

A photograph of two men in a meeting. The man on the left is Black, smiling, and gesturing with his hand. The man on the right is white, wearing glasses, and looking towards the first man. They are sitting at a table with a laptop. The image has a blue overlay.

A SURVEY REPORT

October 2022 - September 2023

Building Better Relationships

Between Private Refugee Sponsors
and Settlement Organizations

PRIVATE
REFUGEE
SPONSOR
Ontario
NETWORK

**Private Refugee Sponsor Network
Partnership Committee**

Suite 1515, 73 Widdicombe Hill Blvd,
Toronto, Ontario, M9R 4B3

info@refugeewspornet.ca

Decision Point Research

164 Eglinton Avenue East,
Toronto, Ontario, M4P 1G4

info@decisionpointresearch.ca

TABLE OF CONTENTS

Introduction.....	1
Project Background	4
Project Overview.....	5
What We Learned.....	7
Recommendations.....	10
Conclusion.....	11
Appendices.....	13
• Appendix A: What sponsors said	
• Appendix B: What settlement agencies said	

Introduction

The 1976 Immigration Act was a milestone in Canada's response to refugees, establishing "refugees" as a class distinct from immigrants. The Viet Nam crisis of the late 70s and early 80s mobilized Canadians to respond. For the first time, ordinary people across the country became involved in assisting refugees to settle in Canada through private sponsorship, changing forever the way Canadians would view their role in Canada's resettlement program. Private sponsor groups were established by churches and community organizations; they raised the necessary funds to support a family for a year and provided psychological/social support. They were totally responsible for all elements of settlement. According to Hon. Joe Clark, a former Prime Minister of Canada, in recognition of the 40th anniversary of the private refugee sponsorship program, the program has become an enduring, vivid demonstration of who we are as Canadians.

Over those forty years, Canada has welcomed newcomers from areas of war, violence, famine, earthquakes, floods, among other challenges with private refugee sponsors playing a pivotal settlement role. There are a multitude of research studies conducted by Ontario universities that demonstrate the successful role of private sponsors in settling newcomers.

Settlement agencies, funded by the government, were mandated to help immigrants and government-assisted newcomers, while the Refugee Sponsorship Training Program (RSTP) was established to support those interested in taking on a sponsorship.

In 2016, Canada welcomed some 40,000 newcomers to Canada, both government-assisted and privately sponsored to respond to war, violence and crisis in Syria. Canadians again responded as they had in 1979 seeking to participate in the private refugee sponsorship program, but wanted advice and counsel on how to establish a sponsor group and get a better understanding around post-arrival requirements and challenges. New sponsors began to connect with seasoned sponsors to get the job done.

Sponsor research

In 2017, Eco-Ethnomics Inc. conducted a research project for a group of private refugee sponsors to identify the gaps in support around services. Recommendations in that report included the need to develop services to meet identified demand, i.e. delivery of services identified as either under or unrepresented in the sponsor support sector such as:

- Training for sponsors through in-person workshops specialized in post-arrival support;
- Formalized networking events;
- A formalized mentorship program that matches new sponsors with experienced sponsors and utilizes an app to allow sponsors to self-identify as mentors and express their interest in participation;
- Training for mentors on best practices in mentorship and support for mentors throughout the mentorship process;
- A free-of-charge membership to the sponsor network that would allow sponsors access to information services, problem-solving and training, and how to connect to settlement services.

The Eco-Ethnomics report documented that increased support was needed for private refugee sponsors, especially in the areas of post-arrival and employment support. It noted how few resources existed for sponsors seeking support focused on post-arrival. Many organizations did not have the capacity to extend into the area to meet sponsor need, and the sector's leading service provider, the Refugee Sponsorship Training Program (RSTP), was highly focused on pre-arrival support.

In addition, the report found that sponsors required support that was more individualized and "welcoming" than the services available to them by settlement agencies. Despite being told that sponsors were eligible to utilize settlement services, many sponsors did not feel comfortable accessing those services due to the fact that settlement agencies are mandated to provide support directly to refugees and newcomers, creating the perception that sponsors were not "welcome" particularly when those agencies were overwhelmed responding to government-assisted newcomers. Sponsors also reported that they did not feel comfortable discussing sensitive issues pertaining to the families they sponsored indicating the need for support that was more private and individualized in nature.

Incorporation of the Private Refugee Sponsor Network (Ontario)

The Eco-Ethnomics report findings and recommendations became the basis for the establishment of the Private Refugee Sponsor Network (Ontario) and its incorporation in 2021. The Network is governed by a Board of 10, representing sponsors, settlement agencies and individuals from the business community. It includes seven operational committees to address sponsor needs -- Skills Development, Services, Knowledge Exchange, Partnership, Sustainability, Marketing/Communications, and Nominations.

PRSN Mission and Vision

- Connect, learn and share to make a difference in the lives of those we sponsor
- Improve the efficiency and effectiveness of private refugee sponsorship around post-arrival issues
- Focus on unmet needs and provide collective resources and supports to private refugee sponsors toward best practice in settlement
- Foster a new model that improves relationships in the refugee sector for all partners nationwide

Accomplishments

- Offered over 30 training events in five years on topics identified by sponsors to meet their needs in effective newcomer settlement
- Developed and implemented a social media plan to increase visibility
- Developed and implemented a Lunch & Learn series by sponsors for sponsors
- Developed and launched CONNECTIONS, a quarterly newsletter by sponsors for sponsors
- Developed a Mentorship program for sponsors by sponsors to be launched in Fall, 2023, when funding realized
- Developed and implemented a survey to settlement agencies and sponsors to determine better ways of partnering
- Exploring a formal research study around SAH/sponsor relationships
- Established relationships with five universities in Ontario around sponsorship research
- Supported three university research studies.
- Partnered with close to 60 organizations in and outside the sector to provide best practice information and tools to private refugee sponsors in settling newcomers in Ontario
- Attracted participation from four provinces in Canada
- Created an operational model that is transferable to other provincial jurisdictions
- Working on Theory of Change and Measurement Outcome documents to focus development
- Preparing to establish an Advisory Council through research and consultation

PRSN Partnership Committee

The PRSN Partnership Committee is responsible for building sponsor relationships within the sector and is the lead on this survey project. The Committee consists of representative sponsors from urban and smaller communities, representative settlement agencies, representative SAHs, and most recently a representative of RSTP.

Project Background

When getting together for information-sharing, or problem-solving, sponsors have often focussed on the tension that exists between sponsor groups and settlement agencies. There is a perception that settlement agencies, want to take on the privately sponsored family as a case to settle when private sponsors have that responsibility given to them by government through their sponsorship agreement holder (SAH). Sponsors raise funds to support those they sponsor for a year, identify appropriate housing, help find doctors, dentists and other health care services, register children in school, find other education opportunities for parents like ESL, help create an employment strategy and provide orientation around life in community and in Canada. Sponsors have a personal relationship with those they sponsor. They are on the job 24/7 and act as trusted coaches to those newcomers they sponsor, empowering them to chart their own course.

