

CITY COUNCIL STRATEGIC PLANNING AND LEADERSHIP INITIATIVE Report to Committee

PROJECT TITLE: Women Leading: Civic Engagement Forum for Immigrant and Refugee Women in Saskatoon

COUNCIL LEAD(S): Councillors Block, Dubois, Gersher, Gough and Loewen

PROJECT REPORT

Background:

At its June 28, 2023 Meeting, City Council approved the proposed Women Leading Civic Engagement project and associated funding request.

The Project was led by the Women Leading Working Group consisting of Councillors Block, Dubois, Gersher, Gough and Loewen, April Sora, the Mayor's Office and Monique Legault.

The project's stated goal was to provide women with lived immigrant and refugee experience a dedicated opportunity to connect with their local government and local government leaders and to learn about leadership opportunities. The budget proposed outlined costs associated with hosting the event, engaging speakers, providing supports for successful attendance, and reporting on the feedback gathered at the event. The event targeted attendance from up to 100 women and was proposed for September 16, 2023, coinciding with Saskatoon's first "Welcoming Week" for newcomers.

Subsequently, alignment was recognized between the Women Leading Forum project and an internship funding opportunity presented by external partners. On August 25, 2023, an internship on civic engagement in partnership with the Urban Alliance on Race Relations (UARR) and fully funded by the Graham Mitchell Leadership Fund was launched. Two interns, both women with lived immigrant experience, were selected from a candidate pool of excellent applicants to work directly with the Women Leading Working Group for three months, supporting the Forum and engaging in follow up activities. This internship is modelled on the successful diversity fellowship in the City of Toronto, wherein interns work directly with City Councillors and their offices engaging directly in civic work, building leadership skills, and improving equitable access to civic engagement.

Project Partners:

The Forum event was led by the Working Group, Interns Candice Minott and Eylon Jorge-Coto and Ijeoma Nwamuo of International Women of Saskatoon.

Community and settlement sector partners were essential in the development of the format, priorities, content, and outreach list for the forum.

Community partners included: International Women of Saskatoon, Hindu Society of Saskatchewan, Karen Community Association, Saskatoon Korean Association, Trinbago Association of Saskatchewan, Truly Alive Youth and Family Foundation, Saskatoon Open Door Society, Saskatchewan Intercultural Association, Pakistan Canada Cultural Association, The People Bridge Advocacy, Johnson-Shoyama Graduate School of Public Policy, University of Saskatchewan, Sask Polytechnic, Immigration Partnership Saskatoon, and International Students' Association.

Project Report and Priority Area Advancement:

The Forum, hosted at City Hall on September 16, 2023, was attended by 51 women with immigrant and refugee experience who expressed an interest in learning more about civic engagement and leadership opportunities.

The day consisted of:

- panel presentation by local leaders with immigrant and refugee experience
- presentation by the 5 Councillors on leadership trajectories, the role of a Councillor, and leadership and engagement opportunities at the City of Saskatoon
- facilitated discussions to gather feedback from participants about barriers and opportunities specific to immigrant and refugee women in Saskatoon
- networking opportunities

In the facilitated discussions participants highlighted their most challenging barriers to leadership engagement:

- childcare access
- healthcare access
- housing availability and affordability
- job market suitability and access
- transportation challenges with Transit infrastructure
- networking opportunities

Opportunities were also identified for improved civic engagement and leadership participation:

- leadership programs and skills development
- networking platforms for mentorship and peer support
- cultural events and activities to foster community bonds
- civic engagement education to learn about civic rights, responsibilities, and engagement and leadership opportunities

Over half of the Forum attendees had not previously been inside City Hall, and even fewer had been beyond the lobby/customer service area. A strong majority (80-90%) of

attendees left feeling that what they had learned about leadership roles and opportunities for involvement and leadership was Helpful or Very Helpful.

A summary report is attached as Appendix 1 and a full Forum report authored by interns Candice Minott and Eylin Jorge-Coto is attached as Appendix 2.

Since the Forum, engagement has continued with the Forum participants in the form of:

- Ongoing correspondence
 - o Participants were invited to evaluate the Forum, reminded about upcoming deadlines related to board and commission applications, and invited to register for the follow up workshop. All participants and partners were notified of this report to Governance and Priorities Committee.
- Workshop on Childcare
 - o In response to the recommendations brought forward during the forum, interns Candice Minott and Eylin Jorge Coto organized a workshop on childcare co-operatives and the status of public investment in childcare. Interest from Forum workshops was high and 13 women gathered on November 4, 2023 to learn about opportunities and discuss challenges.
- Application to Boards and Commissions
 - o Several participants from the Forum applied to serve on a variety of Civic Boards, Committees and Commissions, and a number were appointed as part of the 2024 appointments as confirmed at the November 22, 2023 meeting of City Council.

Project Budget update:

| Cost category | Budget | Actual Spend to November 30th |
|--|--------------------|---|
| Venue | \$919.20 | \$0.00 |
| Refreshments | \$3,032.49 | \$3,486.76 |
| Transportation | \$690.00 | \$0.00 |
| Childcare | \$1,300.00 | \$575.00 |
| Facilitation | \$3,300.00 | \$0.00 |
| Miscellaneous (e.g. honorariums, printing) | \$2,758.31 | \$2,135.76* |
| TOTAL | \$12,000.00 | \$6,197.52 |

*The invoice related to final report formatting and graphics has not yet been received

Observations from the planning process for the Forum:

- While the Forum was able to accommodate all those that registered, childcare had the potential to limit the number of participants. There was a cap in the number of childcare spaces available, which could have inhibited the number of participants.
- Without the support from the Internship, the budget would have likely been fully allocated. Actual expenses are primarily related to event day logistics rather than the budgeted costs for planning and post-event wrap up.
- Significant hours were spent by all Working Group members, most of which were voluntary, or additional to standard work. If another forum is hosted in the future, consideration should be given in the budget for additional support to offset the time needed to plan for such events.

NEXT STEPS:

Opportunity exists to further the recommendations that arose from engagement at the event. As part of their internship, the Mayor's Office and Council Interns held a workshop on Childcare, and next will engage local stakeholders to explore a "ladder" model for Civic Engagement for newcomers as they achieve various levels of readiness in their settlement journeys.

The Women Leading Working Group intends to meet in 2024 to:

- Review and support the work of the Interns
- Evaluate opportunities to share relevant barriers/opportunities/recommendations with Provincial and Federal counterparts
- Consider opportunities to support future internships
- Consider other opportunities to implement the report recommendations, including future opportunities to engage with Forum participants

APPENDICES

1. Forum report – highlights
2. Forum report

SEPTEMBER 16, 2023

Women Leading Civic Engagement Forum

A landmark gathering at Saskatoon City Hall, aimed at empowering immigrant and refugee women by connecting them with civic leaders to engage around leadership opportunities and barriers to civic engagement.



Participants engaged in deep discussions about the pressing issues affecting their lives, from childcare to job access, and shared personal goals and leadership aspirations.

Participants identified these key barriers to leadership and civic engagement:



CHILDCARE

Labelled as a crisis, impacting women's ability to work.



HEALTHCARE

Difficulties in obtaining consistent support and services.



JOB MARKET

Overcoming systemic barriers to suitable employment.



TRANSPORTATION

Ensuring safe and reliable public transit.



NETWORKING

Creating opportunities for community involvement and leadership.



HOUSING

The need for affordable and suitable options.

“Attaining a job is challenging. Although she was licensed in her hometown – a participant talked about another person from her community–, it took her 5 years to get a license. She had to do survival jobs.”

