

**ISS  
ofBC**  
WELCOMING  
NEWCOMERS

# ISSofBC's Truth & Reconciliation Report

July 1, 2025 – June 30, 2026

YEAR TWO



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ISSofBC offices are situated on the unceded and ancestral territories of the xʷməθkʷəy̓əm (Musqueam), Skwxw̓ ʔmesh (Squamish), Səl̓ilwətaʔ/Selilwitulh (Tsleil-Wauthuth), Qw'ó:ntl'an (Kwantlen), ḏíçəy̓ (Katzie), kʷíkʷəł̓əm (Kwikwetlem), Qiq̓Ëyt (Qayqayt), ʰenasčəwaʔtəməxʷ (Tsawwassen), Lheidli T'enneh, Qat'muk (Ktunaxa), and sngaytskstx tum-ula7xw (Sinixt) Nations. We recognize that these lands have been stewarded by Indigenous peoples since time immemorial. We also acknowledge the important role that we play as allies in Truth and Reconciliation (T&R) and specifically, in helping to build respectful relationships between newcomers, settlers and Indigenous peoples.

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# CEO & CHAIR'S MESSAGE

Truth and Reconciliation (T&R) remains a core commitment for ISSofBC and is embedded in our renewed 2026-28 Strategic Plan. As an organization working alongside newcomers, we recognize our responsibility to support greater understanding of Indigenous histories, cultures, rights and contemporary realities while recognizing our role and responsibility in allyship with Indigenous peoples.

A significant achievement this year was the implementation of our curricula, [Canada: The Rich & Vibrant History of Indigenous Peoples](#) and the continuation of [Reconciliation Awareness LINC lessons \(RALL\)](#). Through training and resources for LINC English language instructors and Settlement staff and clients, the curriculum has reached newcomers across our programs and strengthened our internal capacity to continue this learning. Additionally, these invaluable resources have been widely shared within the settlement sector and are being used in different parts of the country to advance our leadership in this area.

We remain committed to reporting openly not just on progress made, but also the areas where more work is required. Continued policy and financial volatility across the settlement sector have affected our capacity as we pivot to managing significant changes. As a result, we have not advanced every action as far as we had hoped. We acknowledge this honestly while remaining accountable for continuing the work.

T&R is a long-term journey requiring sustained learning, reflection, and action. We are grateful to the Indigenous advisors, Elders, staff, volunteers and community partners who continue to guide and contribute to this work. We remain committed to moving forward with humility, openness, and respect.

**JONATHAN OLDMAN, CEO**  
**CATARINA MORENO, BOARD CHAIR**



# STRATEGIC PLAN ANCHORS

As an organization working alongside newcomers to Canada—including permanent and temporary residents—we recognize our unique responsibility to foster awareness, dialogue, and action around T&R. Some newcomers may find points of connection through their own experiences of conflict, persecution, displacement, or adapting to unfamiliar systems and ways of life. Others may recognize shared values related to family, community,

spirituality, and relationships with land and nature. These connections can provide a meaningful starting point for learning, while recognizing that the histories, cultures, rights, and ongoing experiences of First Nations, Inuit, and Métis Peoples are distinct and must not be equated with newcomer experiences.

Our new Strategic Plan was launched in 2026 during a continued period of profound change in Canada and across the immigration and settlement sector. In response, we are focusing on what matters most: delivering exceptional services, strengthening community belonging, advocating for positive solutions, and ensuring ISSofBC remains resilient and sustainable for the long term.

T&R remains integral to the delivery of our new Strategic Plan. It is closely connected to building belonging, strengthening relationships between newcomers and Indigenous communities, and contributing to a more inclusive Canada. We will also ensure that T&R plans are embedded across all goal areas and

organizational practices. While funding pressures and limited capacity have affected the pace of our work, our commitment remains firm. We recognize that reconciliation is a long-term journey requiring humility, meaningful relationships, sustained action, and accountability.