Sponsors have often been told by settlement agencies, when they seek information, that the agency cannot talk to them, the agency can only provide service to people being sponsored. Often sponsor phone calls seeking information are not returned, or are returned far too late to be of any benefit in problem-solving. In addition, settlement agencies work weekdays, 9-5 pm, while sponsors are available 24/7 to address issues that arise during any settlement.

The Refugee Sponsorship Training Program (RSTP), while helpful in providing excellent pre-arrival service around establishing a sponsor group and creating a settlement plan, appears unable to respond quickly to sponsor need around post-arrival issues in a specific and timely way. Sponsors find they have learned more about solving problems and addressing issues from each other. Experienced sponsors, who have walked the walk, are able to suggest resources and approaches to new sponsors in a more efficient and effective way. Much of that information-sharing since 2016 has been facilitated through PRSN.

PRSN's Partnership Committee, chaired by a senior member of the settlement agency community, is tasked with gaining insight into how PRSN might build better relationships between private sponsor groups, settlement agencies and others in the sector around post-arrival issues.

In addressing the settlement agency/sponsor post-arrival relationship, the Partnership Committee's objective in this study is to capture promising practices and experiences in the sector that will lead to new opportunities for PRSN to partner more effectively, increase its services and programs, and expand the Network nationwide.

This report covers the results of that survey.

Project Overview

As an incorporated, not-for-profit organization, the Private Refugee Sponsor Network (Ontario), brings private refugee sponsor groups together to connect, learn and share. It builds relationships with those in the sector, shares information, problem-solves and offers training programs to sponsors on post-arrival issues and topics they have identified. PRSN has no operational or project funding and conducts its work through gifts made by individuals and other organizations who support its mission and vision.

In addressing the settlement agency/sponsor post-arrival relationship, the PRSN Partnership Committee surveyed both settlement agencies and sponsors to capture promising practices and experiences in the sector to create new opportunities for PRSN to partner more efficiently and effectively with settlement agencies to meet sponsor need around post-arrival issues. Overall, sponsors felt there was a disconnect between themselves and settlement agency service, and that PRSN might play a role in addressing that disconnect. Refugee settlement agencies, for the most part, felt their responsibility was to serve newcomers themselves. In addition, based on PRSN existing service offerings, there appeared to be a demand for more programs and services; however, the challenge for PRSN in addressing that demand has always been linked to lack of funding and staffing.

The Partnership Committee wanted to document that disconnect and how it might, address the gap in support to better serve sponsors through collaboration with others in the sector and outside of it. PRSN has a commitment to develop new programs and services supported by appropriate funding that would take the pressure off settlement agencies through development of a new service delivery model that would reflect better relationships, best practice and new ways to collaborate.

Settlement agencies, while amenable to developing improved relationships with sponsors, indicated that their existing model focusses on the newcomer and not the sponsor, so creating new relationships would likely require discussion and agreement by Immigration, Refugees and Citizenship Canada (IRCC) to lead to change.

Research Objective:

- Capture promising practices and experiences that reflect the current environment to use in building better relationships between private sponsor groups and settlement agencies around post-arrival needs and issues;

Target survey respondents:

- **Private refugee sponsors**

Four hundred email surveys sent to sponsors in the Network database in addition to asking the Sponsorship Agreement Holder (SAH) Navigation Unit to share the survey with SAH constituent groups in Ontario. Forty responses were received. The survey consisted of 21 questions. See the full survey with responses in Appendix A.

- **Settlement agencies**

The first attempt involved sending 200 email surveys to settlement agencies using a list provided by the Ontario government that was found to be out-of-date. Eight responses received. The survey consisted of 15 questions. See the full survey with responses in Appendix B. The response was insufficient.

The second attempt involved a telephone survey, conducted by Decision Point Research to 25 targeted settlement agencies, located in five regions, Eastern Ontario, Southwestern Ontario, Hamilton/Niagara, GTA and the North. PRSN identified the agencies, ensured the contact information was correct and provided the contacts to Decision Point.

The survey reflected the same 15 questions and data was collected from 22 of the 25 contacted.

There were no issues raised by sponsors around the online survey. Responses were returned in a timely manner. However, the PRSN Partnership Committee was concerned about the lack of settlement agency response to the online survey and determined that a specifically targeted telephone survey was necessary to gain sufficient data. The Committee engaged Decision Point Research to conduct the telephone survey, analyze the data and provide a report.

According to Decision Point Research, it was a significant struggle to get settlement respondents to agree to find the time to take the survey, making immediately clear that the settlement agency sector is stretched extremely thin. What is more, some settlement agency supervisors seemed largely unaware of what their staff deal with, while some frontline settlement could not comment on policy issues.

What We Learned

There appears to be a disconnect between what sponsors need from settlement agencies to assist them around post-arrival issues in their settlement of the newcomers they sponsor, and what settlement agencies are able to offer to sponsors. Settlement agencies basically serve newcomers and not sponsors due to the funding agreement with Immigration, Refugees and Citizenship Canada (IRCC), but a few settlement agencies have overlooked the funding agreement limitations to provide service. Sponsors expressed frustration with accessing and receiving the information they need and want from settlement agencies and have turned to PRSN training offerings and other community resources to gain information, problem-solve and seek training. Settlement agencies feel sponsors don't understand their role.

Sponsors

- Sponsors look to their sponsorship agreement holder for post-arrival information and training with fewer consulting settlement agencies. Some consulted PRSN, but indicated more awareness of the network is needed.
- Sponsors cite post-arrival issues around housing, employment, managing expectations, seeking primary health care and identifying interpretation services. Seventy-five per cent of sponsors indicated their most challenging issue was finding housing followed by 41% citing creation of employment strategies and around 35% mentioning dealing with mental health issues and managing expectations. Most indicated they found help from an experienced sponsor, their SAH or a trusted person.
- Sponsors found making connections with other sponsors useful in sharing information and often depended on community connections. Personal connections led to much better solutions in creating employment strategies and finding jobs for newcomer families. Few found problem-solving solutions from settlement agencies. They often felt that the agency did not want to collaborate and one sponsor indicated it felt like he/she knew more than the settlement agency staff. It was often unclear about what the agency could offer the sponsor.
- Sponsors indicated they wanted focussed post-arrival training on specific topics that settlement agencies were unable to offer particularly around post-arrival issue challenges.

- Sponsors learn from each other; experience is the best teacher. Sponsors are looking for workshops with targeted topics and indicate that PRSN is connecting sponsors through training and information-sharing. Sponsors have acknowledged the lack of settlement service in smaller communities, and say having a sponsor network to share experiences, challenges and solutions is valuable. They want more sharing opportunities.
- Sponsors indicate settlement agencies are too busy to respond, their funding model prevented assistance, or the information received was not relevant to their need.
- Sponsors indicate their most challenging issues are finding housing and creating employment strategies.
- Solutions come from other sponsors, a sponsorship agreement holder, or a trusted person, with some 25% of solutions coming from settlement agencies.
- PRSN, according to respondents, has a role to play in the sector; sponsors are the best resource for their own problem-solving. More than 60% of sponsor respondents indicated PRSN had been helpful in providing information, problem-solving or training. Fifty-four per cent of respondents indicated PRSN training was excellent with another 25% indicating that it was good.
- Sponsors want PRSN to create more services and online resources. Seventy-eight percent of sponsor respondents want more online resources, close to 60% want a resource directory developed by sponsors for sponsors, 40% percent want a hotline to call when they have a problem; close to 30% want a mentorship program, while some 37% want to build better relationships with settlement agencies.

