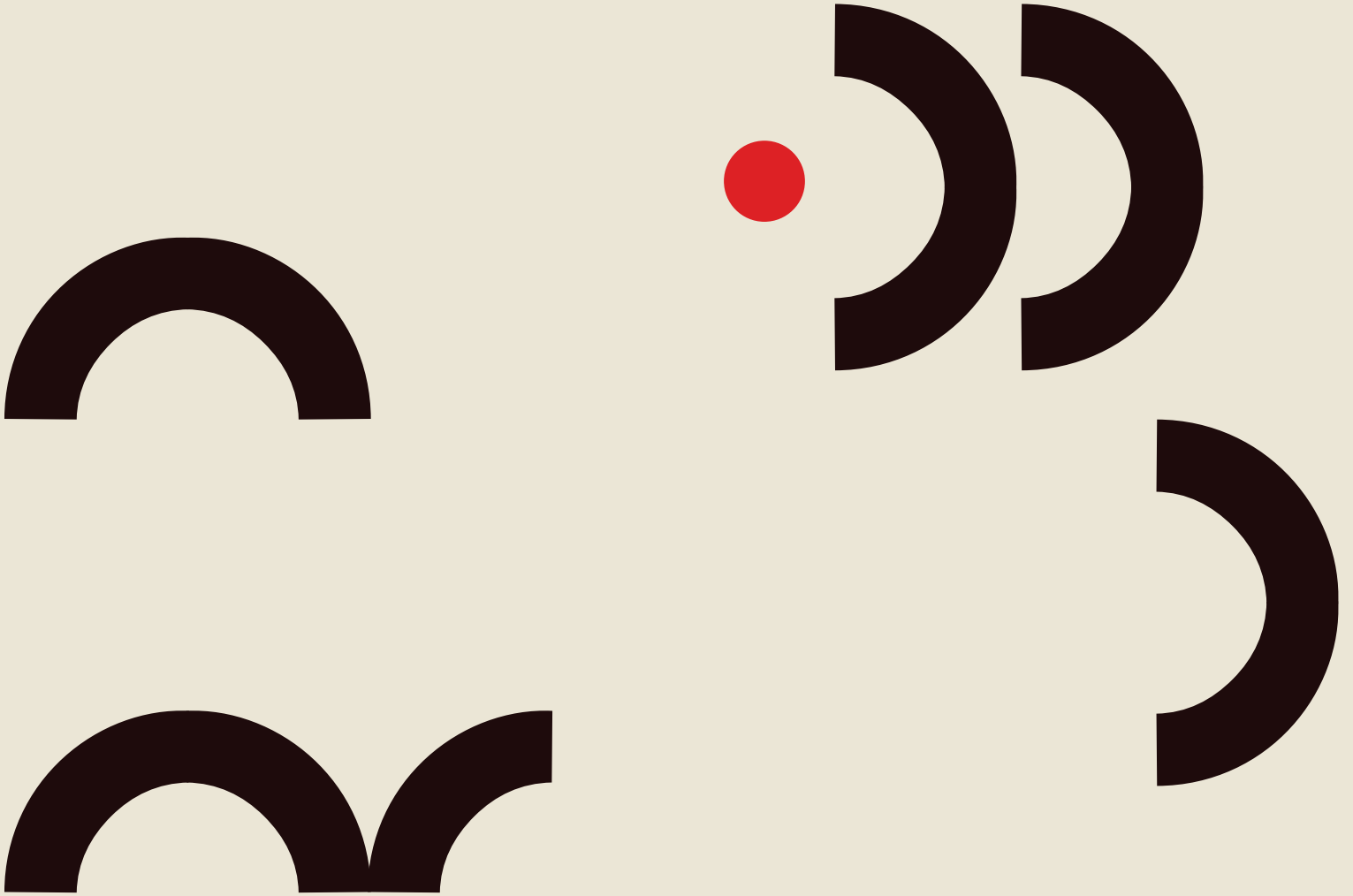




Canadian Council  
for Refugees

Conseil canadien  
pour les réfugiés



• September 2021 — August 2022

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# Annual Report



# Message from our President

The CCR continues to have a far-reaching impact on migrant and refugee rights in Canada. Our robust and collaborative advocacy work and consistent push for policy change have resulted in significant improvements to the Canadian humanitarian immigration system.