We continue to be deeply grateful to our Indigenous advisors, Tami Pearce and Kory Wilson, for continuing to share their knowledge, perspectives, and guidance with us. We raise our hands in gratitude for their leadership, wisdom, and generosity.

The four themes that guide our TRS are:

**PARTNERSHIP**

**RESPECT**

**OPPORTUNITY**

**GOVERNANCE**



# RESULTS

The T&R Strategy (TRS) highlights Key Performance Indicators (KPIs) that inform our progress:

- For each level of our organization (program, administrative, executive leadership, and governance), we will provide evidence of both the processes established and the impact on decisions made and practices evolved.
- Organizational policies will take principles of T&R into consideration with a documented co-development and review process completed.
- All staff and leaders will possess a foundational understanding of the history and reality of Indigenous peoples and how to make authentic commitments to T&R.
- Annually, the organization will report on the percentage of staff who have completed/renewed defined foundational training and learning activities. All our clients will be provided with opportunities to develop, at minimum, a foundational understanding of the history, contemporary reality, and importance of Indigenous peoples and the meaning and importance of T&R and in direct response to the T&R Commission of Canada Call to Action 93.
- Annually, the organization will report on the percentage of clients active in the prior 12 months who have completed or received foundational training/information as defined for each program type and engagement level.

We have measured our results for Year Two below, against three levels:

**Level 1: On target or substantially on target**

**Level 2: Partial progress towards target**

**Level 3: Delayed/future work**

Where we have not progressed in the second year, it is our intention to continue to make progress over the third and last year of the current strategy, and then review outstanding goals for inclusion in a new strategy.

We have also included results from our Year Two staff survey to gauge our progress and compare our baseline for engagement from Year One of the TRS. The full results are under the section, **‘Establishing a baseline of staff understanding and engagement.’**



## PARTNERSHIP

We aim to build respectful, authentic and sustainable partnerships with local Indigenous peoples in BC. We will continue to recognize the richness of Indigenous cultural, spirituality, and linguistic diversity and the historical treatment of Indigenous peoples through past and present policies of different levels of government and other institutions.



### Level 1

Work completed over the last year includes:

1. Providing an ongoing list of Indigenous and T&R activities that staff and clients can participate in to build relationships through celebrations and events  
**Update:** We updated and shared a regular inventory with staff and clients.

**60 percent** of a sample of staff self-reported that they attended an Indigenous-led event, training, or cultural activity (e.g., a workshop, film screening, pow wow, or community gathering) outside of work in the past year.

2. Incorporating celebrations of First Peoples of Canada in partnership with local First Nations representatives at several events across ISSofBC sites.  
**Update:** This includes our Vancouver, New West, and Maple Ridge locations, and a welcome by Deborah Baker at our annual all-staff celebration. Deborah is currently a full-time Member of the Squamish Nation Chiefs and Council and has previously worked as a Regional Coordinator for the Aboriginal Business Services Network, a Youth Business Advisor for the All Nations Trust and as the General Manager for the Bella Bella Community Development Society, among other positions in business and finance.

3. Seeking opportunities to positively influence all groups engaging with ISSofBC to support and/or drive reconciliation outcomes and encourage them to begin their own journey of reconciliation.  
**Update:** Through our **English language LINC classes**, 18 teachers have used the RALL resources with 433 students across Canadian Language Benchmark (CLB) levels 1–4.

Here Jessica, a LINC teacher, shares her approach and the value of the curriculum: [www.youtube.com/shorts/Oc0ZRPDesoY](https://www.youtube.com/shorts/Oc0ZRPDesoY)





A July 2026 LINC internal survey on the use of RALL lessons collected the following feedback from instructors:

**“Students were very interested and were happy to learn and understand about Indigenous culture.”**

**“Students enjoyed learning more about Indigenous peoples because they are new to Canada and want to learn about Canada. Their children are also learning about Indigenous peoples in school, so parents appreciated gaining a better understanding of what their children are learning and of Indigenous communities today.”**