Settlement Agencies

- Some settlement agencies collaborated with private sponsors in preparing settlement plans; but service was not consistent.
- Settlement agencies basically serve newcomers and not sponsors due to the funding model, but some overlook the funding model to provide service.
- Settlement agencies sometimes feel that sponsors want to do everything themselves.

- Settlement agencies want sponsors to refer their newcomers who are privately sponsored to the agency to receive services. Some agency staff felt experienced sponsors were “amateurs” doing their job. Settlement agency staff indicated they, they will talk to sponsors, but do not work directly with them.
- Settlement agencies indicate that sponsors do not understand their services and that there is confusion about roles and responsibilities.
- Settlement agencies lack information about PRSN and the role it plays with sponsors and generally do not include referrals to the Network; it refers to other organizations within the local community.
- Settlement agencies feel sponsors need guidance around the basics and lack appropriate knowledge. They indicate that sponsors are seeking information on basic how to questions in addition to more complex issues such as dealing with cultural understanding, mental health, employment and housing.
- Settlement agencies think sponsors need to learn more about empowering those they sponsor.
- Settlement agencies are using a variety of service methods but majority reflect telephone, email, in-person meetings and online resources.
- Settlement agencies do not provide post-arrival training to sponsors, but some have initiated on a needs basis.
- Settlement agencies could provide experts for training workshops with senior management approval. Sixty-three percent of settlement agency respondents indicated their agency could provide expert presenters for training workshops basically around housing, financial issues, Month 13, mental health, cultural issues, and conflict resolution. Complex issues that sponsors bring to settlement agencies include domestic violence, family breakdown, managing expectations, mental health, and employment.
- Settlement agencies suggest there is an opportunity for a better working relationship; providing more information from both perspectives would be helpful, more awareness about PRSN services and programs and role it is playing and could provide in future.

Recommendations

Based on the survey results and comments from both sponsors and settlement agencies, it is recommended that PRSN, a sponsor connector, develop a plan to address perceived relationship barriers, clarify roles and how we might strengthen existing relationships and build new relationships around post-arrival initiatives that will lead to improvements in the sector.

The plan would include:

1. Increased collaboration with and awareness of the roles of PRSN, SAH and Settlement Agencies through:

- increased communication with settlement agencies around PRSN programs and services to meet the needs of private sponsors;
- continued collaboration and partnership with settlement agencies to seek out and confirm experts from settlement agencies to present, on a variety of topics, at PRSN's skill training workshops and Lunch & Learns;
- invitation to settlement agencies by PRSN not only to refer sponsors to local services, but also to PRSN's programs and services that are available to all sponsors in Ontario;
- open discussions with settlement agencies in facilitating sponsor liaison by identifying a staff person, who is trained and knowledgeable, to meet sponsor information needs in settling newcomers around post-arrival issues;

2. Continuous exploration and identification of potential PRSN partners to develop new partnering opportunities by:

- strengthening relationships with existing collaborators;
- information exchange through increased collaboration and research;

3. Relationship building with IRCC

- discussion with IRCC around sponsor role and responsibilities demonstrating gaps in current service delivery to meet their needs;
- discussion with IRCC, about the work that PRSN does, and the benefits of expansion of its programs and services to meet the needs of private sponsors in Ontario and implementation of its network model in other jurisdictions across Canada in the interests of settlement best practice.

Conclusion

Based on the results of this survey, there appears to be a significant opportunity to re-set the sponsor/settlement agency relationship in a more productive way with PRSN playing a connecting role.

The results indicate there may be a need for IRCC to re-examine its model with settlement agencies to allow for an improved sponsor relationship and more effective partnership through PRSN around sponsor services and programs. A new approach will lead to stronger relationships and better post-arrival service delivery. The survey captured promising practice and experiences that reflect the current environment and how PRSN could partner to deliver more efficient and effective sponsor training, information-sharing and problem-solving – all to benefit the settlement of newcomers.

Sponsors have indicated they want more programs and services developed and provided by sponsors for sponsors to meet their identified needs as PRSN has been doing for the past several years. Both sponsors and settlement agencies appear to agree on the key topics and needs to be addressed especially around complex issues such as mental health, family relationships, managing expectations, empowerment, and housing – trainings which have already been developed by PRSN.

PRSN already has a track record in delivering what sponsors want. It offers online skill development workshops, as well as issues Lunch & Learns and other opportunities for information-sharing and problem-solving. There appears to be an opportunity to expand services and programming to further meet sponsor need while at the same time creating effective partnerships with settlement agencies and collaboration with the Refugee Sponsorship Training Program (RSTP).

Sponsors have acknowledged that PRSN information-sharing has connected them with other sponsors who have provided solutions and mentoring. Those in smaller communities have found PRSN an information source to address their major issues and find the connection valuable. Sponsors want more offerings in services and programs from PRSN and indicate the more offerings and opportunities by PRSN to encourage collaboration and learn from each other the better. It appears that a significant number of settlement agencies would be willing to participate in developing and providing training through PRSN, but do not know enough about the Network.

PRSN's mission and vision is to connect, learn and share, to make a difference in the lives of those who are sponsored, and improve the efficiency and effectiveness of private refugee sponsorship around post-arrival issues. It focusses on meeting sponsor unmet needs and provides collective resources and supports toward achieving best practice in settlement. Its long-term goal is to foster this new model, with PRSN

addressing sponsor support gaps to improve relationships in the refugee sector for all partners nationwide.

Over the past five years, without operational funding, PRSN has offered more than 30 workshops identified and developed by sponsors for sponsors; along with the launch of an issues-focussed Lunch & Learn event. It has created a social media strategy and a quarterly news blog featuring information that sponsors want to know about. It has created a mentorship program that is ready to be pilot tested. It works with five major universities – University of Toronto, York University, Toronto Metropolitan University, University of Ottawa and Wilfrid Laurier University -- in supporting research into private sponsorship and settlement issues. And, most importantly, it has partnered with close to 60 organizations within and outside the sector to ensure best practice. Its model is transferable to other provincial jurisdictions under the Network branding.

Moving forward, with strong relationships and appropriate operational funding, PRSN is well placed to address service gaps and take a leading role in the sector as the voice of sponsor need in partnership with settlement agencies, sponsorship agreement holders and RSTP.

What Private Sponsors Said

1. Description of sponsor group:

69% of respondents were constituent group members of a faith-based sponsorship agreement holder

15% were a community-based constituent group.

30% were from a group of five

2. Last year of sponsorship:

The largest number of newcomers according to respondents came in 2018 (31%) and since 2019, the numbers all indicate some 2.6% arrivals with many still waiting for those they have committed to sponsor.