As a national convener uniquely positioned to mobilize hundreds of organizations across provinces, languages and experiences, the Canadian Council for Refugees brings together an array of expertise from local organizations.

In the following pages, you will read about the CCR's considerable efforts to weather the COVID-19 pandemic, provide our members with a space to share knowledge and best practices, strategize to resolve challenges, initiate collaborations to create systemic change, and more.

In the past year, we've accomplished much together. We attended numerous roundtables with the Canadian government to share updates and policy recommendations from our members on the ground. We sent multiple letters and communications to Minister Fraser, which advocated for equitable, transparent, and accessible frameworks for emergency responses, as well as called for open work permits, and underscored Status for All. We continued our campaign to strike down the Safe Third Country Agreement, emphasizing the importance of effective and humanitarian pathways to family reunification and regularization. When necessary, we turned to the Canadian judicial system, seeking to further justice and uphold respect for refugees' right to seek asylum.



—Aleks Dughman Manzur  
*President of the Canadian Council  
for Refugees*



Extensive and important knowledge was generated by the CCR. We produced reports and submissions on critical issues and programs, as well as attended and held various meetings throughout the year—including our Fall 2021 Consultation, which gathered over 350 participants eager to exchange information, network, and develop strategies helpful to their work in the sector.

As a collective, we also strengthened our commitment to oppose oppression and racism and to hold ourselves, the CCR, our member organizations, and the Canadian immigration system accountable. We look forward to the development of CCR's Anti-Racism Project in 2023. This crucial initiative will address the destructive effects of racism on newcomers and communities, and the lack of intersectional, comprehensive initiatives at the national level. CCR's Anti-Racism Project is one way we will contribute to dismantling systemic racial barriers while generating resources with specific policy recommendations.

As a result of our many changes, conversations, and reflections, it was time to embark on a strategic discussion about the future of the CCR. In a broad consultative endeavour that included our membership, volunteers, and staff, we envisioned a path for the upcoming years, and a new Strategic Plan was born. Our Strategic Plan builds on CCR's strengths, while recognizing its challenges and the broader context of organizations and issues that CCR works within. Within the next year, we look forward to welcoming new leadership to the staff team to support implementing our plans and further CCR's mission.

I am thrilled to present this year's annual report, and I thank staff, volunteers, and members for helping make CCR's many achievements possible. The future is bright!

In solidarity,

—Aleks Dughman Manzur

*President of the Canadian Council for Refugees*

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# Who we are

Since 1978

The Canadian Council for Refugees is a leading voice for the rights, protection, sponsorship, settlement, and well-being of refugees and migrants, in Canada and globally. CCR is driven by member organizations working with and for these communities from coast to coast to coast.

Committed to social justice and transformation by challenging racism, colonialism and intersecting oppressions, we undertake policy monitoring, advocacy, network building, and public education to empower members and communities to bring about systemic change.

## How we work

- **Our members bring forward an issue**

Members can bring issues forward in various ways. An issue can be anything that challenges our members' work and thus newcomers' rights on the ground, including anything from the impact of racism to immigration detention.

- **The CCR takes on the issue**

Depending on the subject, it is taken up in one of our three working groups (Immigration & Settlement, Inland Protection, or Overseas Protection & Resettlement) or in one of our other committees or networks (Anti-Trafficking Committee, the Youth Network, etc).

- **Understand and discuss the issue**

Depending on the needs of the specific issue, it can be addressed in workshops during our Consultations, webinars, virtual meetings or discussions between members.

