

# CFP 2024 – Stakeholder Consultations: What we Heard

Final Report  
June 2023



## Executive Summary

Settlement and Integration Sector (SIS) organized and delivered 7 regional webinars in February and March 2023, to consult service provider organizations (SPOs), some non-IRCC funded organizations, as well as officials from provincial and territorial governments, in the lead-up to the next call for proposals (CFP 2024). In order to enable broad and diverse participation, organizations were also sent a unique link to an on-line feedback form to send written responses to the questions posed in the webinar.

The purpose of the consultations was to outline and seek feedback on departmental priorities for CFP 2024, in addition to asking partners what's currently working well in the settlement and resettlement sectors, as well as key opportunities for improving services for clients. A total of 1,187 individuals participated in the consultations. A summary of key areas of strength and opportunities for improvement raised by webinar participants are outlined below.

### Areas of strength

- Collaboration between organizations and between organizations and governments, including provincial and territorial governments (PTs);
- Flexibility offered by online, hybrid, and in-person services, in particular for language training and employment supports;
- Making services readily available such as by offering multiple services at a single location or after regular business hours;
- Offering specialized, culturally sensitive services such as mental health with interpretation support for refugees; and
- The “by and for” approach to service delivery to Francophone newcomers and the Réseaux d’Immigration Francophone.

### Opportunities

- Extend settlement services to temporary residents (TRs) and naturalized citizens;
- Support for organizations so that they are able to recruit and retain qualified staff;
- Continue to invest in mental health;
- Capacity building for things such as digital literacy for staff and clients, anti-racism;
- Meet needs of equity seeking groups (e.g. 2SLGBTQI+ and newcomers with disabilities);
- Share innovative practices across the sector, including results from projects funded out of the Service Delivery Improvement envelope;
- Make administrative changes to increase flexibility and better account for key costs, such as having a dedicated budget line for digital investments;
- Fund, or provide tools, to SPOs to engage employers to hire and/or train newcomers, as well as to enable SPOs to partner with Indigenous organizations; and
- Encourage and support Anglophone organizations to better refer French speaking newcomers to Francophone SPOs.

# Background

## Purpose

The consultations sought to obtain feedback from stakeholders on changes being considered to the Settlement Program and the Resettlement Assistance Program as part of planning for CFP 2024.

In addition to general feedback from partners on what's working well in the sector, and key opportunities for improving settlement and resettlement services for clients, IRCC sought input on priority areas being considered for CFP 2024, under the themes of:

- Right Services;
- Right Clients;
- Right Time;
- Innovation/Outcomes; and
- Francophone Integration Pathway.

## Format

Consultations were conducted through a series of regional webinars over Zoom. IRCC worked with the Ontario Council of Agencies Serving Immigrants (OCASI), Affiliation of Multicultural Societies and Service Agencies of BC (AMSSA), and Fédération des communautés francophones et acadienne du Canada (FCFA) to help organize and support the delivery of webinars, which were held in each IRCC region. This included a webinar in each of Prairies and Northwest Territories Region (PNT), Atlantic Region (ATL), and British Columbia/Yukon Region (BCY). Two webinars were held in Ontario Region (ON) given the large number of organizations, as well as 2 national webinars for francophone serving organizations (FRANCO).

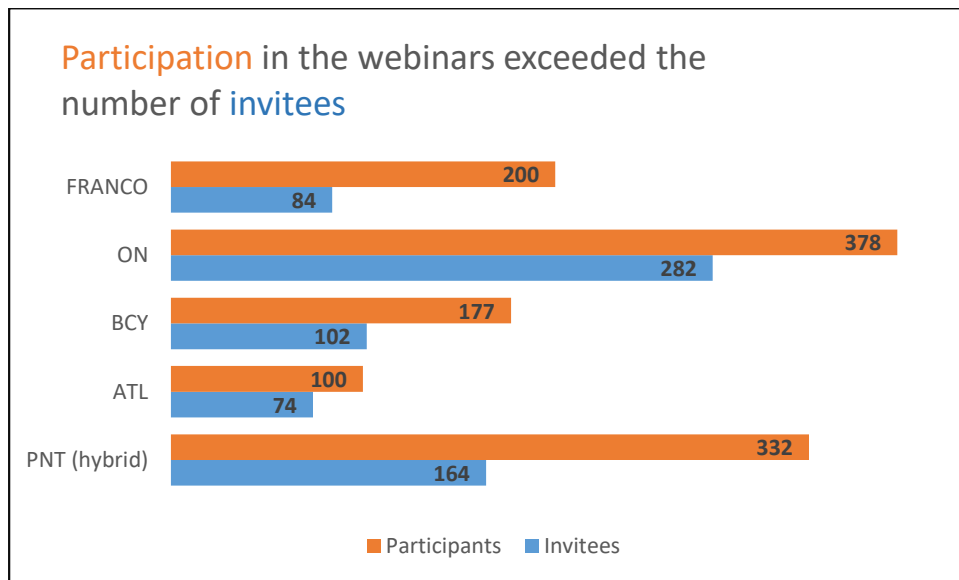
The Director General of Settlement and Integration Policy, along with the relevant Regional Director or the Director General of Francophone Immigration and Official Languages, delivered a series of presentations that outlined national and regional data on service usage by clients, and that set the stage for a discussion with participants.