3. Who does your sponsor group consult or collaborate with for information around effective settlement support:

64% consulted IRCC website

71% consulted their SAH

56% consulted a local settlement agency

35% consulted PRSN

Other mentions were all in the single digit percentage

4. Whom did you consult by name:

There were 34 individual names provided reflecting local organizations where sponsors are located. These included among others

Afghan Women's Association

YMCA

Arab Community Centre of Toronto

AURA

Catholic CrossCultural Services

COSTI

London Cross Cultural Learner Centre

Jewish Family Services

Islington United Church

New Canadians Centre

North Bay Multicultural Centre

ORAT

Romero House

Lifeline Syria

Christie SAH

OCISCO

5. Have your sponsor group members received any training on post-arrival issues:

82% of respondents indicated they had received training.

6. Where did you get your training:

51% from a sponsor SAH

27% from RSTP

24% from PRSN

6% from a settlement agency

All other mentions were single digit and from local sources

These included among others:

AURA

Mentors from constituent group

CAMH

PEC Syria

RSTP

PRSN

Other sponsors

7. What did the training cover:

71% of respondents received training in finding housing

68% of respondents received training in creating employment strategies

68% of respondents received training in managing expectations

56% of respondents received training in seeking primary health care

43% of respondents received training in accessing interpretation

Other mentions were all in single digit percentage.

Specific additional mentions included:

COVID protocols

School registration

Seeking mental health support

ESL access

Life skills

Adult education

IRCC requirements

Applying for child benefit, SIN, OHIP PRC, etc.

How to budget

Paying back travel loan

Anti racism

Conflict resolution

8. How did you rate your training:

54% rated training excellent

30% rated it good

15% rated it fair

Comments:

Learned from constituent group conversation

Experience the best teacher

Wasted time contacting sources for help, need a centralized source

Some trainings had too few sponsors and more settlement agencies; need sponsor to sponsor sharing

An RSTP training included someone reading from a book about the topic

Need advice about hands-on experience

Need focussed training on specific topics

We had to seek out post-arrival training, no one offered it to us

Settlement agencies want to help but could not offer much around post-arrival

We formed mentorship teams to help newcomers on our committee

We shared resources with other sponsors

Settlement agency was not interested in collaboration or partnering

Need more information on culturally appropriate mental health issues

SAHs should provide interpretation services for sponsors especially around medical issues that involve privacy

Training on trauma-informed care is really important

SAH provided training around IRCC reporting which is complicated

Might need to have two levels of training – beginning and advanced

Q&As are more than helpful

We attend PRSN workshops regularly

9. Does your sponsor group collaborate with a local settlement agency to support the post-arrival needs of newcomers? And, what are the needs?

67% of respondents listed ESL

54% of respondents listed employment

32% of respondents listed healthcare issues

25% of respondents listed housing

All other mentions were single digit percentage mentions such as emotional support, community connections, finding interpreters, navigating school system.

10. Name the settlement agencies and share any additional comments:

A Mississauga immigrant association

Access Alliance

YMCA

Woodgreen

COSTI

Afghan Women's Association
Arab Community Centre of Toronto
Catholic CrossCultural Services
Action for Healthy Communities
Loyola College community employment
Quinte immigration services
Durham Continuing Education
LINC
Cross Roads Clinic
PRSN
Women's College Hospital
Romero House
Lifeline Syria
Metropolitan Community Church

Only comment reflected that immigration agency preferred to work with newcomers and not sponsors.

11. If your sponsor group did not collaborate with a settlement agency, why not?

14% of respondents indicated the agency was too busy
14% of respondents indicated agency was not helpful
14% of respondents indicated information provided was not relevant

All other mentions were in single digit and reflected:

Not convenient
Group outside catchment area
Found our answers elsewhere
Our team had more knowledge than settlement agency
Settlement agency unclear about what it could offer
General feeling that settlement agency did not want to deal with us or collaborate
Settlement agency felt experienced sponsors were "amateurs" doing their job
Settlement agency had limited resources; we fell to the bottom of priority
Settlement agency said sponsors were not included in their funding model
We got all our assistance from other sponsors

12. As a sponsor group, what are the most challenging issues you have faced?

75% of respondents cited finding housing
41% of respondents cited creating employment strategies
33% of respondents cited dealing with mental health issues
30% of respondents cited managing expectations
19% of respondents cited finding appropriate ESL programs
13% of respondents cited dealing with cultural issues

All other mentions in single digit percentages reflected:

Education support for students
Securing primary healthcare
Inadequate support for adult education
Finding interpretation services

13. Where did you find help for your most pressing issues?

37% of respondents received help from an experienced sponsor
31% of respondents received help from their SAH
28% of respondents received help from a trusted person
25% of respondents received help from a settlement agency

All other mentions were in single digit percentages and included:

Government websites
Online employment agencies
Our team
Our own contacts
CCVT
Our personal and professional networks
Through contacts in our church congregation
Networking

14. How effective was the information or help you received?

58% of respondents found the help excellent
29% of respondents found the help good
12% of respondents found the help fair

15. Any additional comments on the effectiveness of the help your sponsor group received?

ESL assistance is very uneven
Need a contact list for all landlords in the GTA, with rental units, willing to accept newcomers
ESL was good
Most useful advice came from other sponsors
CCVT helped us understand newcomer behaviours
Making connections with other sponsors to share information
Housing and healthcare for large families very difficult to solve
We have become more dependent on community for solutions and that has expanded our volunteer base
Personal connections are much better in finding jobs than settlement agencies

Plugging into PRSN early would have saved us a lot time and expanded our knowledge

Help for sponsors is limited; there are some information resources, but nothing specific to address our needs, or our geographical area, or the cultural needs of newcomers

We are doing more networking

Need more solutions around ESL in small communities

16. Has PRSN helped your sponsor group with information-sharing, problem-solving or training?

64% of respondents indicated PRSN had been helpful

35% of respondents indicated PRSN had not been helpful

17. How effective was the PRSN connection, learning and sharing?

54% of respondents indicated PRSN training as excellent

25% of respondents indicated PRSN training as good

20% of respondents indicated PRSN training as fair

18. Any other additional comments on PRSN services?

Need a workshop on how to navigate the justice system when a newcomer is charged with a crime

Consider webinars with targeted topics that address current issues, i.e. housing, high cost of living, language barrier

Housing workshops need to cover issues across the province

PRSN workshops have connected sponsors

Could PRSN launch the formal mentorship program

Could PRSN play an advocacy role; thank you for being responsive to our needs

PRSN is trying to address issues not only in urban centres but in smaller communities; it has acknowledged the lack of settlement services in smaller communities

We need more sharing opportunities

PRSN is Toronto-based, but needs to address smaller communities

Having a network to share experiences, challenges and solutions is valuable

PRSN is a great initiative; the more offerings and opportunities to collaborate and learn from each other the better. Other sponsor groups are the best resource for each other and we have the hands on experience of sponsorship

Keep up the good work

PRSN needs to spread the word throughout the province

Consult often with stakeholders

Excellent survey, PRSN has a role to play here as the voice of private sponsors

How about some team training workshops or a how to manual

Need to influence three levels of government around housing issue

Keep up the good work; it helps to know we are all connected in our challenges the commitment of our whole hearts to support newcomers

Thank you for the opportunity of creating a place for Groups of five to learn from others.

