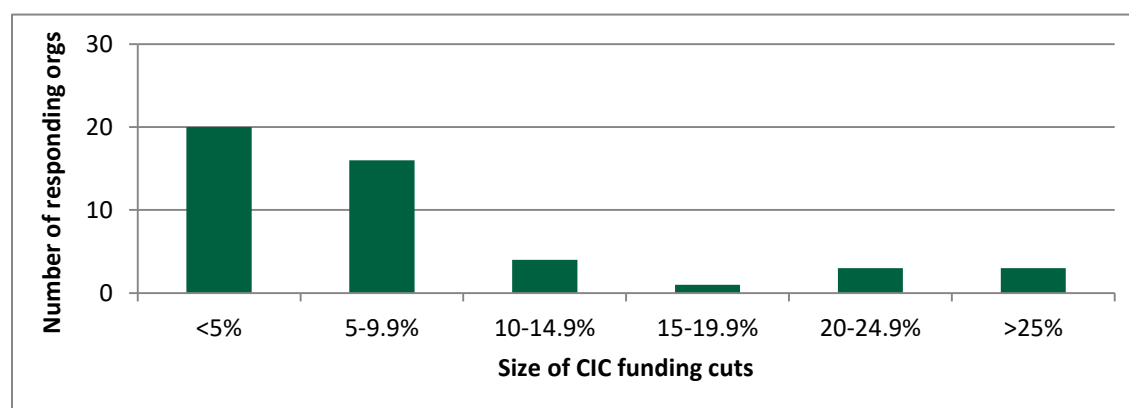
**Table 3 – Number of Organizations by CIC Funding Trends (2015/2016 vs 2014/2015)**

	CIC funding reduced	CIC funding increased	No change
Central East	3	0	2
Central West	5	1	0
East	4	0	2
North	1	1	3
South	7	0	1
Toronto	20	2	6
West	7	2	1
<b>Total</b>	<b>47 (69%)</b>	<b>6 (9%)</b>	<b>15 (22%)</b>

On average, funding per agency from CIC in 2015-2016 was 6% lower than the previous year; the typical organization experienced funding cuts of 3%.<sup>26</sup> Figure 1 indicates that most (36) organizations that experienced CIC funding cuts in 2015-2016 reported cuts of less than 10%, while 11 organizations reported cuts of more than 10%.

As for the six organizations in Table 3 that reported funding increases, all except one received a modest increase (typically less than 5%). The exception was an agency that reported an increase in funding from CIC of 21%, as it took over responsibility for an additional Local Immigration Partnership (LIP) from another organization.

**Figure 1 – Responding organizations, by size of CIC funding cuts (2015/16 vs 2014/2015)**



Overall, CIC funding cuts touched responding organizations irrespective of their financial size, as indicated in Table 4.<sup>27</sup> The funding cuts also entailed a moderate shift in the proportion of funding of organizations. CIC's funding share at each organization was lower in 2015 compared to the previous year. The typical responding organization received 61% of its funding from CIC in the fiscal year 2014-2015. This share decreased to 55% the following year, due to the cuts.

**Table 4 – CIC funding cuts, by total budget size of organization**

Total Org. Budget size	< \$1.3 million	\$1.3 million–\$4.3 million	> \$4.3 million
Number of organizations whose CIC funding was cut	14	18	15

Table 5 presents the regional distribution of CIC's funding cuts. Except for the North, over 60% of responding organizations in all the other regions were affected by the cuts; organizations in the South and Central West appear to be most heavily impacted with over 80% reporting cuts.

**Table 5 – CIC funding cuts, by region (2015/16 vs 2014/2015)**

Region	% of responding orgs. in the region*
South	88%
Central West	83%
Toronto	71%
West	70%
East	67%
Central East	60%
North	20%

\*The numbers represent the share of responding organizations that experienced CIC funding cuts out of the total respondents in the region.

## 4 Impact on human resources

In order to cope with the funding cuts, organizations were forced to take immediate measures such as employee layoffs and salary cuts in the form of decreased work hours, which directly impacted employees. The funding cuts contributed to increased workload and heightened stress in the workplace.

*“The CIC budget cuts have made it challenging to maintain current staff levels. If this continues, we will be unable to sustain our current staffing and our outputs may suffer as a result.”*

### 4.1 Employee terminations and layoffs

CIC funding cuts resulted in employee layoffs in most of the responding organizations, as shown below in Table 6. Of the 47 organizations whose CIC funding was cut, 26 organizations (55%) laid off employees. The typical responding organization with 36 employees had to terminate contracts of about two employees at each, but in the worst cases, some bigger organizations had to terminate as many as 14 employees.

**Table 6 – Number of organizations that resorted to employee layoffs**

	Employee layoffs	No employee layoffs	No response	Total
No. of organizations hit by CIC funding cuts	26	16	5	47

Responding organizations terminated the contract of a total of 93 employees<sup>28</sup> due to CIC funding cuts. Total employee layoffs from all 221 CIC funded organizations in Ontario are expected to be much higher. Table 7 shows that the overwhelming majority of the terminated employees were program staff and, to a lesser extent, support staff.