IRCC used Slido in all the webinars to enhance participation, and to collect feedback from a broad range of participants. The findings in this report include comments provided verbally by participants, as well as comments provided in Slido.

Following the webinars, IRCC sent out a unique link to all invitees allowing them to provide additional feedback through an on-line form. The purpose of the feedback form was to give an opportunity to invitees that were not able to attend the webinars, or participants that didn't get a chance to speak, to provide their views on the themes raised during the webinar. A total of 50 partially or fully completed responses were received.

## Attendance

A total of 706 invitations were sent, and 919 individuals attended the webinars over Zoom. In addition, 268 individuals participated in the PNT's webinar in-person, as it was held as part of PNT's planned regional roundtable.



Invitations to participate in the consultation webinars were sent primarily to IRCC funded service provider organizations (SPOs) and LIPs/RIFs. Some non-IRCC funded organizations with expertise in areas of relevance to CFP 2024 were also invited, on the advice of regional directors.

PT officials were invited to participate as observers, although very few ultimately joined a webinar given that consultations with PT officials were conducted as part of the Settlement Working Group under the Forum For Ministers Responsible for Immigration.

## Main Findings

The findings below highlight the main issues that were raised during the consultations, structured around the discussion questions posed. For a summary of key issues raised in each region, refer to Annex 1.

### What's working well?

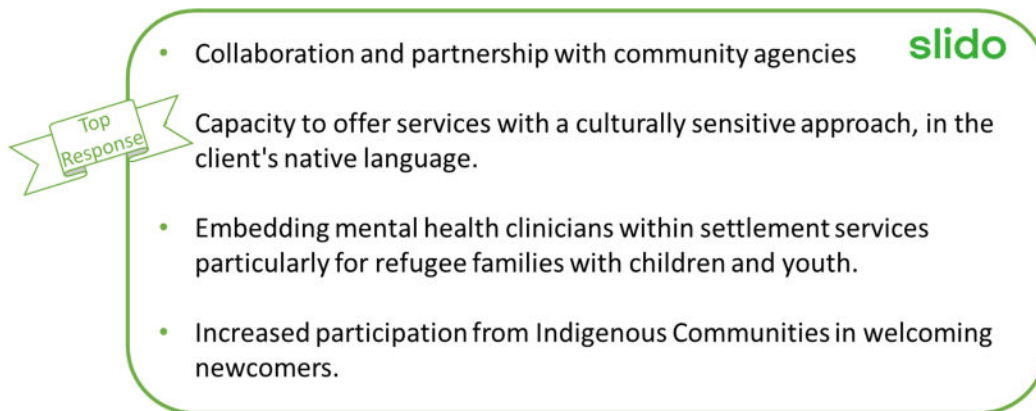
When asked what's working well in the sector, participants in all regions highlighted **collaboration in the sector**, including between organizations and between organizations and governments. An example of collaboration that was mentioned was the sector's response to arrivals from Afghanistan and Ukraine, where collaboration between SPOs was found to be especially effective, as SPOs shared resources, offered shared training for volunteers, and collaborated to accept and distribute donations.

Relatedly, participants in some regions noted the **strong support from the community**, which has been crucial in ensuring the settlement needs of newcomers are met, including in some cases through the provision of clothing, furniture and other resources for newcomers in the community.

Participants also mentioned that the availability of **on-line, hybrid and in-person delivery of services is offering flexibility** and options to clients. The flexibility was particularly useful for language and employment training. While participants in some regions noted that this flexibility is particularly helpful in rural and northern communities, where newcomers may have to rely on service providers located in urban locations, others pointed to challenges in rural and northern communities given a lack of infrastructure and limited digital tools (e.g. laptops).

In one region, participants noted an **increase in participation from Indigenous communities** in welcoming newcomers, and that this has helped to bridge cultural differences.

Finally, many participants indicated that service providers are providing **services in the client's first language, including after regular business hours**, which is helping clients access services that are culturally relevant and timely.