- **Plan and act on the issue**

Collectively, members decide how the CCR should act regarding this issue: pass a resolution, create practical or policy resources, bring attention to the issue in the media, launch a public opinion campaign, take legal action, or engage in a dialogue with government.

**This leads to the impact of our work: changes in government policies and practices, changes in the practices of community actors, increased awareness of the issues, supporting CCR members to learn and grow, and bringing forward legal challenges.**

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# Membership

We are an umbrella organization that brings together refugee, newcomer and immigrant serving organizations from coast to coast. These organizations are our members.

CCR members are settlement organizations, faith-based organizations, lawyers' associations, private sponsors, unions, and other organizations that work to protect human rights and welcome newcomers. We serve the networking, information-exchange and advocacy needs of our members.

**213 member organizations**

**32 associate members**



## Location

Ontario	46%
Quebec	20%
Prairies	16%
British Columbia	10.5%
Atlantic	7%
Yukon	0.5%

## Member management system

Over the last quarter of 2021, we invested in new tools to streamline our membership services and to better organize our records (user accounts, communication, participation in events, integration with the website...). Our Membership Coordinator planned and oversaw the transition from a manual system to an automated membership management system. While the implementation of new features is ongoing, major improvements were appreciated by the staff and members!

## Increasing support to members

Towards the end of the fiscal year, we reorganized the admin team and hired an Administrative Coordinator. Part of their responsibilities is to assist the Membership Coordinator in membership tasks to ensure we continue to support our ever-growing membership, while improving the value and service we deliver.

### Looking ahead

- With the new membership system, Wild Apricot (WA), we will also be able to implement the event registration function to manage bigger events like Working Group Meetings and Consultations.
- The Membership Strategy will be updated in light of new data collected through WA.

# Meetings

Meetings organized by the CCR represent key opportunities for networking with members and partners, allowing for discussion and organizing regarding matters of policy and advocacy.

## 2021 Fall Consultation

The CCR's Fall 2021 Consultation took place online, from November 29 to December 3, on the theme 'Welcoming newcomers with open borders'. Welcoming newcomers means working together to ensure justice, capacity and participation for all – from those who have cared for this land for centuries, to those who are here now. This consultation addressed key aspects of the realities faced by newcomers and the organizations that serve them.