The data collected provided a visual narrative of the participants' experiences, highlighting the diversity of perspectives and the common challenges faced

Demographics

51 FEMALE ATTENDEES

8 female note-takers/volunteers, 5 female City Councillors, 5 female panelists, 2 female City Council Interns, and 1 female Chief of Staff.

16 ORGANIZATIONS

5 ethnocultural organizations, 4 settlement agencies, 4 advocacy organizations, and 3 educational institutions.

8 FACILITATED DISCUSSION GROUPS

1 leadership panel, 1 presentation from City Councillors, and 1 networking activity.

The forum successfully brought to light the critical issues that hinder the full participation of immigrant and refugee women in Saskatoon.



Recommendations for Civic Engagement



LEADERSHIP PROGRAMS

Initiatives to develop leadership skills



NETWORKING PLATFORMS

Spaces for mentorship and peer support.



CULTURAL EVENTS

Activities to foster community bonds



CIVIC ENGAGEMENT EDUCATION

Opportunities to learn about civic rights, responsibilities, as well as engagement and leadership opportunities

A set of strategic recommendations was proposed to enhance civic engagement, focusing on leadership development, networking, and cultural integration.

Strategies to Overcome Barriers



HEALTHCARE & CHILDCARE ACCESS

Push for policy reforms for better access.



CREDENTIAL RECOGNITION

Streamline processes for professional integration.



TRANSPORTATION

Upgrade infrastructure for safety and reliability

Forum participants support work toward a series of future initiatives aimed at sustaining momentum and ensuring the continuous engagement of immigrant and refugee women in civic life.



Concrete strategies were outlined to tackle the barriers, with a focus on healthcare, childcare, job access, and transportation.





Women Leading Civic Engagement Forum Report

Saskatoon City Hall –
September 16, 2023

Eylin Jorge Coto & Candice Minott
11/6/23
City of Saskatoon





Contents

| | |
|---|-----------|
| EXECUTIVE SUMMARY | 3 |
| INTRODUCTION..... | 4 |
| BACKGROUND AND CONTEXT | 7 |
| THEMES FROM DISCUSSION GROUPS | 9 |
| Childcare..... | 11 |
| Entrepreneurship | 11 |
| Healthcare | 11 |
| Homelessness..... | 11 |
| Housing..... | 12 |
| Settlement Agencies | 12 |
| Transit..... | 12 |
| Networking and Connections | 12 |
| Job Opportunities..... | 13 |
| Leadership Barriers & Opportunities | 14 |
| Barriers..... | 14 |
| Opportunities..... | 15 |
| Leadership Development..... | 16 |
| City of Saskatoon City Council & Administration..... | 16 |
| SUMMARY OF FORUM OUTCOMES..... | 18 |
| WOMEN LEADING WORKSHOP: CHILDCARE | 21 |
| RECOMMENDATIONS: CIVIC ENGAGEMENT OF IMMIGRANT & REFUGEE WOMEN | 24 |
| Strategies to Improve Civic Engagement..... | 25 |
| Strategies to Overcome Barriers..... | 26 |
| Strategies for Engaging the Community | 26 |
| List of Additional Considerations..... | 27 |
| CONCLUSION | 28 |
| ACKNOWLEDGMENTS | 29 |
| APPENDICES | 30 |



The Women Leading Civic Engagement Forum, held on September 16th, 2023, at Saskatoon City Hall, marked a significant stride towards integrating immigrant and refugee women into the civic fabric of the community.

Executive Summary

The forum's primary objective was to empower a diverse group of women by providing a platform for dialogue with local government and community leaders. It sought to delve into the unique challenges faced by immigrant and refugee women, particularly in their settlement journey and their quest to access civic leadership roles. The discussions at the forum were vibrant and multifaceted, touching upon various issues that motivate community involvement and leadership. Participants shared their personal leadership aspirations and the attributes they admired in leaders, fostering a collective vision for change. The dialogue was not just about identifying problems but also about crafting a narrative of empowerment and action.

A critical concern that surfaced was the childcare crisis, which was highlighted as a significant barrier to workforce participation for many immigrant women. The high costs and limited availability of childcare services were seen as obstacles that prevent these women from pursuing employment or leadership opportunities. The forum also brought to light the difficulties in the healthcare system, the scarcity of affordable housing, and the inadequacies of public transportation, especially during the harsh winter months. These systemic issues were recognized as impediments to the well-being and integration of immigrant and refugee women into the community. In the realm of employment, the forum underscored the systemic barriers such as stringent licensing processes and language proficiency requirements that hinder the job market integration of these women. The need for initiatives that facilitate the recognition of foreign credentials and enhance English language training programs was emphasized. The discussions on leadership revealed a lack of support and diversity, language hurdles, and discrimination as significant barriers.

However, opportunities for overcoming these barriers were also identified, such as through effective communication, community engagement sessions, and leadership development programs. As a result of these discussions, several recommendations and strategies were proposed to improve civic engagement and overcome the barriers faced by immigrant and refugee women. These included establishing leadership development programs, fostering networking opportunities, promoting cultural events, and advocating for policy reforms to improve access to healthcare, childcare, and transportation.



>>> *Introduction*



Representation and engagement hold more significance than ever in the current socio-political climate. Diverse voices and perspectives are essential for decision-making processes. Communities that value and foster diversity are better equipped to make informed decisions.



However, while immigrant and refugee women are essential contributors to our city's social and economic development, they are underrepresented in leadership roles, such as on civic boards and as electoral candidates.

On September 16th, 2023, the Women Leading Civic Engagement Forum for Immigrant and Refugee Women took place at Saskatoon City Hall. Hosted and organized by the Women Leading Working Group, this unique event aimed to invite immigrant and refugee women for transformative discussions, foster leadership aspirations, enhance civic engagement, and empower these women to shape the future of our community. This forum sought to break down barriers by providing connections, information, and inspiration.

The Women Leading Working Group (Working Group) was created under the City Council Strategic Planning and Leadership Initiative. The Group included Councillors Block, Dubois, Gersher, Gough and Loewen, April Sora, Michelle Beveridge representing the Mayor's Office, and Monique Legault. The Mayor's Office and City Council welcomed two interns, Candice Minott and Eyllin Jorge Coto who were added to the Working Group. The Working Group partnered with Ijeoma Nwamuo, Executive Director of the International Women of Saskatoon and intended the forum to be an opportunity for immigrant and refugee women to connect with their local government and local government leaders and to learn about leadership opportunities. The forum was funded by City Council's Strategic Priority Fund.

Participants in the Forum were immigrant and refugee women from various backgrounds, reflecting the diversity that makes our community so vibrant.



Attendees shared experiences, barriers, challenges, and opportunities encountered during their settlement process in Saskatoon. They also discussed their leadership journeys in Canada and abroad, and the future of their leadership roles in the community.

The City Council, as the driving force behind this initiative, is committed to fostering an environment that nurtures leadership among immigrant and refugee women, in partnership with various dedicated stakeholders. Community partners included, but were not limited to, the International Women of Saskatoon, Hindu Society of Saskatchewan, Karen Community Association, Saskatoon Korean Association, Trinbago Association of Saskatchewan, Truly Alive Youth and Family Foundation, Saskatoon Open Door Society, Saskatchewan Intercultural Association, Pakistan Canada Cultural Association, The People Bridge Advocacy, Johnson-Shoyama Graduate School of Public Policy, University of Saskatchewan, Sask Polytechnic, Immigration Partnership Saskatoon, International Students' Association and Immigrant Advisory Table.