**“Most students were new to Canada and had no idea about Indigenous peoples in the past. They were surprised by the information they were getting and appreciated it.”**

**“Students appreciate learning about Indigenous culture, specifically the talking circle and how to say thank you, introduce themselves, and participate in a talking circle with a talking stick.”**

In addition, students were given the opportunity to attend events such as National Indigenous Peoples’ Day at Moody Park in New Westminster. Students provided feedback including: **“An important thing I learned is to preserve your culture,”** and **“I liked drumming and dancing, and I learned to respect their culture.”**



An additional eight instructors, with approximately 160 students, reported that although they did not use the RALL resources, they used other Indigenous-focused resources available through Avenue.ca, the Literacy Centre of Expertise, Ellii (formerly ESL Library), and The Westcoast Reader.

Through our **Settlement** teams, ISSofBC delivered an Indigenous-led train-the-trainer initiative based on the newly launched curriculum, [Canada: The Rich & Vibrant History of Indigenous peoples](#).

Approximately 70 staff participated, strengthening their capacity to deliver consistent, culturally responsive learning across ISSofBC locations.

Following the training, frontline staff incorporated the curriculum into workshops, community activities,

and place-based learning opportunities adapted to different languages and local contexts. 25 Indigenous-focused workshops and field trips reached 309 newcomers across Vancouver, New Westminster, the Tri-Cities and Maple Ridge.

This initiative marked an important shift from one-time awareness activities to a more sustainable model that builds internal capacity and supports ongoing newcomer understanding of Indigenous histories, cultures, contemporary realities and reconciliation.

Through our **Career Services teams**, we delivered several live client workshops 'Building a Welcoming and Inclusive Environment (Anti-Oppression)'. This content is now part of the curriculum for young clients in our [B-Hired](#) program.

4. Collaborating with colleagues within the settlement sector to develop other ways to advance reconciliation.

**Update:** We continued to circulate the TRS with funders and sector partners across Canada. Tami Pearce and Chris Friesen, our COO, co-presented our TRS, resources and the Canadian Indigenous and First Nations context to the Irise International webinar with participants from Australia, New Zealand, US, Europe and Canada. Our new T&R Indigenous Awareness curriculum was shared through the National Government Assisted Refugees (GAR) RAP working group to enhance further distribution.

*Around **65 percent** of a sample of staff self-reported that they have completed at least five hours of Indigenous awareness or T&R training—either through ISSofBC, other organizations, or independently, while around 35 percent self-reported that they have not had any formal training. This indicates meaningful engagement among many team members but also highlights a significant gap. There is an opportunity to expand access to training and ensure that all staff have a shared foundation of knowledge to support culturally informed and respectful service delivery.*



## Level 2

Progress in Year Two includes:

1. Co-creating an engagement plan and partnership with a local Indigenous representative.

**Update:** As a starting point, Elder Tina from the Bkejwanong Territory (Walpole Island First Nation), Anishinaabe/Ojibwe was brought on to begin to amplify our T&R work with staff and clients. We also recruited an Indigenous intern from Simon Fraser University to support communications research. As part of our 2026 advance work for the WorkBC Request for Proposal (RFP) process, we were able to strengthen and put in place additional partnership agreements with Indigenous organizations that we hope will lead to deeper collaboration.

2. Ensuring that volunteers are provided with the opportunity to participate in reconciliation and that they understand the organization's commitment to reconciliation and their role.

**Update:** There have been a few opportunities for volunteers to participate through Indigenous-led field trips, and peer support groups. The development and implementation of a more formalized T&R component within volunteer onboarding and orientation is planned for Year Three.

Through our Community Connections activities, volunteers had the opportunity to learn about Indigenous peoples, cultures, and history.

One example was a field trip to the [Bill Reid](#) Gallery, where volunteers increased their own knowledge while supporting newcomer clients to learn about Indigenous art and explore carvings, paintings, jewellery, and other works by some of Canada's most talented Indigenous artists.