- Collaboration and partnership with community agencies
- Capacity to offer services with a culturally sensitive approach, in the client's native language.
- Embedding mental health clinicians within settlement services particularly for refugee families with children and youth.
- Increased participation from Indigenous Communities in welcoming newcomers.

## What are key opportunities for improvement?

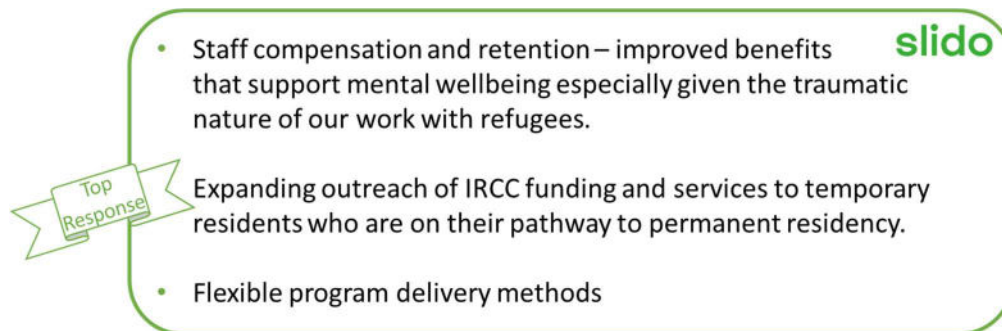
In all webinars participants identified the need to **expand eligibility of settlement services** to temporary residents (TRs) who are on the pathway to permanent residency (PR), such as international students and temporary foreign workers, as well as to asylum claimants and to recently naturalized citizens, who may not have had the time to access settlement services when they were PRs given other responsibilities, such as child care. A participant in one region suggested that IRCC has already demonstrated a willingness to do this through the supports provided to Ukrainian TRs.

The challenge of **recruiting and retaining qualified staff** was also brought up in every webinar, with participants pointing to the risks that the quality of settlement services could deteriorate if organizations are not be able to attract and keep qualified workers.

The need for additional in-house **mental health supports** for both clients and staff was also a prominent theme. Participants noted the increased needs for mental health supports of some client groups, such as refugees, and the need to better refer clients for further assessment, as well as the benefits of additional training for settlement workers to recognize signs of mental health challenges.

Many participants also identified the need for additional **capacity building support for both organizations and clients**. For organizations, participants mentioned the need to build capacity of staff to be able to effectively support anti-racism and the unique needs of equity seeking groups, such as 2SLGBTQI+ people. Relatedly, better tailoring services to meet the needs of unique clients, such as **newcomers with disabilities**, was also raised. For clients, participants mentioned the need to increase digital literacy skills so that clients are able to access digital services.

Finally, participants spoke of the need to better **engage employers** so that they hire and retain newcomers. A participant in one of the largest regions called on IRCC to increase federal funding for employment readiness services in light of decreasing provincial funding.



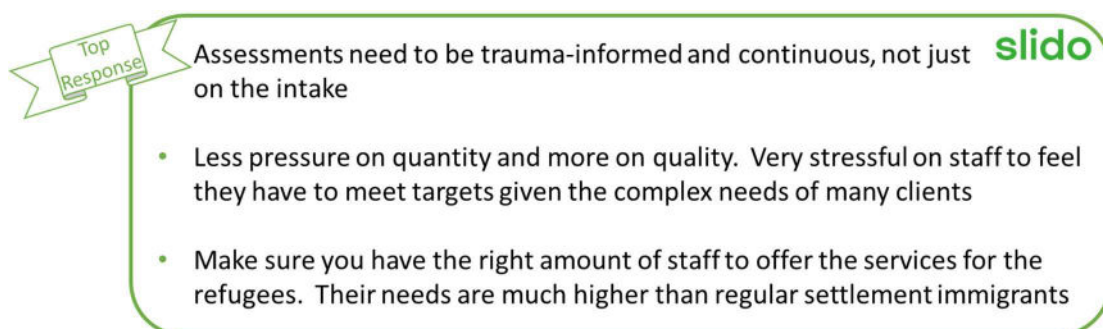
- Staff compensation and retention – improved benefits that support mental wellbeing especially given the traumatic nature of our work with refugees.
- Expanding outreach of IRCC funding and services to temporary residents who are on their pathway to permanent residency.
- Flexible program delivery methods

## Right Services – How best to ensure needs and assets are assessed?

When asked specifically about how to improve assessment of client needs and better refer clients to services, many participants spoke of the need to **create a centralized process** to ensure newcomers are aware of the range of IRCC funded services. This includes connecting with clients pre-arrival.

Some participants suggested that **assessments need to be on-going, and not just done once during the intake phase**. Participants also noted that, to be effective, assessments need to be **trauma-informed**.