The Forum included presentations, a panel, facilitated discussions, and networking. The Leadership Panel hosted immigrant and refugee women in Saskatoon. Felicitas (Fay) Santos-Vargas, Judy White, Jyotsna Custead, Farkhonda Tahery, and Ijeoma Nwamuo inspired participants with their leadership journeys and the lessons they have learned throughout them. The five female City Councillors shared a snapshot of City Council work, how the governance structure works, the path to elected leadership, an overview of how boards, committees, and commissions work, and a reminder to apply for those positions.



Background & Context



Throughout history, women have encountered barriers when it comes to civic engagement. However, progress has been made over the years. Women’s roles in community activities, public offices, and social movements have expanded significantly.¹

This positive trajectory hasn’t been experienced equally by all women though as immigrant and refugee women in Canada still face challenges. The differential trajectory of women’s civic engagement is further complicated for immigrant and refugee women in Canada, who encounter unique barriers in civic involvement, ranging from socio-cultural to institutional challenges.² The historical and current obstacles faced by women who are immigrants or refugees underline the importance of gaining a deeper understanding and implementing customized strategies to encourage their involvement in civic affairs.

These challenges stem from a variety of factors, some being linguistic and social. Immigrant and refugee women often struggle with language barriers and a limited grasp of local governance structures that can impede their participation in activities.³ Additionally, the process of adaptation can be overwhelming leading to a sense of detachment from engagements. In response to these challenges, the female Councillors at the City of Saskatoon took an approach to engaging immigrant and refugee women to encourage participation in civic governance with a Civic Engagement Forum. This initiative aimed to create platforms that provided opportunities for these women to express their concerns, participate in engagement sessions, and foster a sense of belonging in their community. Supported by an accomplished panel of immigrant and refugee women, from Saskatoon the initiative strived to empower these women and encourage them to engage in civic life.

¹ Kittilson, M. C., & Fridkin, K. (2008). Gender, candidate portrayals and election campaigns: A comparative perspective. *Politics & Gender*, 4(3), 371-392. DOI:10.1017/S1743923X08000330

² Tastsoglou, E., & Dobrowolsky, A. (2006). *Women, Migration and Citizenship: Making Local, National and Transnational Connections*. Ashgate Publishing, Ltd. ISBN: 9780754642386

³ Potocky-Tripodi, M. (2004). *Best practices for social work with refugees and immigrants*. Columbia University Press. Available at: <https://www.jstor.org/stable/10.7312/poto12550>



Saskatoon's socio-political landscape is known for its makeup and commitment to diversity and inclusivity.⁴ A significant milestone was reached when more women than men were elected to the Saskatoon City Council for the first time in 2016.⁵ According to the City of Saskatoon Cultural Diversity and Race Relations Policy.⁶ The diversity of the Saskatoon community is "vital to meeting the challenges of the future". One of the key indicators of success as identified by the Policy is increasing the number of persons from various ethnocultural groups as participating members in the City Council, committees advising the Council, Community Associations, School Boards, etc. However, ethno-cultural diversity is largely under-represented on the City Council. It is widely recognized that diversity in decision-making spaces results in more representative decisions.⁷ Saskatoon City Council has established a framework of advisory committees to assist in receiving diverse advice in its decision-making. Ensuring that civic engagement frameworks are inclusive of all community members, especially immigrant and refugee women remains a challenge, however this year there is an initiative called 'Women Leading Civic Engagement Forum', which aims to address this challenge.

The forum initiated by the City of Saskatoon Councillors is one effort to begin breaking down the barriers to having immigrant and refugee women inform policy-making processes. There is strong desire for community programs and civic policy that better considers the diverse needs and perspectives of all community members, including immigrant and refugee women. This form of inclusion, representation, and engagement can improve the sense of unity and empowerment within society, ultimately contributing to the welfare of the community.

⁴ Martinez, L., & Vickers, J. (2012). Women's participation in local government in Saskatoon: Barriers and opportunities. *Canadian Journal of Urban Research*, 21(1), 73-93. <https://www.jstor.org/stable/26193736>

⁵ CBC News. (2016). Women outnumber men on Saskatoon city council for the first time. Retrieved from CBC News 10/05/2023

⁶ Cultural diversity and race relations policy - saskatoon.ca. <https://www.saskatoon.ca/>. (n.d.). https://www.saskatoon.ca/sites/default/files/documents/community-services/community-development/CDRR_Policy.pdf

⁷ Phillips, K. W., Liljenquist, K. A., & Neale, M. A. (2010). Better Decisions Through Diversity. Kellogg Insight. Retrieved from https://insight.kellogg.northwestern.edu/article/better_decisions_through_diversity



*Themes from
Discussion
Groups*



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The discussion groups were the heart of the forum. The session included questions like what issues motivated participants to consider community involvement and leadership, what changes women would like to see, and what opportunities and barriers they see for themselves or others in leading on those issues.



Participants were also encouraged to share their personal leadership goals and an attribute of leadership they found meaningful or aspired to have. The discussion groups facilitated open dialogue voicing women's concerns, identifying the changes they wished to see in their community, and motivating participants to consider community involvement and leadership roles.

In addition, these discussion groups aimed to gather valuable insights from participants on the perceived opportunities and barriers in their leadership journey since they moved to Saskatoon. Attendees were encouraged to reflect and identify challenges that may be impeding their willingness to lead change and engage in civic initiatives. **The three main themes that arose from the discussion groups were the hardships during the settlement process, barriers and opportunities in leadership, and civic engagement and administration.**

The first topic, the difficulties that immigrants and refugees face during their settlement process is undeniably the most pressing concern for newcomers in Saskatoon.

Below are the main issues related to settlement that women shared during the session. These issues cross over Federal, Provincial, and Municipal jurisdictions. While some of the topics presented are not in the purview of municipalities to address, they are included as they affect immigrant and refugee women in Saskatoon.

“I want to work towards finding solutions to help homeless individuals in our community, secure stable housing and support services.”

“One woman I know –said one participant– is a Civil Engineer from Morocco. She hasn’t been able to find a job because of the system barriers – e.g., professional certification–. Even if she finds a job, she hasn’t found childcare for her children.”

CHILDCARE

Women were extremely concerned with the childcare situation, and many of them labeled it as a “crisis” due to the lack of childcare capacity in Saskatoon and the high cost of the service. Participants repeatedly mentioned that childcare prevents women from working –**“many educated women are sacrificing for their children”**–, especially immigrants and refugees who lack a support system. Attendees who work at settlement agencies often run into a situation where they support women to gain skills and obtain a job; however, the shortage of childcare services does not allow women to join the workforce.

ENTREPRENEURSHIP

Women mentioned the difficulties of finding “pathways for women to create a business, especially women who don’t have a high level of studies”.

HEALTHCARE

The difficulty in obtaining a family doctor leaves many residents without consistent healthcare support. Participants also noted long emergency wait times at hospitals, and the length of the Saskatchewan Health Card application process which can take up to three months. There was also a recognized need to address the crises related to overdose and mental health, using strategies such as harm reduction to ensure the well-being of all residents.

HOMELESSNESS

Refugees seeking stability in Canada highlight the critical importance of shelters. Furthermore, homelessness is a pressing issue affecting various vulnerable populations, including single mothers and abused mothers who often struggle to find safe shelter. Participants also said that a key challenge in addressing homelessness is the lack of representation and voices from those who have experienced it.

“Attaining a job is challenging. Although she was licensed in her hometown – a participant talked about another person from her community–, it took her five years to get a license. She had to do survival jobs.”

HOUSING

There is a pressing need for housing options tailored to international students and single adults in Saskatoon. Large families are also struggling to find suitable and affordable housing, with rent and prices soaring. Women also mentioned the demand for affordable housing is on the rise; therefore, **“housing projects need to be increased”**.