**Table 7 – Terminated employees, by position**

Position	% of total terminated employees
Executive Director	0
Senior Management	0
Management	5.4%
Supervisory Staff	5.4%
Program Staff	69.9%
Support Staff	19.3%
<b>Total</b>	<b>100%</b>

In terms of position, part-time employees were disproportionately affected by the employee layoffs, as shown in Table 8. Half of the terminated employees used to work on a part-time basis, despite the fact that part-time employees in responding organizations represented only 9% of total employees.

**Table 8 – Terminated employees, by employment type**

<b>Employment Type</b>	<b>% of total employees</b>	<b>% of total terminated employees</b>
Full-time	91.1%	49.5%
Part-time	8.9%	50.5%
<b>Total</b>	<b>100%</b>	<b>100%</b>

Half of the employee layoffs also touched experienced employees, that is, those with more than five years of experience working for the organization. Table 9 indicates that 18% of employees affected by the employee layoffs had worked for 10 or more years in the organization. The layoffs involved employees with as many as 23 years of experience. The loss of experienced employees and the ensuing loss of expertise and institutional memory had a tremendous negative impact on the capacity of organizations. These losses immediately preceded the arrival of over 10,000 Syrian refugees in Ontario within a very short period of time, a massive number by any measure which tested the limits of organizations serving immigrants and refugees.

**Table 9 – Terminated employees, by years of experience in the organization**

<b>Experience working in the organization</b>	<b>% of total terminated employees</b>
Less than 5 years	50.5%
Between 5 and 10 years	31.2%
10 or more years	18.3%
<b>Total</b>	<b>100%</b>

## 4.2 Reduced working hours and pay cut

In addition to employee layoffs, organizations reduced the working hours for some employees in order to absorb CIC's funding cuts. Of the 47 organizations that experienced funding cuts, 17 (36%) reduced the working hours of some employees, as indicated in Table 10.

**Table 10 – Employees working reduced hours in organizations hit by CIC funding cuts**

<b>Reduced employee working hours</b>	<b>No. of organizations</b>	<b>in %</b>
Yes	17	36.2%
No	24	51%
No response	6	12.8%
<b>Total</b>	<b>47</b>	<b>100%</b>

A total of 66 employees had to work fewer hours as a direct result of the funding cuts.<sup>29</sup> Typically, two employees per organization were affected by the reduced working hours<sup>30</sup>; in smaller organizations, as much as 62% of total employees had to work fewer hours. In terms of the amount of hours reduced, affected employees had to work typically 5 fewer hours per week.<sup>31</sup> As with the employee layoffs, program staff were affected the most by the reduced hours.

**Table 11 – Employees working reduced hours, by position**

Position	% of total employees working reduced hours
Executive Director	0
Senior Management	1.5%
Management	6.1%
Supervisory Staff	4.5%
Program Staff	68.2%
Support Staff	19.7%
<b>Total</b>	<b>100%</b>

Part-time employees were disproportionately affected by the funding cuts. Table 12 shows that part-time employees working reduced hours comprised about 23% of employees, despite the fact that they were only 9% of total employees in responding organizations.

**Table 12 – Employees working reduced hours, by employment type**

Employment Type	% of total employees	% of total employees working reduced hours
Full-time	91.1%	77.3%
Part-time	8.9%	22.7%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>

In terms of work experience, most of the employees (53%) whose working hours were reduced had more than 5 years of work experience in the organization. The funding cuts thus did not affect only newer employees, but they also touched experienced employees, including employees who worked for over 10 years in the organization.

**Table 13 – Employees working reduced hours, by years of experience in the organization**

Experience working in the organization	% of total employees working reduced hours
Less than 5 years	47.0%
Between 5 and 10 years	33.3%
10 or more years	19.7%
<b>Total</b>	<b>100.00%</b>

*“CIC should not contribute to increasing the precarity of jobs in our sector.”*

Reduced hours resulted in lower pay cheques and some employees fell short of the required amount of hours to qualify for benefits. This will have implications for individual workers and their ability to access Employment Insurance in the event of a future termination or temporary layoff. Fewer hours mean less benefit or no benefits at all given the highly problematic Employment Insurance formula.

CIC funding cuts increased the precarity of jobs in the immigrant and refugee-serving sector. Some employees also left their positions at these organizations in order to seek work in other sectors with better pay and stability, which caused the loss of even more highly qualified persons working in the sector.

*“Two of our support staff live on their own and their families are in far off countries. Reducing their hours has meant they are struggling to survive and looking at taking on other part time jobs. Another staff laid off for the summer is job hunting. We are at risk of losing valuable employees.”*

### **4.3 Increased employee stress**

The employee layoffs caused stress for both frontline employees and management, as they took on increased workloads. The reductions in staff teams caused higher pressure among remaining employees to deliver a higher volume of services, for which they did not have the capacity. New job descriptions were developed for employees to take on more responsibility in some cases, in addition to the reallocation of positions.

*“Because of budget cuts we did not replace [a] position of 35 full time hours weekly. The remaining staff had to pick up her caseload. They already carry over 150 family cases -well over any norm in the settlement or social service sector.”*

*“Staff workloads continue to increase despite a reduction in funding to support work being completed which decreases staff morale and increases stress.”*

An important issue was the emotional and psychological impact that these changes had on employees. Anger and bitterness was evident among those workers whose already minimal salary and benefits were cut further.

*“The staff [that] was laid off went through a very emotional time and this impacted all staff at the site.”*

The majority of employees were not informed about contract renewals until as little as one week before their termination date, which caused stress and anxiety in the workplace. The period between January and March was especially stressful for employees because of the threat of funding uncertainty in the new fiscal year.