Participants recommended that information on settlement services should be provided to clients in **other languages** aside from English/French, and as soon as possible when newcomers arrive to Canada (including at the port of entry).



Assessments need to be trauma-informed and continuous, not just on the intake

- Less pressure on quantity and more on quality. Very stressful on staff to feel they have to meet targets given the complex needs of many clients
- Make sure you have the right amount of staff to offer the services for the refugees. Their needs are much higher than regular settlement immigrants



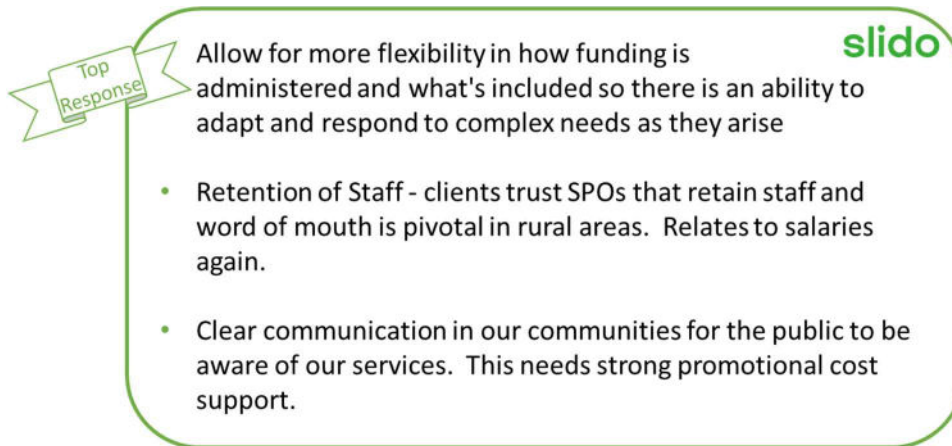
## Right Clients – What steps could be taken to continue to foster service delivery capacity for diverse clients?

With respect to how to strengthen services for diverse clients, many participants indicated the need to **build relationships/partnerships** with organizations that already have initiatives/resources in place in order to leverage and scale up those supports. Relatedly, participants identified the need to better **include and integrate youth/indigenous/2SLGBTQ+ organizations and their voices** in programming.

Participants also identified the need to **ensure greater visibility of services**, including for specific populations. A participant in one region indicated that “hub models,” where clients are able to access multiple services in a single location, are helpful to ensure that clients are aware and can easily access services. Relatedly, some participants identified the need for financial support to help raise awareness and promote settlement services.

In the same region, a participant noted the importance of offering **culturally relevant services**, including in the languages spoken by newcomers in the community, as a way to ensure clients can access services if they don’t speak an official language.

Finally, participants also called for IRCC to allow for **more flexibility in how funding is administered** so that service providers are able to better adapt and respond to client needs. For example, given labour shortages, inflation pressures, and other challenges and opportunities faced by clients, service providers might benefit from additional flexibility and nimbleness in order to address short-term needs, or to pilot initiatives quickly, outside of the 5 years funding cycle.



Top Response

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Allow for more flexibility in how funding is administered and what's included so there is an ability to adapt and respond to complex needs as they arise

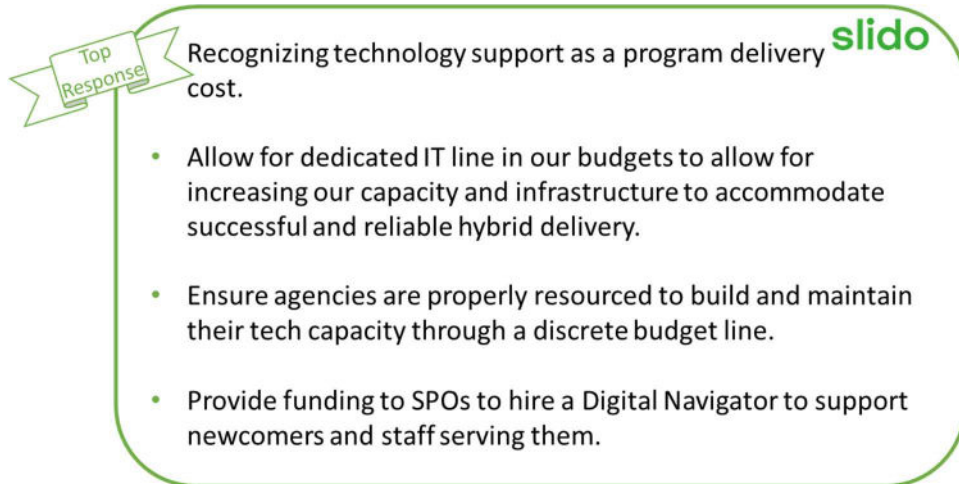
- Retention of Staff - clients trust SPOs that retain staff and word of mouth is pivotal in rural areas. Relates to salaries again.
- Clear communication in our communities for the public to be aware of our services. This needs strong promotional cost support.