SETTLEMENT AGENCIES

Settlement agencies play a key role in helping newcomers integrate into their new communities; however, the support available is often limited. Participants also mentioned that the agencies should work more proactively because even though **“settlement is the biggest need of newcomers”, “only 30% of newcomers access [the settlement agencies] services”**.

TRANSIT

Public transportation is a pressing concern for newcomers. Participants raised concerns about the effectiveness of the transit system. Furthermore, participants identified that bus stops offer insufficient protection from the harsh winter which adds another layer to transportation issues: **“newcomers from warm climates waiting in winter for 35 minutes is a health hazard”**. Public transportation becomes even more problematic when school is in session, impacting students’ daily routines. Participants identified active transportation methods as an alternative but noted the insufficiency of safe spaces for cyclists.

NETWORKING AND CONNECTIONS

On one side, networking and making connections were considered key to professionals in fields like engineering. To access the hidden job market, it is necessary to connect to a specific network. On the other side, participants also valued networking and connections from a community perspective. They identified an insufficiency of cultural and intercultural events, especially during the winter months. Participants highlighted that from a leadership advancement perspective, networking enables establishing connections with decision-makers, associating with the right people to propose changes, and becoming more visible within the community.

VOLUNTEER OPPORTUNITIES

Volunteering is seen as a pathway for both, professional growth that could lead to job opportunities and community engagement. On one side, through volunteering, women have been able to develop skills and make connections in their professional

field. However, volunteer opportunities are sometimes limited. On the other side, women talked about the need for building **“capacity development and orientation programs to identify how people can contribute and plug themselves into opportunities”**, particularly with a focus on women in leadership positions. From the second perspective, women saw volunteering as a way to give back to the community.

JOB OPPORTUNITIES

While there is a clear desire among participants to find employment in their areas of expertise, achieving this goal requires overcoming certain system barriers such as licensing processes, language proficiency requirements, and an unfamiliar job market. For some, the journey to securing a job takes several years, during which they must settle for ‘survival jobs’ with a minimum wage that may not be sufficient to support their families.

Other elements mentioned were the need for a bridge to connect newcomers with job opportunities – **“job fairs are not helpful for newcomers”**–, mentorship programs to help newcomers integrate into Canadian culture, and more flexible job opportunities for students who have to accommodate their school load. Participants’ recommendations were about how the focus should shift from making people start from scratch to effectively connecting the diverse talents and skills they bring, resulting in a more productive Canadian society.

CANADIAN EXPERIENCE

One of the persistent challenges in the Canadian job market is the underutilization of professionals from other countries, resulting in a waste of valuable knowledge and skills. Foreign skilled workers often need support to get into the Saskatoon workforce because they lack **“the Canadian working experience”**. However, immigrant and refugee women considered **“the Canadian experience and worldwide experience both important”**.

ENGLISH LANGUAGE SKILLS

English language skills are a critical aspect of communication and integration for individuals in diverse communities. Many immigrants in need of support may possess the expertise required for certain professions but lack the necessary language proficiency. These individuals often face accent/language discrimination and barriers to opportunities under the assumption that knowledge is solely based on one’s speech or accent. Participants repeatedly mentioned the need for more support to improve their English language proficiency.

LICENSING AND CERTIFICATIONS

Participants said that obtaining licenses to work in their professional field is challenging, especially for engineers and healthcare workers. Additionally, making **“certification and licensing easily transferable across provinces”** was suggested.

“Why are we not utilizing everyone’s skills to their highest abilities and making people start from zero.”

“[the Government of] Saskatchewan went to the Philippines to get nurses, but there are already immigrants here who are nurses, they(we) just need to improve their(our) English skills.”

LEADERSHIP BARRIERS AND OPPORTUNITIES

Barriers, opportunities, and qualities of leaders were also analyzed on the leadership theme. Lack of support, lack of diversity, language barriers, lack of recognition, and racism and discrimination hinder immigrant and refugee access to leadership positions; whereas effective communication, newcomer empowerment, and engagement sessions were highlighted as opportunities and positive elements to overcome those barriers.

BARRIERS



Lack of Support: Newcomer women felt they lacked support during their settlement process, which hindered their integration and contribution to society, and their desire to step into leadership roles.

Lack of Diversity: Leadership positions in the City lack diversity. Participants mentioned the need to *“bring youth lenses to the leadership environment”*. Moreover, the absence of black people in local leadership as a cause for concern.

Language Barriers: Language barriers such as language proficiency, accent discrimination, and biases toward assuming *“knowledge is based on speech/accent”* represent hurdles for individuals seeking to integrate and engage in leadership roles. Newcomers approach settlement agencies to enhance their English proficiency. However, this support alone is frequently insufficient, and women requested *“more chances for English improvement”*.

Lack of Recognition: Many newcomers bring valuable skills and innovative ideas, but these assets are often overlooked. There is a *“lack of recognition of the role of immigrants in bringing innovation”*. Moreover, women would like to *“be heard and recognized across communities, not just in the independent community”*.¹

Racism and Discrimination: women referred to this theme as *“hard to reconcile the desire at a leadership level, to have more immigration with systemic racism”*, especially *“discrimination among the black community”*. Racism and low social acceptance were mentioned by multiple participants. Nonetheless, elected leadership, as a cornerstone of democratic societies, is made possible through social acceptance.

“Barely seeing people that look like me in leadership.”

“Elected leadership is possible through social acceptance and as the margin of voters are not people of colour, they are not ready to see people who don’t look like them.”

¹ Immigrant and refugee women define “the independent community” as the immediate community they belong to. For instance, immigrants from Pakistan will consider the Pakistani as their community independent. By contrast, across communities is understood the broader immigrant group such as Philippino community, Ukrainian community, etc.

“Canada is not ready for newcomers, and it is worse in SK [Saskatchewan]. This is why SK is a transit province.”

“Council and leadership are predominant by one group.”

“Give back to other women, more women should uplift other women.”

OPPORTUNITIES



Engagement Sessions: Women acknowledged the need for more engagement gatherings either “*informative sessions or cultural events*” and “*more connection with the public*”. These sessions allow to forge a deeper connection between leaders and the public, particularly by providing opportunities for community leaders to share their experiences. Additionally, there is a growing call for more “*access to decision-making forums [to] share information with decision-makers and give a level playing ground to new immigrants*”, thereby enabling newcomers to share their insights with decision-makers and enhancing the integration process. Participants also mentioned the key role settlement agencies play in their process of adapting to the city and in their leadership journey.

Newcomer Empowerment: Immigrant and refugee women aspire to “empower newcomer women, support and grow the support between one another”. They aim to foster a network that extends beyond the borders of their community.

Communication: On one side, participants in the forum agreed that effective communication is essential to developing and showcasing their leadership skills. On the other side, communication is key to connecting and getting involved with the community. Therefore, accessing information promptly and having more “proactive dissemination” of that information is needed to guarantee residents are updated with the latest city news and events enhancing community involvement.

Mentorship: Mentorship facilitates the growth and succession of individuals in positions of authority, being a foundational pillar of leadership. Through mentorship, individuals not only develop skills but also gain confidence. For newcomers, who sometimes deal with Imposter Syndrome, mentorship programs serve to recover their self-confidence and to offer aspiring leaders invaluable insights for their journey.

“Women need to take space no matter how broken our language is.”

“Can’t get involved if we don’t know what’s happening. How are we supposed to give input if we don’t know what’s happening?”