*“Staff [are] constantly stressed during January to March as they know that negotiations take place and cuts may be looming.”*

There was an increase in absenteeism, including sick leaves for stress-related issues, because it is likely that some absenteeism may have resulted from people taking time off to look for another job. The impending shift to precarious work, or increase in existing precarity caused low morale among employees and increased their overall stress levels, which clients were able to sense.

*“High stress levels of remaining staff, low staff morale due [to] seeing colleagues leaving, negative community response, community disappointed by reduced service.”*

Organizations found it difficult to determine where to make the cuts in a way that would have the least impact on direct services. While they attempted to minimize the impacts on employees these efforts were rarely successful. One organization sacrificed its extended health benefits in order to prevent an employee position from being terminated during the funding cuts.

*“Staff has to take on additional responsibilities to cover the immediate needs. At a broader level, it is difficult for us to make long-term staffing decisions.”*

The impact on staffing damaged the operational capacity of organizations. This occurred as a result of employee layoffs and decreased hours which subsequently caused increased workloads and stress in the workplace.

## 5 Impact on Operations, Administration and Programming

### 5.1 Operations

Organizations felt forced to make operational changes in order to absorb CIC's funding cuts, which caused organizational restructuring and altered programming operations.

Staffing restructuring took place in the form of terminations and reallocations of employee positions. In order to absorb costs, some organizations modified the responsibilities of employees by increasing their scope and scale (for example through additional responsibilities and a bigger caseload). Organizational restructuring occurred through combining units or departments to allow more work to be for the 'maximization of efficiency' supervised by one person – which in effect typically increased the workload and resultant responsibility and pressure for that employee. Executive Directors and Managers were more involved with frontline service delivery issues rather than focussing on financial management, organizational management, program planning and governance, which are essential to strengthen and sustain their organizational capacity. Many if not most organizations do not have a dedicated Human Resources unit or person and therefore have typically limited capacity to plan, manage and execute staffing changes.

*"We have undergone organizational restructuring to absorb the costs, increasing the size and scope of each individual staff members' portfolios."*

Organizations that did not immediately make operational changes still anticipated to undergo human resources restructuring in the coming few years.

*"We needed to access funding from another resource within our organization... which is available for this current fiscal year but would not necessarily be available for future years."*

Programs were modified to create condensed versions of the previous services provided. Organizations faced challenges in finding alternative ways to serve the needs of their clients once programs were reduced and eliminated.

*"[We have] to rethink and restructure our employment supports services given [that] a crucial piece is gone. We are exploring alternative ways to serve job seekers. As a responsible organization, we cannot just wait and do nothing just because the (JSW) program is gone. Clients still come to our door."*

These strategies demonstrate the resilience of organization serving immigrants and refugees in Ontario that continued to operate beyond the call of duty. While organizations are resilient, their future viability may be compromised if these funding cuts were to continue.

*"The budget cuts have trained us to look for efficiencies, streamline services and look for ways to manage these cuts on an ongoing basis."*

Operational changes were required in multiple areas in order to absorb CIC funding cuts. While few organizations managed to find 'efficiencies' after the cuts, many others had been weakened by consecutive years of funding cuts since 2012 that the 2015-16 cuts compromised organizational capacity and functioning.

## 5.2 Administration and overhead

Administration and overhead budget decreased when the total funding from CIC decreased. The impacts of such decrease were not negligible. A reduction in the office supplies budget, and lack of budget allocation for the replacement of obsolete and broken equipment were some of the challenges organizations faced. The problem was compounded by the fact that CIC funding contracts were not sufficiently flexible to allow agencies to shift funds between budget lines and among categories.

*"Since our administrative costs are based [on] our overall base budget, we are also getting less contribution to admin and operations. We also had to request special permission from CIC to reallocate some resources to priority line items given the cuts."*

*"We had to cut all capital expenses - like basic furniture replacement, computers and had to cut administration costs to cover all expenses."*

Many organizations could no longer afford their existing space and had to move into smaller facilities because CIC cut their rent allocation. Moreover, some agencies were unable to perform maintenance on their facilities. In some cases, the reduced office and programming spaces compromised multi-year leases which were signed under previous funding, and penalties were incurred as a result of lease terminations.

The move of agencies would have a significant impact on clients and the community. When a long-established and well-recognized community service moves somewhere else, it has a huge impact on employees, clients, partners, other community organizations. All stakeholders would have to be informed so that future referrals and case management operate without a problem.

*"We were left with another year on a lease for a location that we thought we would have funding for - this leaves us with approximately \$70,000 / year in rent plus an additional \$12,000 in other overhead. We are unable to sublet and the landlord will not negotiate an early termination. Therefore we will have to cover this cost."*

The reduction of employee wages, work hours, employment termination, and loss of full-time employees resulting from the funding cuts had significant impacts on organizations. Negotiations of collective agreements for unionized employees occurred. Additional human resources work was necessary to address issues with severance entitlement, pay out vacations, and lieu time, and in some cases there were increased legal costs.