## Right Time – How can we increase uptake and optimize digital and hybrid means?

On the topic of digital and hybrid service delivery, participants in a number of regions identified the need for **digital literacy training for both staff and clients**. Digital navigation support was also recommended for clients, particularly higher needs clients with poor digital literacy, as was the importance of **providing equipment**. Participants noted the effectiveness of several initiatives that provided laptops so that clients can access digital services, such as partnerships with local libraries and Digital Navigator positions in SPOs whose role is to help clients access and use technology.

In addition to training, participants also identified the need to **build digital infrastructure within organizations** to allow for the effective and safe provision of digital services (e.g. cyber security). Participants noted that these costs need to be recognized as program delivery costs and not administrative overhead. On this point, participants recommended including dedicated IT lines in their budgets to allow SPOs to expand infrastructure and their capacity to deliver digital services.

Internet access was identified as an issue in **rural and northern areas**, which can make the provision of digital services problematic or impossible.



Top Response

Recognizing technology support as a program delivery cost.

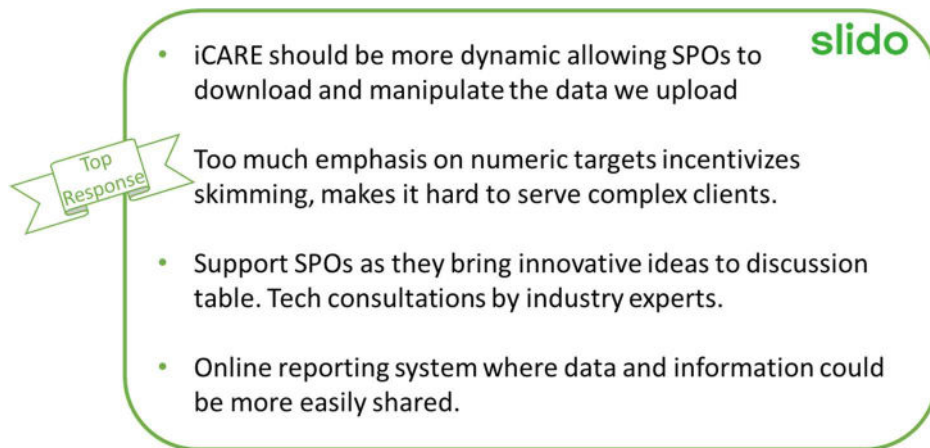
- Allow for dedicated IT line in our budgets to allow for increasing our capacity and infrastructure to accommodate successful and reliable hybrid delivery.
- Ensure agencies are properly resourced to build and maintain their tech capacity through a discrete budget line.
- Provide funding to SPOs to hire a Digital Navigator to support newcomers and staff serving them.

## What are the challenges for reporting outcomes and sharing innovative practices?

A number of participants mentioned that **reporting requirements are burdensome**, particularly on smaller organizations that do not have dedicated human resources for data collection and reporting. Relatedly, participants said that SPOs lack reporting capacity and would benefit from a better understanding of reporting outcomes that we are collectively working towards, including as outlined in IRCC logic models.

Participants also suggested that reporting is **overly focused on quantitative metrics instead of client impact and successes**. On this point, one participant provided the example of the positive benefits of indirect services, which they suggested are not captured in iCARE.

With respect to iCARE, participants advocated for a **more dynamic database**, or flexibility within iCARE, in order to allow SPOs to download and manipulate data on their clients.



Top Response

- iCARE should be more dynamic allowing SPOs to download and manipulate the data we upload
- Too much emphasis on numeric targets incentivizes skimming, makes it hard to serve complex clients.
- Support SPOs as they bring innovative ideas to discussion table. Tech consultations by industry experts.
- Online reporting system where data and information could be more easily shared.

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## How can we strengthen the Francophone Integration Pathway?

When asked how to strengthen the Francophone Integration Pathway (FIP), participants noted the importance of ensuring **Francophone organizations are delivering services to Francophone newcomers** (“par et pour”).