LEADERSHIP DEVELOPMENT

Effective leadership involves a mix of qualities and behaviors that are essential in guiding individuals and teams toward shared goals. A true leader is kind, caring, sincere, respectful, and passionate, recognizing the importance of humility in connecting with others. Leaders have a vision and the ability to communicate it, as well as an awareness of the changes they seek and an understanding of the community's needs. Additionally, courage, determination, and adaptability enable them to solve problems and stand by their decisions. Integrity is at their core **“matching word and action”**. **“Trust in people's ability and skill”** and empowering others are also cornerstones of leadership.

“Newcomers have skills and assets in Canada, but there is no recognition for it.”

“Leadership is getting people and gathering them in kind of a big family.”

CITY OF SASKATOON CITY COUNCIL AND ADMINISTRATION

In the Civic Engagement and Administration theme, participants' feedback was gathered about policies, the City Council, the City of Saskatoon, City services, City Councillors and the Mayor.

POLICIES

Newcomers often find it difficult to adjust and adapt to Canada. One of the critical challenges is that many people do not comprehend **“the Canadian public policy structure”** and **“how they overcome the barriers”** of the system. This lack of understanding can hinder individuals from accessing vital resources and opportunities. Additionally, women mentioned the need to revise the duration of the **“newcomer status”** because immigrants and refugees found it **“not long enough for accessing resources”**.

CITY COUNCIL

Saskatoon's City Council is experiencing a pressing need for greater representation. One crucial step towards achieving this is to ensure greater diversity within the Council itself - **"we need a Person of Colour on the Council"**.

CITY OF SASKATOON

Attendees at the forum considered that the City should take action in educating and assisting **"local employers, either small or big, to know how to utilize talents better from worldwide"**. Moreover, participants would also like to see formal organizations more connected with City Hall, creating a harmonious and supportive environment for all residents of Saskatoon. In general, opinions about the City of Saskatoon were divided and related to each immigrant and refugee's settlement experience. While some people have found Saskatoon to be welcoming, others find it difficult to adjust due to the lack of childcare and job opportunities. This second group often moves to Alberta or any other province more suited to their needs. However, the overall sense was that people did not want to leave the city.

CIVIC SERVICES AND FACILITIES

City facilities play a crucial role in enhancing their residents' quality of life. However, some people mentioned staying at home and struggling to find suitable options for recreation. In addition, it was acknowledged **"the lack of availability of literature for every community"** and the need for more book variety in terms of **"languages and topics"**. This, in turn, supports education, both for adults seeking knowledge and children beginning their literary journey.

CITY COUNCILLORS AND MAYOR

Women mentioned that they would like to see the elected officials in Saskatoon more connected with the public. On one side, some participants highlighted how good was to see the Mayor attending a basketball game and how empowering that experience was for the kids. On the other side, they express the need to have a **"female Mayor"**. Concerning the City Councillors, attendees enjoyed listening to Councillors' experiences and they would like them to **"get more direct with newcomer community"**.

"Saskatoon to become the best multicultural and newcomer "hub" of Canada. Let Saskatoon keep the talent from all over the world and locally."



Summary of Forum Outcomes



The Women Leading Forum in Saskatoon provided an invaluable platform for delving into the multifaceted challenges facing immigrant and refugee women. This forum was instrumental in articulating key issues and identifying potential strategic initiatives for future development.

Childcare emerged as a critical barrier, described as a significant impediment to workforce entry for immigrant women. The lack of affordable and accessible childcare options was underscored as a systemic issue requiring urgent attention.

In the healthcare sector, challenges such as difficulty in obtaining a family doctor and prolonged emergency wait times were highlighted. The forum called for comprehensive healthcare reforms to enhance accessibility and responsiveness for newcomers.

Housing was identified as another area of concern, with a pressing need for affordable housing options tailored to diverse immigrant needs. Soaring rents and prices exacerbate these challenges, underscoring the necessity for targeted housing projects.

Transportation inadequacies, particularly in harsh winter conditions, were emphasized. The forum identified a need for improvements in public transit, including enhanced infrastructure such as protection at bus stations and the creation of safer biking spaces.

The complexities of the job market for immigrants were laid bare, with systemic barriers such as stringent licensing processes and language proficiency requirements discussed. The forum highlighted the

need for initiatives that facilitate the recognition of foreign credentials and enhance English language training programs.

Discussions on leadership revealed barriers including lack of support, insufficient diversity, language hurdles, and discrimination. Conversely, fostering effective communication and empowering newcomers through community sessions were identified as opportunities. The need for leadership development programs focusing on overcoming these barriers and leveraging diversity was highlighted.



Summary of Key Proposals from Forum Participants



CHILDCARE

Establishing comprehensive childcare support to enable immigrant women to join the workforce.

HEALTHCARE

Implementing healthcare reforms to improve accessibility for newcomers and developing housing options addressing the affordability crisis.

TRANSIT

Transportation Infrastructure Revamp: Enhancing public transportation infrastructure, making it more accessible and efficient, especially during winter months.

JOB MARKET INTEGRATION PROGRAMS

Transportation Infrastructure Revamp: Enhancing public transportation infrastructure, making it more accessible and efficient, especially during winter months.

LEADERSHIP DEVELOPMENT PROGRAMS

Transportation Infrastructure Revamp: Enhancing public transportation infrastructure, making it more accessible and efficient, especially during winter months.

SETTLEMENT AGENCIES

Advertise newcomer centers, collaboration among agencies to address financial barriers, provide long-term planning assistance, and tailor their services to meet individual's unique needs.

LANGUAGE TRAINING

Enhancing English language training programs to improve immigrants' job prospects.

These proposals would empower immigrant and refugee women by fostering their economic independence, civic engagement, and leadership potential, ultimately contributing to a more inclusive and diverse community.

CREATING LEARNING OPPORTUNITIES

As a part of City Council's continued commitment to diversity and inclusion, an internship was established to support the Forum and provide mentorship and exposure to civic governance for two students who identify as immigrants. As a deliverable of the internship, a project was developed by the interns called the "Women Leading Workshop: Childcare". This project was informed by feedback from the Forum and the proposals from forum participants.



Women Leading Workshop: Childcare

OVERVIEW

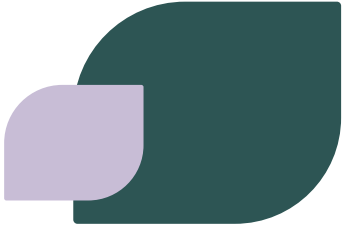
This initiative focused on empowering immigrant and refugee women in Saskatoon by providing them with knowledge, resources, and opportunities related to Childcare Co-ops and Childcare Business. The topic was chosen because it was identified in the Forum as a primary barrier to community and civic engagement for immigrant and refugee women. Collaborating with local experts and community stakeholders, the project aims to create dialogue around both a sustainable business model for economic empowerment and community engagement.

TARGET AUDIENCE

The primary audience includes participants from the Women Leading Forum, female leaders from, and members of, immigrant or refugee communities, as well as ethno-cultural groups in Saskatoon.

GOALS

- **Education and Awareness:** Equip participants with knowledge about Early Learning Childcare (ELCC) Initiative, Child Care Now Saskatchewan Coalition and explore Childcare Co-ops and Childcare Business as potential ventures.
- **Community Engagement:** Foster a sense of community, encourage collaboration, networking, and reinforce cultural values within ethnic communities or groups.
- **Economic Empowerment:** Provide pathways for achieving economic independence and stability through Childcare Co-ops and Childcare Business ventures.
- **Sustainable Model:** Develop a replicable model for future workshops and initiatives, ensuring long-term impact and scalability.



SPECIFICATIONS

Workshop Curriculum: Develop a comprehensive curriculum covering basics of Childcare Co-ops, steps to start a Childcare Business, licensing, certification, regulations, and more.