*“We are a unionized employer and managing bumping scenarios have become a daily routine. This takes our focus away from the program and creates additional [human resources] work. We also face the issue of severance payout. Payouts create undue hardship [for] the agency's cash flow.”*

Our survey did not look at whether certain employees were disproportionately affected by the cuts – such as women, racialized workers. While we know that the general labour market situation is unfavorable for immigrants/refugees, women and racialized persons,<sup>32 33</sup> further studies are needed specifically to find out whether the cuts have had a disproportionate impact on some of the most vulnerable workers in the labour market.

### 5.3 Programming

The CIC funding cuts impacted programming through the adjustments made to program costs. It created gaps in services as a result of reductions in hours of service and types of services offered.

Organizations were required to make adjustments to program costs, but consequently they could not deliver certain aspects of programs without sufficient funds. They reduced service hours and reduced the number of weeks of service delivery as a way to cut costs.

*“One of the major program impacts is that we are no longer able to hire expert cultural competency facilitators to run our workshops. Instead, it is our staff that has had to take on [the] responsibility.”*

*“Activities must [now] be planned based on available budget (low cost) rather than the most effective [way] towards a successful integration into the Canadian society.”*

Gaps in services were caused by the reduction in hours of service and types of services offered. Areas of services such as mental health resources and French components of training were cut in some organizations, which resulted in barriers to accessing adequate services for those who need them most.

*“The budget reduction impacted the services provided to the community, such as providing mental health educational resource workshops.”*

Programs serving minority communities in Ontario were also not spared. Despite the fact that such programs were already under-resourced, the cuts made the situation worse. Cuts to programs and services that target women have wider socio-economic implications, as well as implications for their ability to settle and effectively integrate.

*“The French component of our training was cut, which resulted in complaints from some French-speaking organizations because the English-only training was not accessible.”*

*“There are so many needs in the communities we work with that should be easier to receive funds to serve them. [There are] so many women that could have their lives saved from violence and poverty if they just had the opportunity to learn the language.”*

There were also substantial cuts to the delivery of summer language training. Outreach practices were affected through the lack of budget allowance for advertising and promotion in the community, which reduces visibility and access to organizations serving immigrants and refugees.

*“The majority of our cuts have gone toward our communications support of programs, such as the design and printing of program materials, and event costs.”*

In addition, there were longer wait times for obtaining services which left newcomers facing service delays. For some the implications were quite problematic given the ensuing delay in time-sensitive applications such as renewal of permanent resident status, or qualifying (language classes and tests) and applying for citizenship. There were very few services offered during the summer months and in some areas evening classes were eliminated, which greatly restricted access to service and further delayed settlement and integration of immigrants and refugees.

*“Our Reception Centre sees approximately 8,000 eligible newcomers each year and we coordinate referrals from our centre to our settlement agency partners. Not having this referral partnership service 'next door' and in some cases 'inside' settlement agencies will greatly affect their ability to reach newcomer families in a timely and efficient manner.”*

The negative impact on programming was based on the adjustments to program costs and the gap in service, which directly affected clients that need to obtain these services.

We do not know if certain client communities faced disproportionately higher impact. It would be safe to assume that those newcomers who have the skills, background and resources to navigate settlement and integration on their own were the least affected, and those that needed the most support were the most affected.

## 6 Impact on Clients

Clients were upset that the program changes no longer addressed their settlement needs, including some urgent and time-sensitive matters. Long waitlists for childminding services prevented newcomers with children from accessing language classes even when there were spots in the classes for themselves. Clients were forced to go elsewhere for services or remain on waiting lists because there were limited childminding spots.

*“Due to the additional cuts we had to make, we decided to eliminate the evening classes for language plus childminding for 4 classes, [...] reduced hours of operation to mostly day, created a long wait list for classes and childminding.”*

*“We have to ask our clients to use [another] agency’s LINC program which is one block away. The parents with young children need to travel longer time and more distance to use the facility with childminding services. Also, that centre will encounter with a longer wait time for users.”*

Some clients were forced to travel outside of their own communities to obtain services (after their own were cancelled) and thus experienced increased transportation expenses. A cut in resources also meant organizations were not able to subsidize public transportation for their clients.

*“They keep calling and we cannot give them what they want.”*

Students from the Language Instruction for Newcomers LINC programs were upset with cuts to their classes because of the inconvenience of scheduling and longer travel distances. Some organizations experienced high dropout rates among students who were unable to adjust to the service changes. Such barriers to access language programs will likely have negative implications for access to citizenship.

*“We lost one evening LINC class (Level 1/2), so those students who were not ready to move to another level needed to find another school offering [an] evening program or they simply dropped out. Students, of course, were upset since many of them either live in the area or work [there] and would come to attend evening classes immediately after work.”*

Clients were frustrated by the lack of assistance available for resume building and employment searches. They also felt that the additional steps they had to take as a result of the gaps in employment services were unnecessary and burdensome.

*“Clients are dissatisfied with the idea of being referred to a new location/counsellor at [Employment Ontario]. This adds one more step in the job search process. Also increases travel expenses. Clients feel like they are jumping through unnecessary hoops to a job.”*

Organizations serving racialized communities felt that they received an unfair burden of cuts, which further destabilized them as a result of limited resources. These programs aim to serve

the most vulnerable and marginalized in communities and funding cuts for serving these groups created a clear disadvantage.