Newcomers were divided into smaller groups based on their language needs, with volunteers supporting each group. The feedback from volunteers highlighted how much they enjoyed helping newcomers understand and engage with the exhibits, while at the same time expanding their own knowledge and developing their communication, interpretation, and intercultural skills.

Another example of volunteer participation was during a National Indigenous Peoples Day field trip in Maple Ridge. Volunteers accompanied newcomers through the event, encouraging them to engage with Indigenous-led booths, cultural activities, conversations with Elders, and the opening ceremony. Several volunteers reflected that these experiences helped deepen their own understanding of Indigenous cultures, histories, and the importance of T&R. Lastly, similar learning opportunities were also provided last year through Discover Canada Conversation Circles, where volunteers explored Indigenous history, the Truth and Reconciliation Commission, and ways to foster respectful dialogue and understanding within the community.



**“Participating in National Indigenous Peoples Day in Maple Ridge gave me a meaningful opportunity to learn more about Indigenous cultures and perspectives. I particularly appreciated learning about the connection between traditional dance rhythms and the heartbeat, which deepened my understanding of Indigenous cultural expression. The event encouraged me to reflect on the importance of cultural identity, representation, and reconciliation, while increasing my awareness of the ongoing presence and contributions of Indigenous peoples in Canada. It also reinforced the value of creating opportunities for community members to learn directly from Indigenous voices and experiences.”**

**Overall, the event broadened my understanding and strengthened my appreciation for Indigenous history, culture, and community.”** ISSofBC volunteer.

**“The Discover Canada Conversation Circle was a very positive learning experience. Barbara created an inclusive environment that encouraged participation and engagement. Through the session, I gained a deeper understanding of Indigenous history, the Truth and Reconciliation Commission, and the diversity of Indigenous communities across Canada. I also appreciated how Barbara connected historical and cultural topics to broader international perspectives, making the discussion accessible and relatable.”**

**Observing her facilitation style was especially valuable, as I learned effective techniques for building engagement, connecting participants' experiences, and fostering meaningful group discussions.”** ISSofBC volunteer who observed Barbara as she prepared to take over the role.



## Level 3

Activities that were delayed or partially completed, but we remain committed to developing over the final year of the strategy:

- 1.** Confirming existing, relevant sections in our Human Resources (HR) policies, procedures and tools have been reviewed by one of our Indigenous Advisors to ensure they align with T&R. As an example, all our job posts now include the following statement:  
***We acknowledge Indigenous peoples on whose territories we are privileged to work, welcome and support newcomers, including immigrants, refugees and students. We honour the Nations who have always cared for these lands, waters, and air. In line with ISSofBC's commitment to equity, we promote inclusive employment opportunities for women, Indigenous peoples, people with disabilities, persons of diverse sexual orientations, gender identities or expressions (2SLGBTQI+), and racialized individuals. Guided by our values of Purpose, Improvement, Belonging, and being Genuine, we strive to create a collaborative environment where diverse perspectives and unique strengths are celebrated.***
- 2.** Ensuring Indigenous consultants are included in discussions regarding organizational anti-racism and anti-discrimination policies, practices, and education.
- 3.** Identifying reconciliation 'champions' throughout the organization who will focus on planning and implementing activities across programs and services.  
**Update:** While there are no clearly identified Indigenous 'champions', we will introduce ongoing staff training.



## RESPECT

Respect is a central value and principle that drives our strategy. Respect is gained through the development of deeper relationships based on trust and engagement with local Indigenous peoples. We aim to gain greater insights and knowledge by listening, observing, and seeking greater understanding of such things as Indigenous cultural practices.

### Level 1

Work completed includes:

1. Creating *honoraria guides and protocols* unique to each of our locations. Approximately **79** percent of a sample of staff self-reported that they always include a land acknowledgement, and another **17** percent do so often. This reflects a strong organizational commitment to reconciliation in public and team settings.