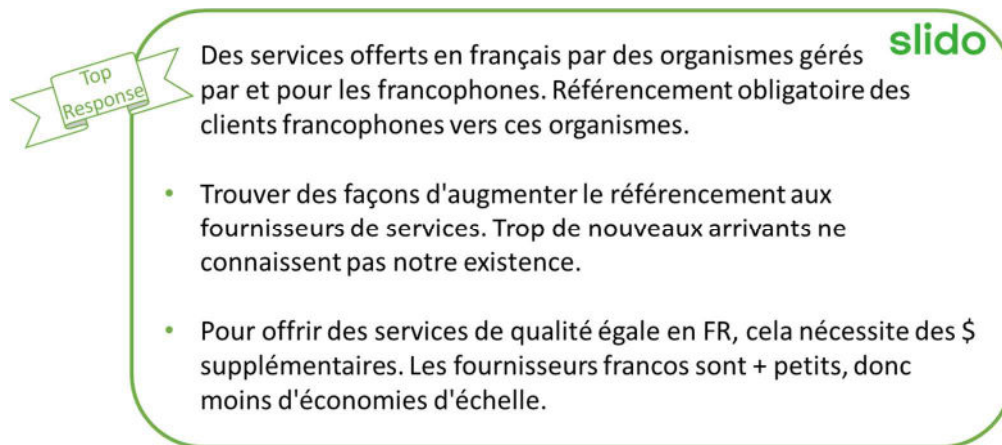
To ensure this happens, some participants called on Anglophone organizations to be required to **refer Francophone clients to Francophone organizations**, while others identified the need for Anglophone organizations to better understand what Francophone services are available in the community in order to more effectively make referrals.

Participants also highlighted the need to **strengthen community connections**, which some referred to as a key element of FIP. Given that many francophone newcomers are living in communities with a relatively smaller number of French speakers, ensuring opportunities to connect with other francophone newcomers and French speakers is important to ensure retention in the community. Relatedly, the importance of **delivering services in-person** was also raised as an important way to build community connections and strengthen retention.

Participants also identified the need to **expand services to better meet the needs of diverse clientele**, such as young people, racialized women and 2SLGBTQ+ people.

Several participants mentioned the importance of ensuring **broad coverage of settlement services in French**, particularly in rural places where there are currently limited services, which participants

indicated would require additional resources. Finally, participants raised the issue of **strengthening employment supports**.



Des services offerts en français par des organismes gérés par et pour les francophones. Référencement obligatoire des clients francophones vers ces organismes.

- Trouver des façons d'augmenter le référencement aux fournisseurs de services. Trop de nouveaux arrivants ne connaissent pas notre existence.
- Pour offrir des services de qualité égale en FR, cela nécessite des \$ supplémentaires. Les fournisseurs francos sont + petits, donc moins d'économies d'échelle.

## Regional Views

While many of the same concerns and opportunities were consistently raised by participants across all the regional webinars, a handful of issues and ideas were unique to certain regions. This section highlights some of the region-specific considerations that were identified.

For example, participants in **Prairies and Northwest Territories Region** recommended the creation of a centralized app that would include a listing of all service providers (similar to IRCC's directory of SPOs). Participants note that this would help clients more easily locate settlement services, while also making it easier for SPOs to refer clients to other service providers.

In **Atlantic Region**, participants pointed to lack of transportation options for newcomers in rural and smaller centres, requiring SPOs to rely on volunteers to transport newcomers to help them meet their basic needs (e.g. buying groceries, searching for housing). However, participants noted that IRCC doesn't currently fund SPOs to allow them to reimburse volunteers for the transportation costs they have incurred.

Participants in **British Columbia/Yukon Region** highlighted early successes in engaging Indigenous communities. One participant noted that service providers had established partnerships with Indigenous organizations and that these organizations are eager to engage with newcomers.

Although collaboration was identified as a strength in the sector in every webinar, participants in **Ontario Region** spoke of the need to better incentivize and measure collaboration across SPOs, including to increase referrals between service providers. In addition, participants in the largest region identified the need for a flexible, time-limited, funding stream to enable SPOs to respond to crises while continuing to deliver on their core mandate.

Participants at the **Francophone webinars** spoke of the need to take a holistic approach to socioeconomic integration, beginning at pre-arrival. Participants also highlighted the need to better understand best practices, and called on increased funding for research. Finally, participants noted the need for distinct outcome reporting.