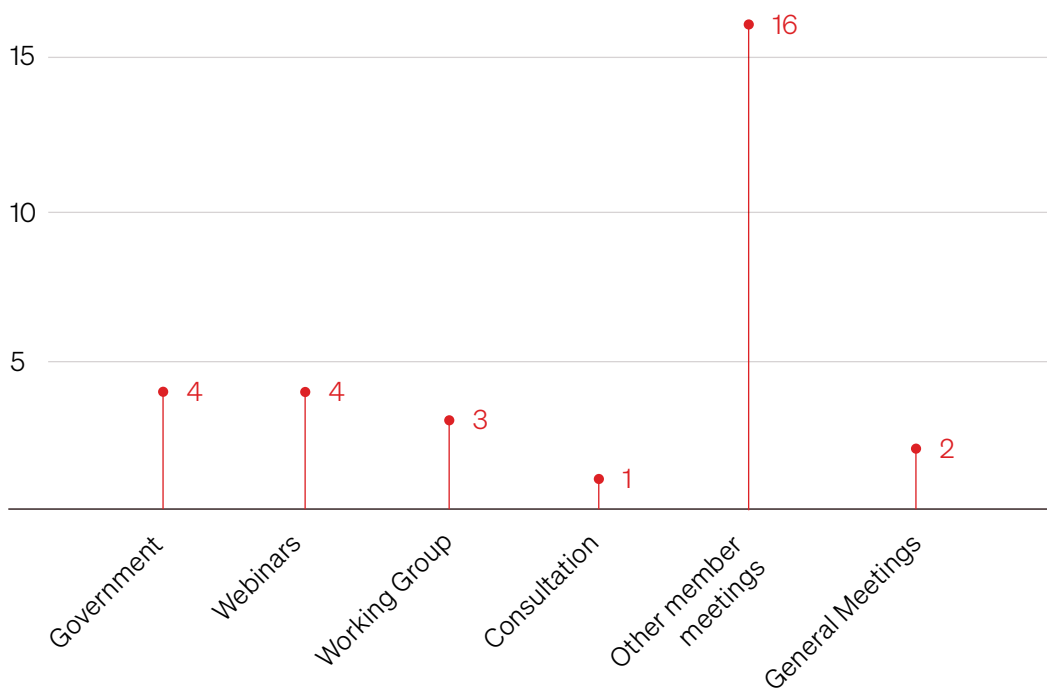
369 attendees

23 sessions

28 speakers

## Number of meetings per type

Sept. 2021 to Aug. 2022 inclusively



## Looking ahead

- In the next fiscal year, Working Group Meetings and Fall 2022 Consultation will be held in person!

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# Our team

## → Executive Committee

### **President**

Aleks Dughman Manzur

### **Vice-President**

Jenny Jeanes

### **Treasurer**

Jasjeet Ajimal

### **Secretary**

Françoise Magunira

### **Counsellors**

Bindu Narula

Catherine Bruce

Clément Kanuma

Diana Gallego

Emmanuel Nahimana

Jacques Bertrand

Mouloud Idir

Sabrina Dumitra

## → Working Group Co-Chairs

### **Immigration and Settlement**

Luis Mata

Claudine Uwingabiye

### **Inland Protection**

Anne Woolger

Mariana Martinez Vieyra

### **Overseas Protection and Resettlement**

Roya Atmar

Hugo Ducharme

## → Staff

### **Executive Director**

Janet Dench

### **Senior Operations Manager**

Claudia Cojal

### **Member Services Coordinator**

Alice Alvarez-Pereyre

### **Communications Coordinator**

Andréa Viens

### **Administrative Coordinator**

Audrey Pasinetti\*\*

### **Settlement Policy Director**

Sandra Gasana\*

María José Espejo Rivas\*\*

### **Youth Network Coordinator**

Juliana Cortes Lugo\*

Shilik Hamad\*\*

### **Quality of Services - Project Coordinator**

Basel Dakak\*\*

\*employee left during the year

\*\*employee arrived during the year

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# Policy and Advocacy

## Immigration and Settlement

- The Migrant Workers Sub-Committee and allies launched the National Open Work Permit (OWP) Campaign, wrote to the Minister with over 90 organizations across Canada and more than 40 endorsees.
- The Housing Network chose 2 new Co-Chairs to lead the Network and approved their new Terms of References to continue advocacy work. In August 2022, CCR members decided to bring forward the issues discussed during the past three meetings to the Federal Housing Advocate.
- We organized a joint campaign in collaboration with Inland Protection on the topic of Regularization, joining the #StatusForAll conversation nation-wide.

**2 campaigns**

**3 Housing Network meetings**

**1 letter to the Minister**

### Looking ahead

- As part of the OWP campaign, we will submit a petition to the House of Commons, calling upon the Government to eliminate employer-specific work permits and adopt a work authorization regime.
- A meeting with the Senior Advisor of the Office of the Federal Housing Advocate and the Housing Network will take place in January 2023 to discuss the needs of refugees regarding housing.
- The Anti Trafficking Committee will hold a National Forum in November 2022, and work on a submission to the House of Commons regarding the legislative amendment on human trafficking.

## Inland Protection

- The Working Group held three virtual meetings on refugee claimant issues for members.
- We developed “Regularization: Submission on creating open and flexible pathways”.
- Renewed advocacy on delays in refugee family reunification, including a submission to parliamentary committee.
- Published a report for the Refugee Protection Division (RPD) Virtual Hearing Monitoring Project.