*"Funding cuts to programs that aim to serve the most vulnerable and marginalized within our communities, and really that's who our sector serves... are a travesty!"*

*"The cuts/freezing of funding do not reflect a balanced approach to funding and places Ontario at a distinct disadvantage. Ongoing cuts continue to dilute funding and, in our minds, agencies struggle to maintain effective programs and responses with ever diminishing resources. Agencies are also increasingly required to find other internal resources to maintain program quality; creating an unfair level of burden on organizations with limited resources. It is also our belief that racialized agencies and communities bear an unfair burden of the cuts, further destabilizing agencies with especially limited resources."*

Regarding levels of client satisfaction, there were mixed responses from organizations. Three organizations found that client satisfaction remained high; although these organizations also estimated that satisfaction would lower in the future when the full impact of program cuts is felt. Two organizations stated that levels of their client satisfaction were lowered as a result of gaps in services.

*"At this point, the cuts have not yet had an impact on our clients because we are fortunate to be able to cover the cuts through other sources, but if the cuts continue it may eventually have an impact."*

The negative impacts that clients experienced were through gaps in services, longer wait times, reduced service delivery, and inaccessible programs. The implication of client dissatisfaction with the services available brings concerns for their integration and settlement needs.

*"CIC needs to be cognizant of the settlement process as [being] long and time consuming which cannot be measured in numbers but impacts."*

*"Budget cuts, when necessary, should be based on: the level of impact to target clients measured against an organization's capacity to appropriately use funds to deliver quality service."*

*"We would like CIC to be aware that the services we provide are vital to Canadian society and newcomer integration."*

Better understanding about how outcomes and impacts are measured is necessary for CIC to be aware of the value of the immigrant and refugee serving sector. The services that settlement organizations provide are vital to newcomer integration in Canada and the funding that the sector receives should reflect its value in contributing to Canadian society. Moreover, refugees have particular needs and require specialized support programs, which unfortunately are the first to be targeted for funding cuts.

## 7 CIC's directives on program cuts

Often, CIC was directly involved in identifying which programs to reduce or eliminate. Of all responses received on this issue, 65% mentioned that CIC advised which program to cut or downsize.<sup>34</sup> Many organizations reported that their Language Instruction for Newcomers to Canada (LINC) programs were targeted for cuts. In some cases entire LINC programs were cut, while other organizations had portions of their LINC programs downsized, such as summer classes that were cancelled.

*"We were advised that cuts were imminent and our officer suggested cutting 1 [...] LINC class."*

Other organizations shared that their Settlement Workers in Schools (SWIS) programs were targeted for cuts and that SWIS employees had multiple weeks of service reduced.

*"It seems that CIC believes that the SWIS program can work just as well as a 10 month program and they don't seem to see the value of the work that the SWIS workers do in libraries during the summer months."*

Employment services were another area targeted for funding cuts, specifically Job Search Workshops (JSW). In many cases the program was completely eliminated, causing implications for the economic integration of newcomers.

*"Why [did] CIC cut JSW when all these years they had actually invested a lot to make this program better? While labour market orientation is key to newcomers' success, why [did] they [have] to cut a program that is crucial [to] meeting this goal? What do they expect agencies to do with the newcomer job seekers who need job search support but there are no resources for them?"*

The majority of organizations were not able to engage in negotiations about the proposed changes and were forced to implement CIC's directives.

*"We attempted to speak with CIC about the budget cuts and proposed changes, explaining the rationale for our approach, but CIC was not receptive. There was no engagement in negotiations, but rather an expectation that we as service providers would blindly comply with all suggestions made at a higher level."*

*"We had no ability to provide a rationale or to explain the benefits of our program, and/or how the cancellation of this [program] would have a significant impact on not only our clients, but also our partner settlement agencies."*

In very few cases, organizations were given the opportunity to make decisions about the areas of program cuts. In one case CIC accepted alternative suggestions about where the cuts should be made, after CIC project officers gave recommendations.



*“While our CIC Project Officer did make recommendations on where to make the cuts, we were fortunate that our Project Officer was willing to listen and accept our alternate proposal of where the cuts should be made.”*

CIC's communication was inconsistent, including communication to organizations about funding cuts in terms of the messaging and methods of communication. Organizations did not expect the high level of funding cuts in such short timeframes, and they were not prepared nor given the chance to explain their position to their CIC officer. In most cases, funding cuts were communicated within three weeks of coming into effect. One organization was told by their CIC representative that funding revisions for their cuts were due within a week of their notification.

*“A phone call was received telling us what positions needed to be cut and what budget line items needed to be cut to match the total budget figure we were given.”*

*“The communication of this was very unprofessional.”*

The communication of funding cuts were highly problematic for organizations, due to the absence of advanced notice before effectiveness and the lack of negotiation allowed for the decisions about targeted programs. As a result, organizations faced difficulties in meeting legal responsibilities to employees in the event of termination. Weak employment laws in Ontario fail to protect employees in situations where hours or pay is cut without advance notice.

## 8 Conclusion

This report tells powerful stories about the impact of the CIC cuts to the 2015/2016 core settlement services budget for Ontario and certain other provinces. Responses from the organizations surveyed make it clear that there was an overall negative impact on their financial situation, human resources employee wellbeing (e.g. job security, benefits etc.), programming and case load distribution, clients, and organizational operations.