CRA needs to set up a special area for newcomers and sponsors; newcomers needs and understanding is different from regular Canadians.

19. How could PRSN increase its assistance to you around post-arrival training and services? What would you like to see offered?

78% of respondents would like to have online resources

59% of respondents would like a resource directory developed by sponsors for sponsors

43% of respondents would like to continue to learn about settlement issues

40% of respondents would like a support hotline to call when they have a problem

37% of respondents would like to better collaborate with settlement agencies

27% of respondents would like to have a mentorship program

21% of respondents would like a higher frequency of workshops and online tools

16% of respondents would like collaboration with universities

All other mentions were in single digits and reflected:

Mediation services

Advocacy to government

Sharing of best practice

What Settlement Agencies Said

1. Description of settlement agency

40% of respondents served urban centres

40% of respondents served both urban and small communities

18% of respondents served small or rural communities

2. Does your agency collaborate with private sponsor groups in preparing settlement plans?

63% of respondents helped sponsors prepare plans

36 % of respondents were not involved in helping sponsors create plans

Comments:

- Preparing plans is not a funded activity
- As an agency we do not collaborate with private sponsor groups. Only refugees themselves.
- We do it ourselves, not in collaboration
- Dioceses, Mennonite, Catholic Dioceses
- We support newcomers themselves. We will provide support directly to the newcomer.
- Informally yes. Because we are an integration agency. Groups might contact us and we provide information. e.g. Group 5 sponsors. We see some community members who do private sponsorship and contact us. e.g. about housing, employment, etc. Specific agencies no.
- We do work with private sponsor groups.
- No formal partnership, but we work with many organizations like Norfolk Community House, Archdiocese of Toronto. We do have a partnership for two years in collaboration for Armenian refugees - Armenian Community Center.
- We try our best. We find some private sponsors don't necessarily reach out to us. It would be our preference if they did.
- We've had a few private companies approach us but nothing in the pipeline.
- Sometimes they come and we try to help, but we don't prepare a plan in advance for them.

3. Does your agency collaborate with private refugee sponsors groups around post-arrival needs of privately-sponsored newcomers?

72% of respondents indicated they collaborated with sponsors

22% of respondents did not

4% of respondents did not know if their agency did or not

Comments:

- We make sure sponsored refugees - encourage sponsorship groups to refer.
- We do not collaborate with private sponsor groups. Only directly with the refugees themselves.

- We work with refugees directly. We talk to sponsors but do not work directly with them.
- There's no formal relationship, but if there are refugees coming to us, we will serve them.
- Again, we provide direct support to newcomers. We do have private sponsorship groups that bring the newcomers to us.
- Everyday, we have people coming in.
- RSTP does work with sponsors. Our settlement agency may or may not work directly.
- We in Hamilton - we are the agreement holder for English language assessment. Anyone in Hamilton wanting English language training comes to us. With private sponsors - We also get referrals from schools. If we are not part of the settlement plan, we come in at that stage.
- Sometimes. But not all the time. We collaborate when we are invited around the table.
- If it is within the community.

4. What are the barriers that might prevent you from supporting private sponsor groups in seeking information or offering post-arrival services to benefit newcomers?

Comments:

- Awareness. in both directions. Some groups are not aware of us, and we are not aware of the groups that are sponsoring. Until they come in and contact us. For example, they may only think of providing housing and not other needs or know about other services, such as social services, language barriers.
- For us the key thing is knowing who the private sponsor groups are beforehand. Before the families arrive.
- I believe there is a confusion of the role of settlement agencies. They don't know what services can be offered. In the past, the government has provided some sponsorship groups with incorrect information, making them think we cannot serve them, which is not true. I personally don't provide the services, but another team provides settlement services. Lack of awareness - sponsor groups not knowing we're here.
- Lack of knowing that we are here. Sponsors may not know about us.
- Managing expectations about what we can offer. Our limitations.
- There are no barriers.
- Not knowing where to find where the sponsor groups are. Basically sponsors come to us for information - so if they don't know about us, we cannot connect. Sponsors tend to come to us at the application stage. We get a lot less inquiries about the post-arrival stage.
- Sponsors themselves sometimes don't care to share resources. Don't share information about their newcomer, or information about us with their newcomer. Afraid they might get in trouble if newcomers access services they are not supposed to.
- The issue comes when there is some misunderstanding when newcomers have an issue with sponsors. We provide information about rights, but don't want to get in the middle.
- The sponsor can be a barrier. Not knowing, or sometimes not wanting the newcomer to seek support.
- We are located in North Bay. It's about 3.5 hours north of Toronto, so typically we serve an area south to Perry Sound and north, to Cochrane, a large area serving many towns. 7-8 years ago, we found many groups in various towns wanted to raise funds and sponsor - many reached out asking for help. That was our first contact. We didn't have resources, but we got the resources, so we learned quickly to be of service. We worked

with various groups in Northern Ontario. Right now with Ukraine crisis, things are different from Syrian Crisis. With Syrian Crisis we had better understanding of needs. In the North there is little public transport and little connection between towns. We don't have many schools in these towns. And many of these families need ESL. Now with the Ukraine Crisis, we are not seeing people before the families arrive. They are arriving with the refugees, there is no screening, there is no vetting. No opportunity with working with private sponsors with the Ukraine.

- We don't know who are the private sponsor groups in the community and they don't know about us. There are no barriers. In fact we started an initiative to work with them but we don't know who they are. We work with groups we know, but they also provide the same services we do.
- We only work directly with the individual being sponsored, but not the sponsoring group.
- Some sponsor groups want 24-hour interpretation - which is a challenge.
- We don't get funded to work with private sponsors, but we do it.
- It's not that we are not allowed to work with sponsor groups, but the funding is not adequate. For example, when the Syrian refugees came in in large groups the funding we had did not quite work.
- We don't do pre-arrival work. Specifically with clients coming in, a lot of our existing clients have private sponsors and have received information from our staff about where to go.
- Many times newcomers do not give permission. Many times sponsored people want to keep it between the agency and them. One of the major barriers.

5. If your agency does not provide post-arrival services to private sponsors, do you refer them to other agencies or organizations for solutions?

63% of respondents provided referrals

27% of respondents did not provide referrals

4% of respondents did not know

4% of respondents refused the question

Comments:

- Always in collaboration with service providers. We are the conduit to all services; recreation support; doctors; financial.
- Another service provider that has capacity. In that first year of arrival, that would be most likely.
- Depends on situation, we refer to others. Resources available in London. Making sure sponsors understand what resources are there. Schools. Schoolboards. Vaccination centers.
- Depends on the issue. We would refer based on need. We work with - we are information and referral - we don't provide direct settlement services. We make referrals to partners based on what service they are looking for.
- Depends on the services sought. For example - first time PR application - we send them to Polycultural Immigrant Services & Tesoc Immigrant Services.
- If the arrivals come to us with problems not within our scope, then we refer to outside agency, for example, addiction. Specialized services such as mental health; Children's Aid Society if they come with child abuse issues.
- If we didn't, we would refer them to our local settlement agreement holder (SAH). Private sponsors, must go through a SAH and the SAH provides information
- Refer people to the PRSN.