**2 submissions**

**3 meetings on refugee claimant issues**

**1 report**

### Looking ahead

- Issues for refugee claimants at the beginning of the process are a major concern for the next year.



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# Overseas Protection and Resettlement

- We wrote to the government to call for equity in Canada’s responses to emergencies, and advocated for effective response to Afghans.
- We drew attention to a lack of equity in the processing of resettlement cases – cases coming out of Africa are particularly slow.
- Held two meetings for Group of 5 Sponsors.

2 meetings for G5 Sponsors

1 letter to Government

## Legal affairs

The Safe Third Country Agreement (STCA) legal challenge won leave at the Supreme Court in December 2021.

We also launched a legal challenge, in partnership with an affected individual, of cessation provisions.

### Looking ahead

- The CCR, Amnesty International and the Canadian Council of Churches will be heard by the Supreme Court of Canada (SCC) for the Safe Third Country Agreement on October 6, 2022.
- We will also be intervening in another case at the SCC.

## Government relations

- The CCR maintained strong relations with Immigration, Refugees and Citizenship Canada (IRCC), with regular and ad hoc meetings on wide range of topics, including:
  - Regularization
  - Migrant workers
  - Afghanistan
  - Anti-racism
- We started having regular meetings with Canadian Border Services Agency (CBSA) on issues such as treatment of refugee claimants at the border, detention and removals.
- Contributed intensively to CBSA’s review of Alternatives to Detention Program.

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## International engagement

- The CCR, as usual, participated in the Canadian official delegation to UNHCR Executive Committee – which was still held online in 2021.
- By 2022, meetings started taking place in person – we sent representatives to the Working Group on Resettlement in Denver (February 2022) and to Geneva for the Annual Tripartite Consultations on Resettlement (ATCR) (June 2022).
- CCR also co-chaired the international NGO Steering Committee supporting the ATCR process.

## Youth Network

- The Youth Network (YN) successfully held its second round of the 10-year annual Daniel Schickedanz scholarship.
- We created a 3-year wrap up resource in 2021, which included information on initiatives such as Talk to Action and the online 2021 Youth Action Gathering (YAG).
- We hired a new Youth Network Coordinator towards the end of the fiscal year.
- The Youth Network Coordinator met with the Core Team members 4 times to renew fruitful partnerships!

### Looking ahead

- The Youth Action Gathering (YAG) will be returning for a 2023 edition.
- We will be recruiting new Core Team members for 2023-2024.

## Francisco Rico-Martinez Award

The CCR launched the Francisco Rico-Martinez Access to Justice Award – to be given on an annual basis to support a project aligned with Francisco’s core commitments. We’ve established a fundraising goal of \$50,000 to cover a period of 5 years. As of August 2022, we have raised \$18,550! The first call for applications was announced in August 2022 as well.

The first project will be awarded in the next year!

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# Francophone committee

## New members

The Committee welcomed one new elected member from Alberta and re-elected the President for another 2-year term.

## Strategic plan

After the elections of new Steering Committee members, members agreed that it was necessary to review the Francophone Committee's mission to identify priorities aligned with: the realities of members' time and availability, the Francophone context in Canada, and the achievements of the past few years. It was decided to create an Ad Hoc Strategic Committee to:

1. Take stock of the work accomplished by the Francophone Committee in recent years.
2. Establish a work plan with realistic and achievable objectives based on the priorities identified by the members of the Francophone Committee.

In June 2022, during the annual Summit organized by ARAISA, the Membership Coordinator had the opportunity to reach out to the Commissioner of Official Languages – who was presenting during one of the panels – to start a conversation around issues relating to the francophone immigration in Canada.

### Looking ahead

- Follow-up meeting with the Commissioner of Official Languages.
- Continue the work of the Ad-hoc Strategic Committee: depending on outcomes of the review and the work plan, several actions will need to be implemented.