Organizations faced significant challenges to adapt to the funding changes in terms of restructuring, minimizing overhead costs, reducing employees, and their delivery of services. These challenges have caused concern for the capacity and strength of the immigrant and refugee-serving sector, in addition to undermining the overall stability of organizations. Respondents felt that CIC's funding cuts contributed to the precarity of employment in the sector. Employee layoffs and salary cuts disproportionately affected vulnerable employees. In addition, organizations were unable to retain their experienced employees.

The changes that the sector experienced as a result of the funding cuts are expected to negatively affect the settlement and integration of newcomers in Ontario. Newcomer settlement and integration includes social, cultural, economic and political aspects, all of which occur at different stages for individuals. Funding cuts to the immigrant and refugee-serving sector delays settlement for many newcomers, jeopardizes their effective integration, and significantly limits their potential in Canada.

In order for all members of Canadian society to fulfill their potential, changes must be made to the funding formula and CIC culture, as the recommendations outline in the next section. The following recommendations are based on the main themes that organizations identified, following the CIC funding cuts.

## 9 Recommendations

Despite continuing to receive the largest number of refugees and immigrants to Canada, Ontario's overall share of immigration has been declining in recent years. This trend has disadvantaged Ontario, as funding cuts driven by the shifting numbers have taken its toll on individual organizations that lose funding and on the stability of the sector as a whole.

The disconnect between funding policy and the reality of service needs was clearly demonstrated in 2015-2016. The massive surge in service demand prompted by the arrival of over 10,000 Syrian refugees in Ontario since November 2015 was immediately preceded by yet another round of funding cuts for the province in April 2015, and subsequently in March 2016, both of which were triggered by the downward shift in permanent resident arrivals. The funding formula does not fully take into account the fact that Ontario continues to receive a higher proportion of permanent residents from refugees, family sponsorship and spouses and dependent categories who tend to have higher settlement needs. Sector organizations had to struggle to meet the increased demand for services while finding ways to absorb new funding cuts. The findings of this survey speak powerfully to the impact of cuts on organizations, sector workers and programs and services.

Based on the responses of the organizations surveyed, OCASI makes the following recommendations regarding the CIC cuts in settlement services allocations in Ontario.

### 9.1. CIC has an enduring role in funding services for immigrants and refugees.

The government of Canada has an enduring role in supporting the settlement and integration of refugees and immigrants, as described in the Objectives of the Immigration and Refugee Protection Act (S.C. 2001, c. 27). This role must be fulfilled through sustained and comprehensive investment in settlement services for immigrants and refugees. It requires sustained investment in the immigrant and refugee-serving sector so that service quality and reliability is assured through the stability of sector organizations.

*"CIC needs to provide tools to agenc[ies] to adapt to change and stay current in the fiscal realities that have been trending this way for the last few years and will continue to. It's about agencies dealing with transition on an ongoing basis and being pro-active to look for ways to manage business in new ways."*

## 9.2. CIC should revisit the national funding formula for immigrant settlement services.

### a) The funding formula should primarily reflect settlement and integration needs of immigrants and refugees

The national immigrant funding formula should be reviewed and revised according to the principle of meeting refugee and immigrant settlement and integration needs and beyond just arrival numbers; and should take into consideration equity and vulnerability indicators of the different types of permanent residents coming to the province. It should also be consistent with the recommendations of the report of the Independent Blue Ribbon Panel on Grants and Contributions Program<sup>35</sup>.

### b) The funding formula must reflect real costs in order for organizations to provide high quality services to clients.

Quality of service is expected to weaken over time if the CIC funding formula is not revised. The funding should reflect a focus on the improvement of services rather than finding 'efficiencies' alone.

Administration costs should be clearly defined and should be consistent across Ontario. Costs related to technology (including data collection and hosting expenses), staff professional development, and marketing and communication should be fully integrated into the funding formula. Moreover, the formula should reflect cost of living increases. Salaries of employees in the immigrant and refugee -serving sector should be comparable to similar non-profit sector. Employee contract termination costs should also be incorporated in CIC funding, as these costs are mostly absorbed (with great difficulty) by organizations.

*"CIC needs to cover the real costs for agencies that run government sponsored programs. With the growing costs to run the programs, it is unrealistic for CIC to expect the same level and quality of service."*

*"Ongoing cuts continue to dilute funding and, in our minds, agencies struggle to maintain effective programs and responses with ever diminishing resources."*

*"Cu[t]s to Ontario proportionate to shifting provincial immigration trends is academic and does not take into account the reality of day to day settlement operations."*

**c) Funding decisions should consider the impact on clients**

Social services funding is being taken away at the expense of those who are trying to build a life for themselves in Canada. It will take longer for newcomers to integrate and contribute to Canadian society when their language training and employment services are being significantly reduced.

*"The successful settlement and inclusion of newcomers is essential to the interests of all Canadians. The value and success of our immigration system as a whole has been jeopardized by funding cuts that restrict the ability of the settlement services sector to support newcomers [to] overcome the challenges of adjusting to the Canadian cultural and economic contexts."*

*"The cuts/freezing of funding [does] not reflect a balanced approach to funding and places Ontario at a distinct disadvantage."*

**d) CIC should recognize the higher costs for service delivery in Northern Ontario, and should reflect that in their funding allocation and decisions.**

Service delivery costs are different for Northern Ontario. The federal government already recognizes that costs in northern regions are higher and has changed allocations accordingly. However CIC allocations do not always reflect the recognition of higher costs in its funding decisions with respect to individual agencies in Northern Ontario.