**“Learning about indigenous people helps remind newcomers that they are not alone in their struggle and experiences as indigenous people have also found value in their community. Community is at the heart of what ISSofBC does, and being connected to a community helps build resilience and achieve justice.”**

**Charles Usman**  
CASE MANAGEMENT PRACTICE SUPERVISOR  
Settlement



## OPPORTUNITY

ISSofBC believes that Indigenous partners, suppliers, and staff can accelerate our T&R journey. Our work in T&R must also consider our Diversity, Equity, and Inclusion (DEI) strategy. These opportunities will lead to greater understanding of shared experiences with newcomers who have lived and been impacted by colonialism.

### Level 1

Work completed includes:

1. Undertaking a concerted effort to include Indigenous representation at the governance table, including by recruiting qualified Indigenous directors.

**Update:** A review of the best approach to ensuring Indigenous voices at the governance table was undertaken with our Indigenous consultants. The Board agreed to develop a plan to introduce a paid Indigenous Advisor role over this next year.

### Level 2

1. Reviewing and amending key ISSofBC policies and procedures as necessary to ensure they support Indigenous people to thrive

**Update:** See note above regarding review of policies.

### Level 3

1. Establishing a baseline and target for Indigenous representation within the ISSofBC staff group. Engaging with existing Indigenous staff to consult and develop an Indigenous recruitment, retention and professional development strategy that includes at a minimum:
  - Advertising of job vacancies to effectively reach and encourage Indigenous engagement.
  - Indigenous job applicants can declare their Indigeneity and identify the group they represent.
  - Barriers to recruitment within organizational policies and procedures.
2. Developing commercial relationships and a procurement strategy with Indigenous businesses, including a recruitment strategy in partnership with Indigenous organizations, event catering contracts, etc.

**Update:** Given budget reductions, we

have not developed a procurement or commercial relationship with any new business or developed a recruitment strategy. Given recent changes and capacity, we are reconsidering this specific goal over this next year.

3. Creating and advertising volunteer and student opportunities to effectively reach Indigenous peoples, recognizing these can be pathways to employment.

**Update:** Given staff and resource reductions and other immediate priorities, we have not put in place an outreach strategy for Indigenous organizations.

4. Reviewing and updating procurement practices to remove barriers to procuring goods and services from Indigenous businesses.

**Update:** Given budget reductions, we have not developed a procurement or commercial relationship with any new business. This goal will be re-examined next year.



## GOVERNANCE

ISSofBC understands that all aspects of the organization (employees, Board, volunteers, and clients) must embrace our TRS for our work to successfully evolve. Besides buy-in, governance and tracking will provide greater accountability on our journey and provide milestones of our collective efforts and progress.

### Level 1

Work completed includes:

1. Developing a reporting matrix on annual goals and deliverables.  
**Update:** This is our second publicly available report, providing both transparency and accountability.

**“In RAP, we are often among the first people welcoming newcomers and introducing them to life in Canada. I believe it is important that newcomers learn not only about Canadian systems, rights, and responsibilities, but also about Indigenous peoples and the history of the land they are settling on. This helps newcomers begin their lives in Canada with greater understanding, respect, and awareness.”**

**Ahmed Fadhil**

CASE COORDINATOR  
Resettlement Assistance Program (RAP)

### Level 2

Establish Indigenous input into key organizational decisions at the executive management level.

**Update:** While we remain committed to having an Indigenous Advisor at the governance table, we could not make progress due to competing needs arising from managing significant changes impacting the settlement sector. This remains a strategic goal in Year Three.

#### **Building upon a baseline of staff understanding and engagement**

Engaging staff as Indigenous allies in our T&R journey and strategy has created an important foundation. To better understand where we need to focus our efforts to build greater internal capacity, we launched the second staff survey – see link below – to gauge our staff’s knowledge and understanding of our T&R journey.

We will continue to undertake this survey annually as part of our accountability measures.

You can view the complete survey results here: [Truth and Reconciliation Staff Survey 2026 – Results](#).