# Quality of Services project

We met with approximately 90 organizations across Canada to identify their needs and priorities and actively address them within the project's plan. We produced a set of worksheets that respond to each of the identified needs and priorities, to guide organizations in the process of evaluating their existing policies or/and introduce new policies for their organizations.

### Looking ahead

In the next year, responses received from organizations will be compiled and analyzed to serve as a basis for template policies. The policies will then be reviewed and finalized with the help of the Steering Committee's members. Finally, they will be made available to organizations for implementation, with the objective of elevating the quality of services they provide to clients.

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# Internal activities

## Strategic plan

We worked with consultants from Lumière and Social Impact Consulting to develop a 4-year Strategic Plan for 2022-2026. This Strategic Plan was created to build on CCR's strengths, while recognizing its challenges as well as the broader context of organizations and issues that CCR works within. The plan was approved and presented to members at the beginning of 2022. Two major goals were identified:

### Connect

→ **Strengthen the quality of relationships and communications with internal and external stakeholders.**

#### *Core (Staff, leadership volunteers)*

- Share leadership.
- Ensure culture of care, sustainable pace.
- Advance anti-oppression and leadership of lived experience.

#### *Members*

- Deepen member engagement, from early involvement to long term leadership.
- Offer contents that educate, empower.
- Update annual events schedule to ensure high quality.
- Collaborate actively with members.

#### *System actors*

- Lead convening and collaboration in Canadian migration sector.
- Expand proactive partnerships with organizations that share goals.
- Maintain strong relations with government actors.

#### *Public*

- Develop an engaging, inspiring brand.
- Ensure accessible communications.
- Expand strategic media relations on priority issues.

### Impact

→ **Focus efforts to increase effectiveness and deepen impact on priority migration issues.**

#### *Build CCR's capacities, tools, and processes*

- Fundraising and restructuring to ensure adequate financial resources for plan.
- Build staff, volunteer leaders' capacity in advocacy, partnerships and leading action.
- Apply prioritization criteria for level of action.
- Develop framework to guide partnerships.
- Conduct monitoring and evaluation based on strategic plan.

#### *CCR selects priority issues to take leadership role*

- Issues will be selected by Working Groups

#### *CCR selects issues for collaboration with others*

- Issues will be selected by Working Groups and leadership volunteers.

#### *Legal action*

- Intervene in relevant cases appearing before the Supreme Court of Canada.

#### *International engagement*

- Actively participate in global processes, networks on priority migration issues.

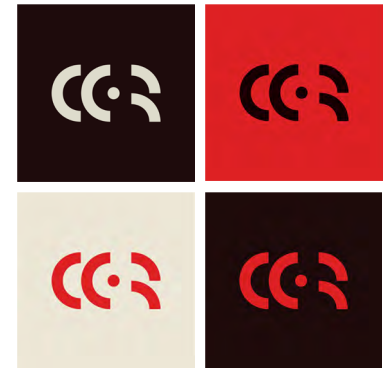
# Communications

One of the priorities within the Strategic Plan's 'CONNECT' goal was to develop an engaging, inspiring brand and ensure accessible communications. Our Communications Coordinator produced a communications strategy in 2021, using insight gained through staff workshops, member interviews and contextual research. The communications strategy was essential to guide the rebranding, website update, and implementation of new advocacy tools.

## A refreshed visual identity

The CCR is a unique collective that is made powerful by members, partners and our community. The new branding was created to reflect this strength: not to erase the past, but to build on it for continued success.

As a passionate and wide-reaching key figure in the Canadian immigration field, the CCR deserved an identity that is just as emblematic and bold as we've been in our decades of existence. We worked with Montreal-based design studio Caserne to rebrand from top to bottom.



## An updated website to match

Beyond applying the new branding to the website, and following with the priority identified in the Strategic Plan, we also worked on making the site more accessible and easier to use for our different audiences. Navigation was optimized, and a lot of the site content has been reorganized in response to feedback obtained during member interviews.