*"Immigration is increasing to Northern Ontario and this is no time for cuts. It will continue to increase and when the Ring of Fire mining development finally moves ahead we will have even higher increases across the entire region."*

*"Although my organization did not have a cut in funding for 2015/2016, it is important to note that it was recognized by CIC that we are underfunded based on our population and area of coverage compared to other service providers in our region. In addition, part of the rationale included that we are a sole provider in a rural/smaller setting, achieving the targets set in our CA."*

**9.3. CIC should honour multi-year funding contracts with organizations**

Multi-year funding contracts with organizations should be honoured thereby providing agencies with predictable multi-year fund. At present, funding to agencies is still the subject of cuts, despite such contracts. This report shows that the settlement funding formula makes multi-year agreements virtually meaningless. A better solution is needed.

*"While we signed the initial Contribution Agreement with projected budgets for three years, it's been very difficult for organizations to plan and deliver services with budget cuts every year. Legally, it seems questionable that agreements that have been signed by the Government have not been honoured."*

*"The stability of three year contracts is illusionary if we need to renegotiate the allocations annually."*

#### **9.4. CIC must (re-)build relationships with organizations based on mutual respect, transparency and timely and clear communication.**

Relationships between CIC and organizations in the immigrant and refugee serving sector should be (re-)built on mutual respect and support. A culture change is necessary for CIC to view organizations in the sector as partners. Consultations with experts and broader stakeholders in the sector are key to success.

CIC's communication with organizations should be more consistent and timely both within regions and across regions. Three weeks is not a sufficient notification period for CIC decisions to become effective. Advance notice should be given to organizations to allow them to implement operational changes smoothly.

*"CIC operates with an enforcement mentality which doesn't match a settlement and integration model."*

*"Communication and timing was incredibly disrespectful to the sector. Agencies comply with CIC deadlines [and] report dates, [so] our expectation is that CIC will communicate in a timely manner as well."*

*"The budget cuts have jeopardized our programming, but equally important we are seeing that our relationship with CIC has changed drastically. The relationship between funders and service providers should be one of mutual respect and support."*

*"There was no consultation with organizations to determine how the budget reductions could be implemented with less negative effect."*

*"We as service providers would like to have a two way communication with the funder to identify the needs, plan the service provision."*

#### **9.5. The service needs of Francophones should be better addressed through targeted funding allocations.**

Francophone services are not consistently available across regions and some organizations are serving very large populations. The distance that clients must travel to obtain services and the requests that organizations cannot fulfill are creating a disadvantage in the settlement process for Francophone immigrants.

*"There is a lack of francophone settlement resources within this community hub for the number of requests."*

*"In [our] city, there are many Francophone immigrants that choose to settle here. The number keeps increasing, especially due to the reputation of our post-secondary institutions and of our health institutions. At the moment, there isn't a CIC funded Settlement Program for Francophones in the ... area. "*

*"Tenir compte de la spécificité des francophones en milieu minoritaires. Nos besoins sont des fois différents des anglophones."*

*[Take into account the particularities of Francophone minority communities. Compared to Anglophone communities, we sometimes have different needs.]*

#### **9.6. The government of Ontario should begin to invest a fair share in resourcing settlement and integration services for refugees, immigrants and migrant workers.**

The Ontario government must increase its investment in settlement and integration services, both to address the service gaps created by the restrictive federal government eligibility criteria for services and to facilitate the integration of newcomers. The total Ontario fund is inadequate and must be increased.

#### **9.7. Given the funding trends identified in this report, the sector should continue to diversify its sources of funding**

Some organizations already had alternative sources of funding and managed to sustain the impact of the funding cuts. Organizations with stronger financial capacity could share their experiences in exploring social enterprise and other sources of funding.

*"[We are] finding efficiencies in overall administrative functions, focusing a great deal of effort and energy in seeking out other opportunities to secure discretionary funding, exploring social enterprise concept."*

*"If cuts continue and/or if there is no increase in financial contributions from CIC, we will have to explore restructuring and alternative funding sources to maintain current staff levels."*