# Annex 1 – Regional Summaries

## Prairie and Northern Region (February 28, 2023)

### What works well?

- Collaboration with other SPOs and with PTs; across Francophone orgs.
- Flexibility in service delivery and ability to quickly adapt and pivot including the availability of on-line, hybrid and in-person delivery- offering flexibility and options

### What are key opportunities for Improvement?

- Staff capacity building around Anti-Racism lens as well as promotion of newcomers with employers. Need to further incorporate Indigenous; mental health and trauma lenses
- Recognizing unique challenges associated with rural and smaller centres; services for newcomers with disabilities
- Ensuring a seamless settlement continuum starting with pre-arrival services
- Enhancing and developing platform for sharing tools/resources

### How best to ensure that clients are connected to the right services?

- Create centralized process to ensure newcomers are aware of the range of IRCC funded services
- Undertake a region specific analysis to identify service gaps and build capacity
- Standardize Needs and Assets Assessment and Referral Services (NAARs) to provide information at the Port of Entry
- Provide information in other languages aside from English/French

### What steps could be taken to continue to foster service delivery capacity for diverse clients?

- Build relationships/partner to include youth/indigenous/2SLGBTQ+ organizations
- Consult with SPOs that already have in house initiatives in place to leverage existing resources at scale
- Enhancement of resources for French speaking communities

### How can we increase uptake how can access through digital and hybrid means be optimized?

- Allocate funds/resources to support digital literacy training for staff
- Increase collaboration in resource/material sharing amongst SPOs

### Challenges faced in reporting on outcomes?

- Concern that the current data collection method in iCARE does not capture the positive impact of indirect services and that the current reporting structure emphasizes numbers instead of results

## Atlantic Region (March 8, 2023)

### What works well?

- We heard that there has been an increase in collaboration over the last few years to support newcomer integration in the ATL region. It was noted that buy-in from the community to support the settlement needs of newcomers has been particularly strong.

### What are key opportunities for Improvement?

- We heard that the ATL region has become a driver for immigration and that we should tailor programs to the needs and challenges of economic immigrants and their families. We also received feedback about the need to include further streams in the language training program and to expand services in French tailored towards Francophone immigrants.
- On the issue of the geographic challenges for the ATL rural regions, participants requested that the department take into consideration reimbursement of mileage for volunteers. Noting that in rural areas, public transportation is not available and organizations rely on volunteers to maintain their programs.
- Participants advocated for the expansion of program eligibility beyond the PR stream citing that the department has already demonstrated flexibility with the Atlantic Immigration Pilot (AIP) as well as most recently, through the Canada-Ukraine authorization for emergency travel measures (CUAET).

### What steps could be taken to continue to foster service delivery capacity for diverse clients?

- Similar to the comments we received from our PNP webinar, participants also advocated for capacity building within the sector through the “*By Us for Us*,” philosophy to ensure that anti-racism, LGBTQ2S+, cultural awareness are reflected in the staff composition that serve clients.

### How can we increase uptake and optimize access through digital and hybrid means?

- For the ATL region, internet access was identified as an issue in rural areas which makes future training in a digital environment problematic.
- Digital navigation support was also recommended for both staff and clients, as was the importance of staff training and equipment availability. The department was recognized for providing Chromebooks for the GARs population.

### What are the challenges identified for reporting outcomes?

- We received feedback that iCARE is resource intensive to complete and that smaller centres in ATL do not have the capacity to have dedicated resources for data collection and reporting. Participants also advocated for a more dynamic data base or flexibility within iCARE in order to allow SPOs to download and manipulate the data.



## British Columbia and Yukon Region (March 10, 2023)

### What works well?

- We heard that there has been an increase in participation from Indigenous communities in welcoming newcomers in the BCY region, and that this has helped to bridge cultural differences. Organizational capacity in the region to offer services in clients' native language has also enabled a more culturally sensitive approach.
- We also heard that embedding subject matter experts within settlement services has been beneficial, such as mental health clinicians to work with refugee families.

### What are key opportunities for improvement?

- Similar to the comments we received at the ATL webinar, participants identified the need to expand settlement services eligibility, including expanding the outreach of IRCC funding and services to TRs who are on the pathway to PR.
- We heard that there is a need in the region for specialized employment language programs and to increase participant supports and allow for more flexibility in the application of these supports, including transportation, food supports, and emergency supports.
- Participants also asked for continued investment to embed specialized services, such as mental health, and for grant funding to school district-based SWIS programs to enhance the flexibility to allocate resources to the changing needs of newcomers and their families.

### How best to ensure needs and assets are assessed?

- A majority of participants identified that assessments need to be on-going, and not just during the intake phase. There is also a need for these assessments to be trauma-informed.

### What steps could be taken to continue to foster service delivery capacity for diverse clients?

- Participants advocated for greater flexibility in how funding is administered and what it can be used for to allow organizations to adapt and respond to complex needs as they arise.
- De la part de la communauté francophone, nous avons entendu dire qu'il fallait encore plus d'intersectionnalité dans les services en français (notion de « minorisations multiples » qui affectent les nouveaux arrivants d'expression française à l'extérieur du Québec).

### How can we increase uptake and optimize digital and hybrid means?

- We heard that organizations in the BCY region need additional support to build their infrastructure for providing digital services, and that this technology needs to be recognized as a program delivery cost and not part of the administrative overhead.