**ccrweb.ca**

**293 911** website users  
**358 215** sessions



## Channel performance

The rebranding was also an excellent opportunity to launch an Instagram account, with the long-term objective to expand our reach with the general public. Our Twitter account remains very active, and our most popular channel.



Wild Apricot email\*:

- Open rate 44.5%
- Click rate 9.33%



@ccrweb

- 17.4k followers
- 13.8k impressions/month on average



@ccrweb

- 230 followers since March 2022 launch

\*Data reflects beginning of Wild Apricot use in August 2022, at the end of the fiscal year.

# Financials

Copies of full audited statements including notes are available from the CCR office.

<i>Statement of operations for the year ended August 31, 2022</i>	2022 \$	2021 \$
Grants		
Government grants	32,724	324,219
Other grants	29,744	134,469
	62,468	458,688
Other revenues		
Donations	275,277	193,108
Membership fees	137,910	148,855
Conference registrations	26,379	38,846
Interests	689	578
Others	229	200
	440,484	381,587
	502,952	840,275
Expenses		
Salaries and benefits	343,828	499,795
Administrative expenses (Schedule A)	95,162	107,682
Public education and networking	30,063	49,208
Conference expenses	21,492	21,993
Working Groups	19,839	40,495
Fundraising	45,051	36,862
Executive Committee	-	39,581
	555,435	795,616
<i>Balance sheet as of August 31, 2022</i>		
Assets*	2,363,895	2,544,648
Liabilities	110,389	88,493
Net assets		
Externally restricted	35,153	785,153
Internally restricted	1,957,769	1,357,935
Unrestricted	260,584	313,067
	2,253,506	2,456,155
	2,363,895	2,544,648

\*Assets include \$1,972,922 in the CCR's Endowment Fund – made up of amounts that are externally or internally restricted in order to provide a secure income to support and sustain our mission.

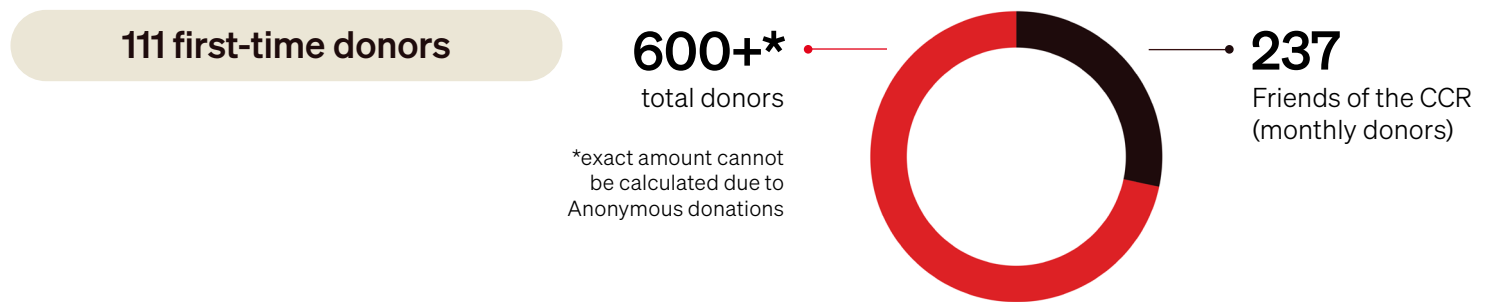
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# Fundraising

The current economic context has been difficult for many individuals and communities throughout Canada. We've faced challenges in our ways to work and engage with our supporters and donors, and we were humbled to find that their commitment did not diminish.

## More than half of our revenue comes from donations!

We are deeply moved and beyond grateful for the support of our long-term and loyal donors. Our monthly donors represent 1/3 of total donors, and support our activities and campaigns in the most sustainable way possible.



## Thank you for your support!