- Sometimes employment agencies - because we are not funded to provide employment services.
- We do work with them, but we also refer. We do as much as we can for new immigrants and who... They are not calling them "Private Sponsor", they are calling them "Hosts". It's an informal mechanism we are seeing. We are in the business of providing support and referring to services. It depends on whether those services are in the community
- We refer based on the community where the newcomer is. Based on the language of the newcomer. Based on the preference of the newcomer or sponsors. There are inbuilt relationships we have built up.
- We send them to companies and agencies. Shelter. Crisis Center. Natal Health. depending on the need, e.g. YMCA, charity organizations; sometimes they need help with financial/economic problems and we connect them with social organizations.
- As we are small community, not many agencies to refer to.
- For healthcare, employment, education - we provide a lot of those things but we do refer to others. Healthcare is a big one. If for some reason, they need legal services, obviously we would refer out.
- We don't have requests for referrals. There was one organization from Calgary, but we didn't know who they were until after. There should be a list of organizations.
- We do the settlement work so we don't refer out unless there is a resource issue.
- We provide the service.
- This is our mandate.
- We have not faced that. It has not come up.

6. If you assist private sponsor groups with information on post-arrival issues, what help are they looking for?

Comments:

- 13th Month Social assistance; government funds; Recreational activities; Cultural centers; Libraries.
- Activities for family members. Being more active in the community.
- Banking, documents, One-Year Window opportunities
- Childcare; We do language assessment; referrals to language classes. Connection to community resources. Furniture. Access to winter clothing.
- Conflict resolution. What to do if the newcomer wants to move away.
- Connection with family back home; sponsoring left-behind family back home. Communication & Transportation assistance, Financial assistance eligibility criteria; Disability services - family members with mental challenges.
- Cultural understanding; cross-cultural communication
- Finances - such as income tax help; financial supports. Children's services - Youth and child services.
- Important documentation such as SIN & Health card
- Information about how to go about - how the system works. Any changes in the system. 2 Types of sponsors - experienced ones with background in education & health, but the problem is those who are new - those are the ones who get stuck.
- Integration.
- Mental Health, Childcare, transportation allowance, interpretation, translation services. Sometimes issues of domestic violence.

- Recreation for family - such as gym; transportation (reduced bus pass); Social Housing application
- Sometimes for recreation; getting children connected to camps and daycare.
- Transportation. Community connection.
- Transportation. How to get around town. Immigration type services. For instance, they may come in as PR, but may wish to pursue citizenship. Education at all levels, including post-secondary.
- When we work with private sponsor groups, we try to refer their newcomer directly with employment or housing support, as the case may be. We are the sole language assessment agency in the city.
- It has not come up as an issue.
- Re Housing - somewhat because it is their responsibility.
- We refer employment queries to employment agencies in the area.
- We have not had this situation arise.

7. What method do you use to connect and provide a service?

100% of responses indicate telephone or email

100% indicate in-person meeting

80% indicate online resources

75% indicate other methods

60% indicate use of tool kits

Comments:

- Group orientation sessions
- Itinerant services (traveling to the local community as needed); satellite locations.
- Online Meetings; Sometimes we do outreach - Posting on FaceBook or faith organizations
- Online packages; LIP - Local immigration Partnership - they connect private sponsors to sessions.
- Online tools like WhatsApp, Zoom, and Facetime, Facebook, text messages
- Our Website. We hand out handbooks but only to the newcomers, not to private sponsor groups.
- Outreach by settlement organization such as Schools. Women's Groups
- There is an App that we use but can't recall.
- Training sessions
- Video Meetings
- Welcome package
- Workshops and mental health support - but only for the eligible newcomers (not sponsor groups)
- On call; Telephone Yes; Email - no because of privacy concerns; orientation website with multiple languages - with webinars, chatbots
- No Toolkits, but in the past we have organized sessions, but not in awhile. Sponsorship groups seem more knowledgeable now.
- Women also looking for childcare
- Above is for eligible newcomers.

8. Does your settlement agency provide post-arrival workshop training to private sponsor groups?

54% of respondents indicated they provide training

45% of respondents indicated they do not provide training

Comments:

- Yes in the past, but not currently, as we are not funded for it and sponsor groups appear to be more knowledgeable now than before.
- Not anymore. Refugee 613 - are increasing the connection between the sponsorship side and the settlement side. Service Delivery Improvement Fund - as part of the project we were contracted to provide information to private sponsorship groups. (It was a pilot about 3 years ago) the funding has run out.
- It's a lot of the same training that we would provide any newcomer, e.g. working in Canada, how to find family doctor; many - we tailor them to what the client is looking for. With Syrian refugees, because a lot of groups sponsoring for the first time - we did workshops on culture; preparation; what was happening politically in Syria - but it's dependent on what's happening with the groups.
- We haven't been approached. But we would consider it.
- On as need basis, depending on what they are looking for. If they are looking for something specific, we will look for experts, e.g. with Syrian sponsorship groups, we had a workshop on cultural proficiency. Some terms that some people think are acceptable might not be acceptable to other cultures, for example. In the North, we found that some of the sponsorship groups were really hesitant to give the families control over their lives and give them the opportunity to do things for themselves. They (sponsors) wanted to do everything for the sponsored families instead of trying to empower them, and we had some struggles with that. We found some sponsorship groups that were moving Child Benefits out of the sponsored families' hands into the sponsor's hands, and hand it out. Or if they needed formula, the sponsor groups might want to have it go through them. In general, in our experience, sponsorship groups would benefit from having workshops on how to work with other cultures and allowing the sponsored families to make decisions. Especially in small towns where there are not many immigrants, it's high visibility, and there seems to be an addiction with people wanting to know detailed experiences of trauma, and that is something that we can have a conversation with sponsor groups about. There are no mental health supports in small communities, but sometimes sponsorship groups might be re-triggering trauma by being too addictive to hearing about the trauma - going after stories of trauma. Maybe the PRSN could arrange for workshops to tamp down this addictiveness to hearing about trauma, bringing knowledge about damage being done by making the sponsored families re-tell their trauma.
- Very limited - but connected with partners (LIP - Local Immigration Partnership)

9. If yes, around what topics?

Comments:

- Assisting newcomers with computer skills
- Full Orientation to Ontario

- General workshop around expectations of individuals that come from different refugee resource countries. Pre-migration experience. That part is very essential.
- Parenting styles; cultural competency (How to deal with specific cultures); how to understand different cultures - what is taboo; how to support families, knowing cultural expectations and nuances.
- Pre-arrival; Cultural Education Sessions for the sponsor group
- See Q.8 - reference to sponsor groups sometimes having addiction to hearing about trauma.
- Showcasing various settlement agencies. We have provided training on cross-cultural awareness.
- Tenant responsibility; Rights and responsibilities of Canadians; Parenting; Labour Market - e.g. Skills required to enter particular industries
- When the Syrians came, we did the health workshops, but not since.
- Occasional employment strategies
- We refer out for employment strategies.