- **Expert Collaboration:** Engage local experts like Sue Delanoy, Child Care Now Saskatchewan, Cathy Edwards, Entrepreneur-in-Residence of Cooperatives First and Lisa Bradford who began the process of creating a parent-led cooperative daycare center with the support of Co-operatives First.
- **Resource Compilation:** Provide participants with resources, tools, and contacts.
- **Community Outreach:** Collaborate with International Women of Saskatoon and other organizations for maximum reach.

LOCATION AND DETAILS

Place: Saskatoon City Hall - Committee Room E
Date: Nov 4, 2023
Time: 2:00 p.m. – 4:00 p.m.
Participants: 13 out of 18 registered

WORKSHOP OVERVIEW

Facilitated by Sue Delanoy from Child Care Now Saskatchewan, Cathy Edwards from Cooperatives First and Lisa Bradford sharing her personal experience starting a daycare co-operative, the workshop is a comprehensive introduction to Saskatchewan's Early Learning Childcare Initiatives and the Childcare Co-operatives Business model. This workshop serves as the foundational pilot for a series aimed at empowering immigrant and refugee women.

OBJECTIVES

- Learn about ELCC and Child Care Now Saskatchewan Coalition: Understand Provincial/Federal Childcare Agreements and explore the Roadmap to a Quality Early Learning and Childcare System in Saskatchewan.
- Explore Childcare Co-ops and Business Ventures: Understand the concept of Childcare Co-ops, explore steps to start a Childcare Business, and network with industry professionals.

WORKSHOP STRUCTURE

- Introduction and Ice-breaking session: 20 minutes
- Informative sessions by Cathy Edwards and Sue Delanoy: 45 minutes
- Interactive discussions facilitated by Candice Minott & Eylon Jorge Coto: 15 minutes
- Hands-on activities, simulations, and Q&A: 30 minutes
- Feedback and evaluation session: 10 minutes

OUTCOME

At the beginning of the session, only 50% of women indicated having at least some knowledge about childcare co-operatives. Overall, participants' main goals were looking for opportunities to collaborate, understanding the concept of childcare co-ops, and Federal and Provincial available funding for childcare initiatives. Their biggest learning of the day was around the importance of making community connections to tackle childcare, the childcare co-operative model, and the available opportunities for opening childcare co-ops and centres. Organizers and speakers received positive feedback from the attendees who, for the most part, expressed being "very satisfied" with the three main topics: Early Learning Childcare, Childcare co-operatives, and how to start a childcare business. Additionally, women mentioned their eagerness to continue the conversations about childcare as it is a pressing issue for them or for the immigrant and refugee women, they serve in the settlement sector in Saskatoon.

CONCLUSION

The Women Leading Workshop: Childcare event offered immigrant and refugee women in Saskatoon an opportunity to learn about tools to empower them to overcome barriers to participation in civic life. By focusing on Childcare Co-ops and Childcare Business, the initiative not only aimed to educate and raise awareness but also to provide practical pathways for economic empowerment. The workshop format, as an education and engagement tool, proved effective and appropriate for the intended audience and the goals set out.





Recommendations

Recommendations: Civic Engagement of Immigrant and Refugee Women

Based on the discussions, outcomes, and feedback gathered during the Women Leading Workshop on Childcare and a review of the discussions at and evaluation of the Women Leading Forum, this section presents a set of recommendations. The involvement of experts, community stakeholders, and a focus on a sustainable and community-driven model highlights the project's commitment to long-term impact and inclusivity. This workshop series is a significant step towards fostering a sense of community, encouraging entrepreneurship, and reinforcing cultural values within diverse communities in Saskatoon. These suggestions aim to enhance engagement for immigrant and refugee women providing a roadmap for future initiatives, policy changes, and community outreach efforts.

STRATEGIES TO IMPROVE CIVIC ENGAGEMENT



1. Establish Programs for Leadership Development

It is crucial to create programs that focus on developing leadership skills among immigrant and refugee women. These programs should address language barriers, build confidence and provide an understanding of processes and opportunities.



2. Foster Networking Opportunities

Developing platforms where immigrant and refugee women can connect with leaders, policymakers, and peers is essential. Such networks can facilitate mentorship opportunities encourage the sharing of success stories and provide guidance on participation.



3. Promote Cultural Events

Organizing events that encourage participation from all members of the community can foster bonds and promote cultural understanding. This inclusive approach helps create a shared sense of belonging that can lead to increased engagement.



4. Conduct Workshops

Leading civic engagement workshops provide practical guidance on navigating civic systems and institutions equipping participants with the necessary tools and knowledge for active civic engagement.



5. Organize Education Sessions

Educating immigrant and refugee women about their rights and responsibilities as valued members of the community fostering a sense of empowerment and encouraging their involvement on civic boards, committees and commissions.

STRATEGIES TO OVERCOME BARRIERS



1. Improve Transportation

Invest in good transportation options by enhancing accessibility, reliability, and safety of the transit system, prioritizing good infrastructure for riders during challenging weather conditions, and continuing investment in safe active transportation options. This will empower women to participate in community events, engage in civic life and take on leadership roles.



2. Improve Access to Healthcare and Childcare

Advocate for policy reforms that streamline access to affordable healthcare services and childcare options is vital. These reforms will significantly reduce barriers to workforce participation and facilitate greater civic engagement.



3. Simplify Credential Recognition Process

Collaborate with organizations and educational institutions to simplify the recognition of credentials making it easier for individuals to transition into the careers they've trained for in their new home. These efforts are critical for improving the financial success and societal integration of immigrant and refugee women and families.

STRATEGIES FOR ENGAGING THE COMMUNITY

1. Building Community Ambassador Programs

Create community ambassador programs where immigrant and refugee women can act as liaisons between their communities and civic institutions. This will foster understanding and cooperation.

2. Engaging through Religious and Community Centers

Religious and community centers can serve as hubs for outreach and engagement. These familiar spaces can be used to share information and encourage participation among immigrant and refugee women.

3. Collaborating with Local Businesses and Organizations led by Immigrant and Refugee Women

Partnering with immigrant and refugee women-led businesses and organizations can support initiatives that encourage further engagement among immigrant and refugee women in our community. It also seeks to promote, women-led refugee and bring visibility to these businesses as a part of the Saskatoon business community.

4. Collaborate with Community-Based Organizations

Specifically with Local Immigration Partnerships (LIPs) and Service Provider Organizations (SPOs), who work directly with immigrant and refugee women to strengthen civic engagement and knowledge mobilization.

LIST OF ADDITIONAL CONSIDERATIONS

1. Boost Stakeholder Involvement

Implement robust feedback mechanisms within forums and workshops to continuously adapt and enhance the relevance and impact of these initiatives.

2. Policy Changes Recommendations

Advocate for policy making processes that involve immigrant and refugee women ensuring that their voices are heard, respected and considered in decisions that directly affect them. Also, Councillors should make representation where appropriate at the provincial and federal levels.

3. Address Language Barriers

Ensure language accessibility by providing information, resources and services, in languages to enhance understanding among diverse communities.

4. Promoting Equal Treatment

Prioritize the implementation and enforcement of policies that prevent discrimination, in institutions ensuring an inclusive environment for everyone.





Conclusion

The Women Leading Civic Engagement Forum was a platform for immigrant and refugee women in Saskatoon to be heard. The Forum aimed to enhance civic engagement, foster leadership aspirations, and empower immigrant and refugee women to be part of shaping the future of our community. The event brought together diverse voices from different communities in Saskatoon and provided a space where women shared their experiences, challenges, and successes in leadership roles. The achievements of the forum include fostering networking, knowledge sharing, and empowerment.