**Of 355 staff, 129, or 36 percent,** responded within two weeks in June 2026, and **100 percent** of those completed the survey. This is a sample that provides useful information about staff knowledge and engagement to build on in the final year of this current strategy. The response rate increased slightly, from **34 percent in 2025 to 36 percent in 2026**. The 2026 results show steady progress across all key measures, particularly in participation and the integration of Truth and Reconciliation into daily work.



- **Knowledge: 74 percent** (a slight increase from **73** percent in 2025) reported a moderate to good level of knowledge and understanding of the history of colonization, impacts on Indigenous communities including residential schools, the process of T&R to date, and ongoing work to address calls to action.
- **Understanding:** Most staff respondents (**75** percent) report a moderate to good understanding of Indigenous peoples in Canada, an increase from **72** percent in 2025. Only **21** percent indicate a basic level. This suggests a strong foundation overall, with room to deepen knowledge across the organization.
- **Participation in Indigenous-led activities:** It is very encouraging that **60** percent of staff attended an Indigenous-led event, training, or cultural activity (e.g., a workshop, film screening, Pow Wow, or community gathering) at work in the past year, increasing substantially from **44** percent in 2025. The proportion who had never attended one fell from **28** percent in 2025 to **13** percent in 2026. There is an opportunity to create more accessible and regular opportunities for staff to engage in Indigenous-led learning and cultural experiences.

- **Barriers to participation:**

- Access appears to have improved notably. The proportion unable to find an event fell from **50** percent in 2025 to **26** percent in 2026. However, time constraints became a much greater barrier, increasing from **18** percent in 2025 to **62** percent in 2026 among those answering the follow-up question. Others noted being **unaware of opportunities** or **new to the organization**. This highlights a need for better communication, promotion, and scheduling of Indigenous-led events to improve accessibility and participation.
- While **60** percent of staff attended an Indigenous-led event, training, or cultural activity (e.g., a workshop, film screening, Pow Wow, or community gathering) outside of work in the past year, **40** percent have not engaged recently or at all, suggesting varied levels of personal engagement with T&R. This may reflect differences in awareness, access, priorities, or capacity—some staff may be interested but constrained by time, competing responsibilities, or simply focused on day-to-day survival.

- **Training:** Nearly two-thirds of staff (**65** percent) have completed at **least five hours** of Indigenous awareness or T&R training—either through ISSofBC, other organizations, or independently. This shows a modest increase from **61** percent in 2025. **35** percent have not had any formal training, a decrease from **39** percent in 2025. This indicates meaningful engagement among many team members but also highlights an important gap. There is an opportunity to expand access to training and ensure that all staff have a shared

**“As we support newcomers in building their lives in Canada, we encourage them to learn about the history and ongoing experiences of Indigenous peoples. During Career Paths events, we go beyond acknowledging the land by sharing educational resources that help foster understanding, respect, and a stronger sense of belonging for everyone.”**

**Asia Martynenko**  
Career Paths for Skilled Immigrants



foundation of knowledge to support culturally informed and respectful service delivery.

- **Land acknowledgments:** The high rate of land acknowledgements use is encouraging: **79** percent of respondents always include one, an increase from **70** percent in 2025, while the combined proportion doing so always or often rose from **90** to **96** percent. **17** percent use one often. This reflects a strong organizational commitment to reconciliation in public and team settings. The small percentage (**four** percent) who include it only occasionally or not at all suggests an opportunity to reinforce the importance of this practice and ensure consistency across all programs and teams.
- **Integration into daily work:** This was one of the strongest areas of progress. Staff who provide or lead services for our clients and students show varied levels of integration of T&R into their daily work—**57** percent do so frequently compared with only **37** percent in 2025, another

**29** percent occasionally, while **14** percent rarely or never (a significant decrease from **26** percent in 2025).

There is an opportunity to further increase confidence, understanding, or access to resources. To support more consistent integration, the organization could enhance training, share best practices, and embed reconciliation more deeply into program planning and delivery.