10. Does your settlement agency provide expert speakers for training workshops or events provided by others to benefit private sponsors?

63% of respondents indicated yes

36% of respondents indicated no

Comments:

- Depends on need. Employment is a high priority. Language skills. Housing. Any topic that matches needs.
- Employment, Banking, Investing, Domestic/Family Violence, Human Trafficking, Driver Licenses
- Employment; also orientation of Ontario - OHIP; Housing; General information sessions
- Experts on Housing; Health; Mental Health
- Finances - financial literacy; cultural proficiency; what constitutes volunteering; the need for screening and training. We found that in Northern Ontario, there doesn't seem to be much screening around who is interacting with the clients and that is problematic. It seems like anybody can knock on the door and "volunteer" to work with the sponsored families.
- Housing; financial institutions; mostly to empower the newcomer, more so than the sponsor.
- Month 13; Health related; Healthcare prevention workshops; Mental Health; We brought the Children's Aid Society in for workshops on parenting - Ontario expectations about child discipline, etc.
- On Housing; Cultural expectations; Cultural competency; Parenting across cultures; employment
- People who have already gone through private sponsorship; TSP (Provides information) - Refugee that helps private sponsors
- Resources available in London
- Settlement agencies talking about their services. Vicarious trauma.
- We have in the past, but nothing currently scheduled.
- Fire safety - It depends on the topic of interest. How to become a sponsor.

- Larger sponsorship groups sponsoring more than one family - we have provided groups on intake. How to go about sponsoring. Employees required for sponsorship groups.
- We're a pretty flexible organization. I suspect that the local Settlement Agreement Holder (SAH) does most of that.
- We have not provided to private sponsor groups, but we do organize training to other groups that have asked - on a range of topics. We post information on our website, on twitter & Instagram.
- Just for the clients directly
- We can assign staff

11. What is a complex issue or need that a private sponsor group has brought to you for solution and how did you help the sponsor group?

Comments:

- I'm not the day-to-day person - I'm more higher level. The thing we find with private sponsor groups with Ukrainians - they tend to "reinvent the wheel" instead of accessing services already in place. Lack of knowledge of existing resources, and tendency of human nature to do things themselves. We need to get our information out there. Only 30% of newcomers access settlement services.
- I remember with employment - they come here and we help the newcomer with resume, and connecting with potential employer.
- Finding Housing - sending them to a local Housing resource center
- The forms themselves. Understanding what's required. Things like housing before people arrive; healthcare - we provide the information.
- Probably domestic violence - breakdown in marriage relationships. We connected them with services in the community such as a safe home for the woman and children, or counselling services. Sponsors have come with income tax issues as well for us to help. Someone here does that - volunteer income tax program.
- I remember an incident where a private sponsorship group wanted a sponsored family to cook a meal for their church to thank them. But the sponsored family felt they were in a tough spot. I believe we made sure that the sponsored families understood that the sponsorship relationship should not come with strings attached and there was no obligation. Another group had squabbles between sponsors, e.g. one party would not make kids wear seatbelts. We made them aware of their obligations.
- I can't think of anything that stands out. When Ukrainians arrived in our community, there was some confusion with service providers because they had expectations. "Sponsors" were not IRCC compliant. Temporary visa is not entitled to same supports from various agencies as official private sponsor.
- One of the big ones is with Syrian families and dental health. Very complex because families were very large and dental issues were many. Finding dentists who were available and how to pay for it. Pre-arrival - because we had so many sponsors without experience and so many people looking for housing - furnishing the housing became a challenge. We actually helped that group coordinate a furniture bank. We collected used furniture.
- The kind of issues that have come up - Looking for letter of support from us to help them sponsor. We have also been approached to train some staff on citizen application. We have worked in partnership with Armenian community organization.

- two types come to mind 1 - secondary migration - when the newcomer moves away from the community in the first year. Explaining how to mitigate that. Finding resources in new community. 2 - how to handle monitoring from Ministry of Immigration. When Ministry wants to verify support. What documents would be helpful in interactions with the government.
- Usually we provide support especially for sponsors not living in an urban setting - around isolation; How can they support their refugee. Finding resources in their area supporting their language; assisting family with education. Finding a job. We get request for support re: How can a refugee find members of their community; find job; how to help them improve their language.
- Has not come up
- Mostly Housing and Employment - helping with finding housing; and we have employment service, but many times, they don't speak English. If they don't speak English, we can help connect with people in their culture. They end up in simple jobs like cleaning until they improve their English. I deal with client directly and not the groups.
- During Syrian Refugee crisis - raising funds was easy, but truly supporting the person created conflict within the sponsor group. We helped the sponsor group understand that some of the solutions they were trying was not correct - Helping them understand that the newcomer needs to make decisions.
- So we - the biggest one we had to work with was - breakdown - managing breakdown in sponsor/family dynamic. Setting expectations. How to repair broken relationship. Sometimes sponsors not understanding boundaries.
- Top of mind would be lack of ESL opportunities. When the Syrian families came in, we had only one adult ESL day class in North Bay and nothing else in the other communities, or online. We found that the families were scattered around 3-4 hours away. We engaged our Federal funder to provide funding so we could hire a part-time ESL who could work on Skype to bring in these clients for learning. We have also helped them find local people in the community to do ESL work with the families. Giving them tips on what to look for. The ESL problem is one of the biggest for families.
- Outlying communities - when families want to move away from outlying communities to Thunder Bay. Solution - arrange transport to visit City and arrange shopping trips so they don't have to leave the smaller communities but still feel connected.
- Not really working with the private sponsor groups per se, but have individuals ask and referred them to other organizations.
- Access to resources. Help with integration into the community. Directing to information resource. Helping to access resources.
- One area is about housing. The problem is with the private sponsors - they are different types. Some are very "generous" I would say, and they would provide housing past month 13. That is one area we always caution them to check their (newcomers) finances and how they will settle in the same house. Sponsor can pay for the 12 months, but how to pay after? Around Employment - sponsors will come directly and start working. We caution them the level of information the sponsored person needs to know about the workplace. Some sponsors get newcomers employment quickly, but we make sure they know about Workplace Safety issues. Pushing newcomers hard to get a job without preparing them for it is an issue. Some of them expect newcomers learn English quickly, but it does not bring them to the benchmark to communicate sufficiently.
- Funding Issue and Trust Issues - We have multiple meetings to describe the case for them to bring them on board. Funding Issues - the family members - finding ways to raise funds to sponsor.

12. What would create a more productive and effective relationship through PRSN between settlement agencies and private sponsor groups around post-arrival settlement issues in the interests of newcomers?