The Women Leading Civic Engagement Forum was more than an event; it was a catalyst for change. It provided a platform for immigrant and refugee women to voice their concerns, share their stories, and connect with leaders who have the power to make a difference. The forum's impact on participants was profound, offering them not just a voice but a sense of belonging and empowerment. The potential long-term impact of the forum on the community is significant. By addressing the challenges faced by these women, the forum has laid the groundwork for initiatives that will foster their economic independence, civic engagement, and leadership potential. This, in turn, contributes to a more inclusive and diverse community.

The forum has inspired an outlook filled with anticipated initiatives. There is a call to action for continued engagement and participation, ensuring that the momentum generated by the forum is not lost but rather built upon. The path forward is clear: to create a community where every woman, regardless of her origin, can lead, engage, and thrive. The Women Leading Forum can expand its reach and be part of a continuous and frequent conversation as called for by participants. Opportunities include specialized workshops and sessions, especially in civic engagement, leadership development programs, research collaborations, and advocacy efforts to address barriers for immigrant and refugee women accessing leadership positions.

Acknowledgments

The Women Leading Working Group would like to express our gratitude to all those who have played an essential role in making the Forum a successful event. Your collective efforts, dedication, and support allowed us to make this day possible.

We extend our appreciation to all the participants who engaged in the facilitated discussions and conversations. Your active involvement was instrumental in gathering information from your immigration and civic engagement experiences, shaping the dialogue, and fostering connections among community leaders.

We would like to extend our thanks to our community partners the International Women of Saskatoon, Hindu Society of Saskatchewan, Karen Community Association, Saskatoon Korean Association, Trinbago Association of Saskatchewan, Truly Alive Youth and Family Foundation, Saskatoon Open Door Society, Saskatchewan Intercultural Association, Pakistan Canada Cultural Association, The People Bridge Advocacy, Johnson-Shoyama Graduate School of Public Policy, University of Saskatchewan, Sask Polytechnic, Immigration Partnership Saskatoon, International Students' Association and Immigrant Advisory Table.

A special note of thanks goes out to Felicitas (Fay) Santos-Vargas, Judy White, Jyotsna Custead, Farkhonda Tahery, and Ijeoma Nwamuo for sharing their knowledge, experiences, and insights in the Leadership Panel and empowering and inspiring Forum participants. A special acknowledgment to Ijeoma for being an invaluable partner in this event.

We acknowledge the childcare service provided by the Saskatoon Open Doors Society. Without their dedication and support, this event would have not been the same.

Special thanks to April Sora, Michelle Beveridge, and Monique Legault for their involvement and support. As well as recognize speakers who shared their expertise and passion enriching the discussions and empowering our attendees.

We would also like to recognize the invaluable contributions of Eyllin Jorge Coto and Candice Minott, our interns whose work is being supported by the Graham Mitchell Leadership Project and the Urban Alliance for Race Relations.

We would like to express our appreciation to all the vendors who provided the delicious food: Taste of Syria, Betty's Samosas, Los Babes Bakery, Cradle by Jade, Mulberry's, and Nutana Bakery.

The Group is incredibly grateful for the invaluable work of Farkhonda Tahery, Margot Gough, Anushka Minott, Angela Daigneault, Heather Hale, Anna Gersher, and Malvina Rapko who generously volunteered their time as note takers for the Forum.

Finally, we are deeply grateful for the logistical and administrative support provided throughout the event. Your behind-the-scenes efforts have ensured the seamless execution of the Women Leading Civic Engagement Forum.

Your collective efforts have truly made the Women Leading Civic Engagement Forum a memorable and impactful experience. Thank you for your dedication and commitment to our shared mission of advancing civic engagement and empowerment among immigrant and refugee women in Saskatoon.

Appendices

Event Flyer



WOMEN LEADING

Civic Engagement Forum for Immigrant & Refugee Women

Are you interested in governance?
Would you like to join a civic board or perhaps run for office one day?

Join City of Saskatoon Councillors Cynthia Block, Bev Dubois, Hilary Gough, Sarina Gersher and Mairin Loewen for a conversation about our community's future and how you can get involved. Learn about leadership opportunities and connect directly with city government leaders and other women with living immigrant/refugee experience.

 Saskatoon City Hall

 Saturday September 16th, 2023
1:00pm-5:00pm

Registration required

Please access registration through the organization that sent you this invite. If you have questions, please email monique.legault@saskatoon.ca in the Councillors' Office.

Statistics

Before the Leadership Panel Presentation took place, City Councillors asked the audience whether they had previously been at the City Hall and in what sector forum participants have been a leader. As shown in figure 1, 25 out of 44 respondents said they had not previously been inside City Hall. Women have most often been a leader in work and home (see Figure 2).

FIGURE 1. Had you been inside City Hall before today?

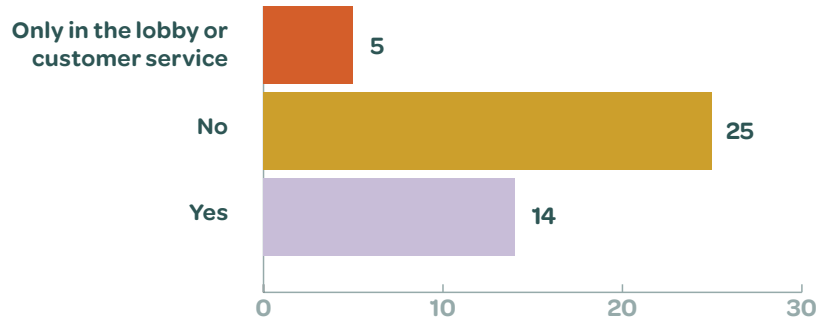


FIGURE 2. In what sector(s) have you been a leader?

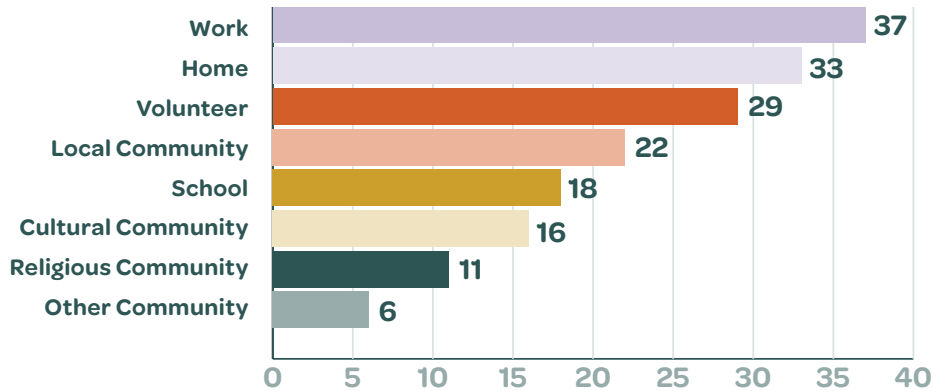
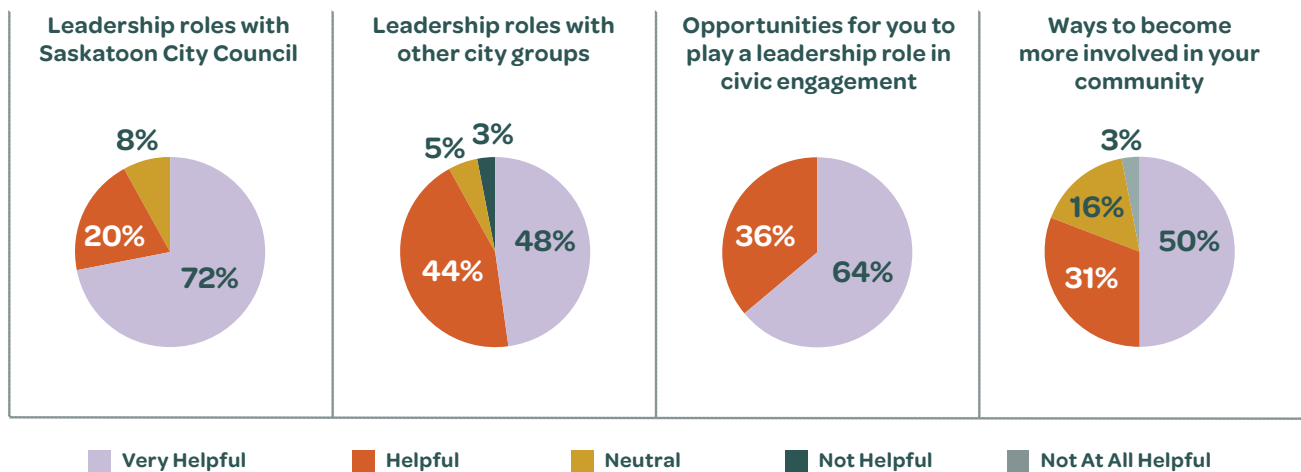