## NOTES

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- <sup>1</sup> Facts and Figures 2014 – Immigration overview: Permanent and temporary residents. Available at: <http://www.cic.gc.ca/english/resources/statistics/facts2014/index.asp>
- <sup>2</sup> Citizenship and Immigration Canada, 2011. Backgrounder – Government of Canada 2012-13 Settlement Funding Allocations. Available at: <http://www.cic.gc.ca/english/department/media/backgrounders/2011/2011-11-25.asp>
- <sup>3</sup> OCASI Position on the 2011 CIC cuts to Ontario Settlement Funding. Available at: <http://www.ocasi.org/ocasi-position-2011-cic-cuts-ontario-settlement-funding>
- <sup>4</sup> LINC stands for Language Instruction for Newcomers.
- <sup>5</sup> SWIS stands for Settlement Workers in Schools.
- <sup>6</sup> JSW stands for Job Search Workshops.
- <sup>7</sup> Travel times of clients increased in some instances because when languages classes were closed in some locations, clients had to go to other agencies where the classes were still offered.
- <sup>8</sup> Standing Committee on Citizenship and Immigration, House of Commons Canada, 2003. Settlement and Integration: A Sense of Belonging "Feeling at Home". Report of the Standing Committee on Citizenship and Immigration. Available at: <http://www.parl.gc.ca/HousePublications/Publication.aspx?Language=e&Mode=1&Parl=37&Ses=2&DocId=1032308&File=0>
- <sup>9</sup> Government of Canada, 2003. Government Response to the Report of the Standing Committee on Citizenship and Immigration. Settlement and Integration: A Sense of Belonging--"Feeling at Home". Available at: <http://www.parl.gc.ca/HousePublications/Publication.aspx?Language=e&Mode=1&Parl=37&Ses=2&DocId=1117617>
- <sup>10</sup> The COIA was initially signed for a five-year period, but it was subsequently renewed for a couple of years.
- <sup>11</sup> Evaluation Division, Research and Evaluation, Citizenship and Immigration Canada, 2011. Evaluation of the Strategic Plan for Settlement and Language Training under the Canada-Ontario Immigration Agreement (COIA). Available at: <http://www.cic.gc.ca/english/resources/evaluation/2012-coia/index.asp>
- <sup>12</sup> Facts and Figures 2014 – Immigration overview: Permanent and temporary residents. Available at: <http://www.cic.gc.ca/english/resources/statistics/facts2014/index.asp>
- <sup>13</sup> Citizenship and Immigration Canada, 2011. Backgrounder – Government of Canada 2012-13 Settlement Funding Allocations. Available at: <http://www.cic.gc.ca/english/department/media/backgrounders/2011/2011-11-25.asp>
- <sup>14</sup> Haan, M, Prokopenko, 2016. Overview of Secondary Migration of Immigrants to Canada. Report from Pathways to Prosperity project. Available at: <http://p2pcanada.ca/wp-content/blogs.dir/1/files/2016/02/Overview-of-Secondary-Migration-of-Immigrants-to-Canada.pdf>
- <sup>15</sup> Citizenship and Immigration Canada, 2014. Interprovincial mobility of immigrants in Canada 2006-2011. IMDB Research Series. Available at: <http://www.cic.gc.ca/english/resources/research/mobility2006-2011.asp>; See also Statistics Canada, 2013. Income and Mobility of Immigrants, 2013. Available at: <http://www.statcan.gc.ca/daily-quotidien/151207/dq151207b-eng.htm>
- <sup>16</sup> Ibid.
- <sup>17</sup> Calculations based on data from CIC Permanent Residents Admissions. Available at: <http://open.canada.ca/data/en/dataset/ad975a26-df23-456a-8ada-756191a23695>
- <sup>18</sup> Ibid.
- <sup>19</sup> See synthesis report by CERIS, 2014. Refugee Research Synthesis 2009 – 2013. Available at: <http://ceris.ca/wp-content/uploads/2015/01/CERIS-Research-Synthesis-on-Refugees.pdf>
- <sup>20</sup> Ibid
- <sup>21</sup> Citizenship and Immigration Canada, 2012. Parents and Grandparents Findings from the Longitudinal Immigration Database (IMDB). Available at: [http://www.cic.gc.ca/english/pdf/pub/imdb/PGP\\_3.pdf](http://www.cic.gc.ca/english/pdf/pub/imdb/PGP_3.pdf)



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- <sup>22</sup> OCASI Position on the 2011 CIC cuts to Ontario Settlement Funding. Available at: <http://www.ocasi.org/ocasi-position-2011-cic-cuts-ontario-settlement-funding>
- <sup>23</sup> OCASI members had a higher response rate (38%) compared to non-member organizations (22%).
- <sup>24</sup> OCASI, 2014. Access to Services for Horn of Africa Newcomers, Immigrants and Refugees. Focus on Horn of Africa: Eritrea, Ethiopia, Somalia, s.l.: s.n.
- <sup>25</sup> There was some discrepancy in the responses received regarding funding cuts. Two organizations answered that their funding from CIC was cut, but this was not reflected in the budgets that they reported. Similarly, five organizations answered that their funding was not cut, yet there was a reduction in their reported funding from CIC. For the purposes of calculating CIC funding cuts in this report, we only took the reported funding figures into account.
- <sup>26</sup> This figure represents the median.
- <sup>27</sup> There was little correlation between funding cuts and the financial size of responding organizations.
- <sup>28</sup> There is a slight discrepancy between responses regarding total number of terminated employees (90 employees) and responses regarding the profile of each terminated employee (the sum of which is 93 employees). The latter number was taken as it is based on more detailed data of individual terminated employees.
- <sup>29</sup> There is a slight discrepancy between responses regarding total number of employees working reduced hours (59) and responses regarding the profile of each employee working reduced hours (the sum of which is 66). The latter number was taken as it is based on more detailed data of individual employees who were made to work reduced hours.
- <sup>30</sup> This figure represents the median.
- <sup>31</sup> This figure represents the median.
- <sup>32</sup> McMaster University and United Way Toronto. 2013. It's More Than Poverty: Employment precarity and household well-being. Available at: <https://pepsouwt.files.wordpress.com/2013/02/its-more-than-poverty-feb-2013.pdf>
- <sup>33</sup> See also Block, Sheila. 2015. A Higher Standard: The case for holding low-wage employers in Ontario to a higher standard. Canadian Centre for Policy Alternatives
- <sup>34</sup> A total of 40 responses were received for this question.
- <sup>35</sup> Government of Canada. 2006. From Red Tape to Clear Results: The report of the Independent Blue Ribbon Panel on Grants and Contributions Programs.