Comments:

- Knowing to connect with settlement and existing resources available. Encouraging everyone to connect with locally available existing services or in the nearest large community.
- There is opportunity to share resources, and exchange information in both directions. It would be helpful if private sponsor group can give warning of upcoming newcomers before arrival.
- If the arriving refugee or sponsorship group has documentation about settlement agencies involved. If sponsorship groups help connect arrivals with the settlement agencies.
- We have a very good relationship already. It works really right now, so I'm not sure if there is anything I can add at this point
- Maybe just gatherings such as open-house. Dinner. Meet-and greet kind of thing.
- It would be great for outreach if the Network let sponsored families and sponsorship groups know we're here and we're here to help if they run into a tough spot.
- We don't have a very high volume of privately sponsored newcomers. Not sure if they access any workshops or training through the sponsor groups. Would like to reach out and invite them if they need training or workshops. e.g. If a family member wishes to sponsor a convention refugee.
- In our community, because we recognize there will be a significant need - privately sponsored families know we are here. We usually get a heads-up that they are arriving and we can increase capacity to serve. A challenge can be over-reliance on our services. Private sponsors have things they are responsible for, and there can be an expectation that we handle everything for. Having private sponsors understand their responsibilities and understanding the role of settlement agencies would be helpful.
- Basically it would be having a formal or informal partnership where the sponsor could refer their client to us. Could be formal or informal.
- Better understanding of what settlement agencies do. Also limits of the services we provide. For the settlement agencies - better understanding of the sponsors responsibility. Training on responsibilities.
- I think the difficulty with private sponsor groups is them not knowing about us and us not knowing about them. Providing more information about us for them and a common place to find them. PRSN would be a useful resource for me - e.g. distribute this information - it's important for sponsors to know; to facilitate communication.
- Hard to answer because we have never had that relationship.
- Possibly having a meeting before newcomers arrive so we can have a plan for them in place.
- IRCC should encourage direct contact with government agency. There should be follow through about responsibilities and ensuring newcomer knows the services that are available to them. Every sponsor group should have a video or program so that members of the sponsor group knows what services are available to them. A lot of sponsorships don't know about government programs and don't share with newcomers.

- What would be helpful for us would be if the Network had a list of sponsor agencies in our area and make sure they connect with us. Not just putting our name on the form - actually engaging with us. In settlement plan making sure they understand responsibilities of sponsor vs. newcomer to plan before the newcomers arrive.
- If you are in a position of being in contact with sponsorship groups before they are in contact with us - connect us before families arrive. Guidelines with volunteer recruitment - No Screening, train, briefing of volunteer or cultural proficiency - looking at your own biases and belief systems. Being open in your mind for many ways. Those are issues we have with volunteer sponsorship groups want "assimilation" as oppose to integration. They speak "integration", but want assimilation - wanting the sponsored families to assimilate "Doing things the Canadian way", as opposed to working with the families' own culture.
- More familiarity, and more openness between sponsors and agencies. Sometimes there is a possessiveness by the sponsorship folks who don't want agencies "meddling". Have sponsors do documentation instead of agency staff working through documentation. If sponsors came in to train to do some of the settlement work.
- Managing expectations. Training sponsor groups.
- I think getting us all on the same page. Understanding the needs. Communicating needs so we can advocate for them. Sometimes sponsors themselves don't have time to help access resources. Ensuring needs assessment is completed. Sometimes there is a lack of communication about what services are available to newcomers. Helping the newcomers access transport so the sponsor doesn't have to drive them everywhere.
- Information sharing about what the Network does. Not enough information about how the Network works. Information sessions about the Network would be a first step.
- I really admire the private sponsors who know which families are coming, but don't know when they are coming. We ask them to take the time to come and to use the time to prepare themselves for when the families arrive. The expertise we bring to the sponsor is our ability. Assessing the skills. Heads up on the need to know the needs and skills of the individuals. Get prepared. Ask questions of the families of their needs and skills and what they are prepared to do. Understanding culture shock. Expectations from sponsors may bring feelings of depression on newcomers. Ask questions - don't just do everything that you think is right. Get expertise from settlement agencies. The Syrian refugees when they came, we saw setbacks from sponsors who are --who see them as not the lucky ones. One example: We had a sponsor from Toronto - they shared their information with us - the family they sponsored kept asking them for money - we need this we need that. The sponsored husband expecting sponsor to pick them up. That was an example where the sponsor felt they were not lucky. In other cases sponsor happy to have family arrive after many years, and one member of family doesn't want to stay - want to move to Calgary. They didn't see the newcomer was having a mental health issue. She was in a refugee for a long time, but her dream was to meet a family member. Sometimes good intentions -- difficult situations may arise.
- I believe if they can provide an opportunity for different groups to meet on a regular basis. Any assistance they can provide for each other would be great. We can help them find resources available.

13. Would your agency be willing to support PRSN in developing and providing training needs identified by private sponsor groups?

77% of respondents indicated yes

22% of respondents indicated they did not know

Comments:

- That's more of a senior management decision, in terms of partnerships. But if they want us to set up workshops, we might be able to accommodate, but in terms of a partnership that would be more of a senior management decision
- Anti-racism training also
- We are open to working with all agencies. Open to cooperation.
- Not sure how much we have to offer, but if there are opportunities, we would consider.
- What we do is training and sharing information. Any suggestions about how we could help facilitate topics
- We would be happy to provide support. We could provide help with employment; recreation etc.
- That's a decision for our Executive Director
- Depends on our capacity. Open to considering.
- It depends on the resources. As we are heavily funded by other funders - finding resources might be challenging.

14. Have you ever referred private sponsor to PRSN for assistance or problem-solving around post-arrival issues? If not, why not?

81% of respondents said no

9% of respondents said yes

9% of respondents said they did not know

Comments:

- Do you have an office in Ottawa? Not local enough.
- I was not aware of them. I was only aware of groups we had contact with.
- I'm not really the person who could answer that. Our settlement worker better person to ask.
- Lack of awareness.
- Lack of knowledge about the PRSN.
- Never occurred to us. Not aware of the PRSN
- Nobody has come to us. That is not something we have been focusing on.
- Not directly. We have shared information through our workshops. It just hasn't come up.
- Not really familiar with PRSN - have not dealt much with private sponsor groups before.
- Not sure why it just hasn't happened.
- Not to the PRSN, but to Refugee Sponsorship Training Program (RSTP) Website. From my understanding it was not surveying sponsors directly. It's the sponsorship agreement holder we would refer to, not so much the PRSN.

- Simply - usually we get the referrals the other way around. If private sponsors have issues, we try to resolve it ourselves. Usually, we don't get the request from the private sponsors. Usually, it is the PRSN who refers to us. We don't get usually get requests from the private sponsors to be referred to the PRSN.
- Sponsorship groups don't usually... It's more that they come to us.
- There was no need.
- We have not had much interaction with private refugee sponsor groups.
- We haven't had that experience. Nobody has approached us.
- We just didn't know about the PRSN.
- We were not aware of this group (PRSN).
- I don't know if you will be doing the survey with other individuals in our organization, but there are other managers who may have had more interaction with private sponsor groups than I have, for example, we have a manager responsible for Afghan refugees, but as an organization we have not.
- My staff might, but I don't know for sure. I do believe they have.
- A couple of times we did that.