FIGURE 3. Did the event help you learn more about the following areas?



Photographs

Women Leading Civic Engagement Forum



Photo 1 Participants in the Women Leading Civic Engagement Forum, held on September 16th, 2023, at the City of Saskatoon Council Chambers.



Photo 2 (left to right) Saskatoon City Councillors Sarina Gersher, Mairin Loewen, Bev Dubois, Cynthia Block, and Hilary Gough welcomed participants and introduced the Leadership Panel.



Photo 3 The Leadership Panel made up by Ijeoma Nwamuo, Felicitas (Fay) Santos-Vargas, Farkhonda Tahery, Judy White, and Jyotsna Custead and held by Councillor Block.



Photo 4 The Forum participants during the Leadership Panel at the City of Saskatoon Council Chambers.



Photo 5 (left to right) Saskatoon City Councillors Mairin Loewen, Sarina Gersher, Bev Dubois and Hilary Gough listening at the experiences shared by immigrant and refugee women at the Leadership Panel.



Photo 6 Discussion Group F led by Councillor Cynthia Block, at Committee Room E.



Photo 7 Discussion Group E led by Councillor Bev Dubois, at the City Hall Cafeteria.



Photo 8 Discussion Group B led by Ijeoma Nwamuo the Executive Director at International Women of Saskatoon, at City Council Chambers.

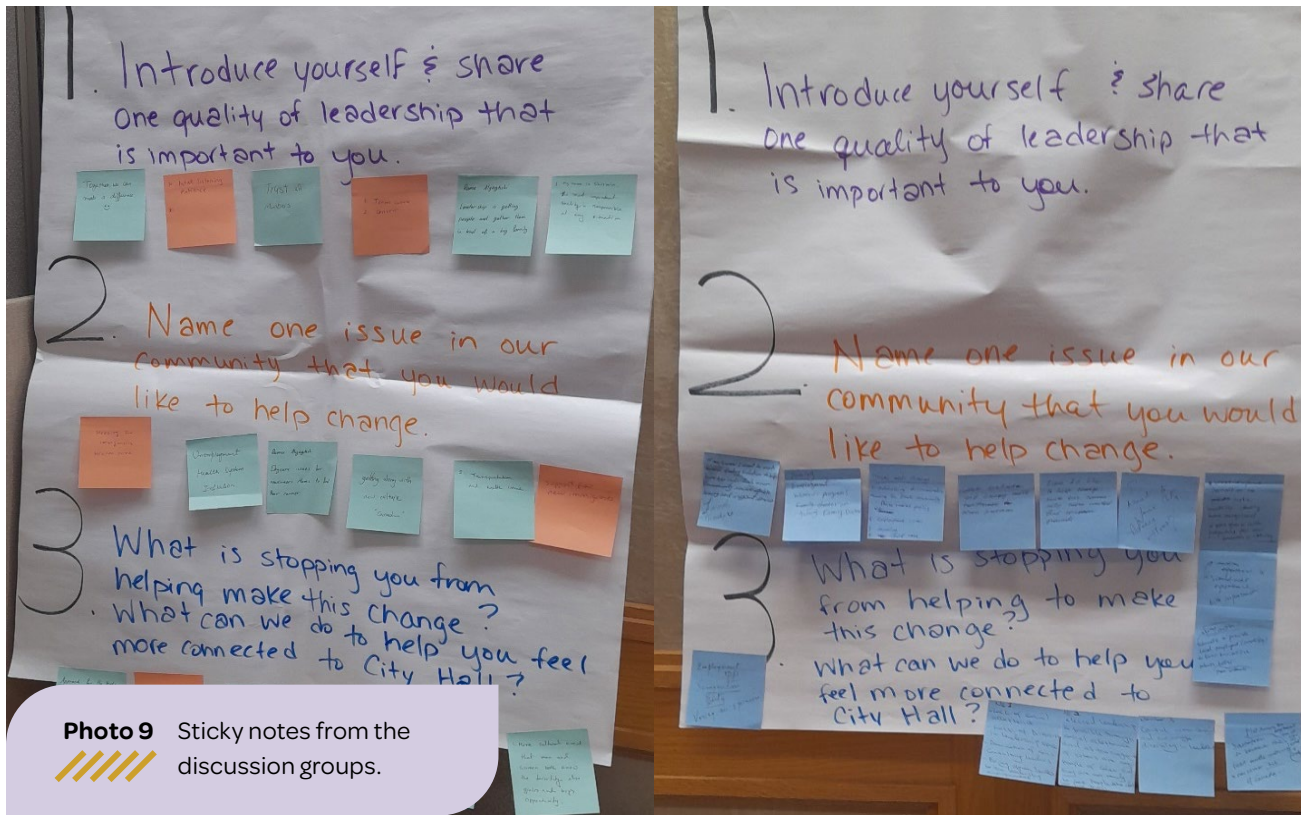


Photo 9 Sticky notes from the discussion groups.



Photo 10 Discussion Group D led by April Sora Immigration, Diversity and Inclusion Consultant at City of Saskatoon, at the City Hall Cafeteria.



Photo 11 Cradle by Jade Events Owner Petrice Miller (right) and Forum participant.

Photographs

Women Leading Workshop - Childcare



Photo 12 (left to right) Councillor Hillary Gough, Workshop Organizer Candice Minott, Workshop speakers Sue Delanoy from Child Care Now Saskatchewan, Cathy Edwards from Co-operatives First, Lisa Bradford from Crocus Cooperative, and Workshop Organizer Eylin Jorge Coto.



Photo 13 Workshop speakers Sue Delanoy from Child Care Now Saskatchewan, Cathy Edwards from Co-operatives First engages workshop participants.



Photo 14 Workshop speaker Lisa Bradford shares her personal experience starting a daycare co-operative.



Photo 15 Women Leading Workshop – Childcare participants in the Q&A session.



Photo 16 Women Leading Workshop – Childcare participants.

222 3rd Ave North

CITY HALL

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OUT

222-3rd

222-3rd

IN

ACCESSIBLE
ENTRANCE

222 3rd Avenue N
Depotory Sign
For entrance of
City of Mesquite, 100 yrs.
Mesquite, Texas,
Parking Vehicle

SECRET
PUSH
DRIVE
↓