## Ontario Region (March 28 and 29, 2023)

### What works well?

- We heard that the transition to digital services has increased flexibility and is helping with language training in rural communities within Ontario.
- In the context of responding to Afghan and Ukrainian arrivals, collaboration between SPOs was found to be especially effective. This included the sharing of resources across organizations, offering shared training for volunteers, and collaborating to accept and distribute donations.

### What are key opportunities for improvement?

- Similar to the comments we received at the previous webinars, participants identified the need to expand settlement services eligibility, specifically to refugee claimants, naturalized citizens, international students and work visa holders.
- Participants proposed that collaboration and sharing of resources be incentivized and measured; they also proposed separate, time-limited funding to support crisis response, while maintaining core services.
- Participants asked for increased federal funding for employment readiness services in light of decreasing provincial funding.
- We also heard that there is a need to support in-house mental health services; with long wait-lists for mental health service referrals in Ontario, SPOs are unable to provide salaries and benefits to attract social workers.

### How best to ensure needs and assets are assessed?

- We heard that there is a need to build capacity for performing needs assessments through additional training, including anti-racism, GBA Plus and service provision to clients with disabilities.

### What steps could be taken to continue to foster service delivery capacity for diverse clients?

- We heard again the importance for services to Francophone newcomers to be delivered in French by Francophone organizations (“par et pour”), and for Anglophone organizations to better understand what Francophone services are available in order to refer Francophone clients to Francophone organizations.
- Participants identified the need to ensure greater visibility of services for specific populations; for example, “hub models” would allow clients to access multiple services in a single location.

### How can we increase uptake and optimize digital and hybrid means?

- Similar to comments we heard in the BC webinar, participants recommended including dedicated IT lines in their budgets to allow for increasing SPO capacity and infrastructure.

### What are the challenges faced in reporting on outcomes/innovation?

- We heard that SPOs lack reporting capacity and would benefit from a better understanding of reporting outcomes, including IRCC logic models.
- Participants emphasized that quantitative reporting is not conducive to the provision of quality services, and does not accurately capture successes and impact.

## Francophone Integration Pathway (March 30, 2023)

### What works well?

- The increase of “by and for” Francophone service coverage in recent years was highlighted as an overall success.
- It was reported that hybrid/virtual services work well and are appreciated by Francophone SPOs located outside of major urban centres, as they had the effect of expanding access to Francophone settlement services, especially in rural/remote regions.
- It was mentioned that the [ConnexionsFrancophone](#) pre-arrival service delivery model has been working very well and that it has been instrumental in the consolidation of the Francophone Integration Pathway.
- SPOs expressed their appreciation and satisfaction with the way community engagement/collaboration has been taking place within the Francophone sector.
- The Welcoming Francophone Communities Initiative has also been cited as a success. It was mentioned that a whole host of community actors have been mobilized and engaged in the implementation of this Initiative, across all participating communities.

### What are key opportunities for improvement?

- There was a quasi-unanimous call for IRCC to continue to expand the coverage of Francophone settlement services across the country. Key SPOs stated that we need to ensure a Francophone SPO presence in ALL regions of Canada, outside Québec.
- SPOs called upon IRCC to increase the number of Francophone RAP centres.
- The need to strengthen employment-related service offering, tailored to the specific needs of Francophone newcomers.
- The need to adapt services (making them more inclusive) to better meet the needs of particular client groups such as women, refugees, youth, 2SLGBTQI+, etc.
- Similar to the comments received during other webinars, Francophone stakeholder highlighted the need to expand settlement services eligibility, including expanding service offering to Francophone TRs who are on the pathway to PR.
- The need to establish a national Center of expertise for Francophone service provider organizations.

### What steps could be taken to continue to foster service delivery capacity for diverse clients?

- Participants advocated for greater support to the staff of Francophone settlement agencies – in particular in regards to professional development, mental health, training related to diversity and inclusion, and intercultural management. This would further equip the personnel to better serve diverse client groups with particular needs.
- Stakeholders suggested integrating a greater “intersectionality” lens into Francophone-specific services, in order to take into account the needs of French-speaking who often face multiple barriers, related to language (in a minority context), being racialized, and gender.

### How can we increase uptake and optimize digital and hybrid means?

- Participants pointed out the continuous need to ensure that non-Francophone SPOs refer French-speaking clients to Francophone SPOs and comply with the 4 official languages requirements in CAs.

- Several participants stated that it would be useful if SPOs could have common access to client information in iCare, in order to avoid duplication and eliminate the need for clients to constantly repeat the same information when being served by multiple service providers.