Staff expressed appreciation for current efforts around T&R but also identified areas for growth.

Suggestions include:

Hosting more accessible and engaging learning opportunities

- Providing department-specific reflection sessions with Indigenous facilitators
- Supporting ongoing education for leaders
- Continuing to offer workshops led by Indigenous people.

Overall, there is a positive outlook, with a call for deeper, more tailored, and accessible engagement.

**“For me, learning about T&R is deeply meaningful because I come from a different background and from a land that was also colonized. This helps me understand why it is so important to learn about the history of Indigenous peoples, the injustices they have experienced, and the continuing effects of colonization. As a newcomer living and working on Indigenous lands, I believe I have a responsibility to learn, show gratitude, and respect the land, water, air, and communities that sustain us. In my work, I value beginning client sessions with a land acknowledgement and taking the time to explain why it is meaningful instead of treating it as a routine statement. I am inspired by Indigenous teachings about living in relationship with nature, caring for the land, and giving back to the community, and I try to apply these values in both my work and daily life.”**

**Sana Sharifi**

CLIENT INTEGRATION SPECIALIST

Youth



# LOOKING FORWARD

Our Year Two report is incorporated as an organizational commitment to T&R in our new Strategic Plan (2026 – 28).

Year Three focus areas will include:

- Increasing the knowledge of Indigenous peoples amongst staff by providing resources for customized T&R staff professional development (PD) for staff, building upon our staff survey.
- Co-developing and piloting a newcomer youth T&R curriculum led by an Indigenous Advisor to promote reconciliation through spheres of influence including local and international networking events.
- Establishing Indigenous input to organizational decision-making at the Board level.
- Deepening ties with Elders to promote and amplify T&R with staff, clients and students using the various specialized resources we have co-developed with Indigenous Advisors.
- Building continued accountability and transparency through reporting achievements, challenges, and opportunities both internally and externally.

Much has taken place in the settlement and immigration context over the last year, placing significant demands on organizational capacity. Changes to immigration levels, alongside substantial funding reductions and restructuring, have created competing priorities and affected our ability to advance work such as T&R.

Recognizing that T&R is a journey, we continue to make progress and have resources in place to build on the foundations established in Years One and Two. We remain committed to our strategy and to continuing this important work, even when circumstances create setbacks along the way.

**"Truth and Reconciliation is deeply connected to my work because every newcomer deserves the opportunity to understand the full story of the land they now call home. When newcomers learn about Indigenous histories, cultures, and the impacts of colonization, they gain a richer understanding of Canada and their place within it. Most importantly, learning these truths fosters empathy, respect, and a deeper sense of belonging."**

**Eysa Alvarez**  
SENIOR MANAGER  
LINC English language



**“As an immigrant who came to Canada as a teenager, I feel that the system failed me when it came to learning about the history, experiences, and struggles of Indigenous peoples of Canada. Over the last decade at ISSofBC, I have felt a growing responsibility to educate myself and deepen my understanding of the history of the original stewards of this land, particularly as I worked with newcomers arriving from countries affected by war, discrimination, and persecution.**

**I am grateful that, over the past five years, ISSofBC has taken meaningful steps to educate staff and build awareness of the progress being made toward Truth and Reconciliation. As part of my own journey of growth as a manager and leader, I have made it a personal commitment to amplify Indigenous voices through genuine, intentional, and respectful actions.”**

**Mahi Khalaf**  
SENIOR MANAGER  
BC SAFE HAVEN

**“In my role, this learning has shaped how I think about leadership, governance, and accountability. It has reinforced the importance of listening to diverse perspectives, fostering respectful relationships, and ensuring that our actions and decisions reflect a genuine commitment to inclusion and reconciliation. While we have made important progress as an organization, T&R is not a destination but an ongoing journey that requires continuous learning, reflection, and meaningful action from all of us.”**

**Sadaf Maqsoodi**  
EXECUTIVE COORDINATOR  
CEO Office and Board of Directors