

CLIP Survey of Service Providers: Fall 2017 – Summary Report

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Contents

Services and Service Delivery	1
Programs <u>without</u> Waiting Lists.....	3
Programs <u>with</u> Waiting Lists.....	3
Strategies to Lessen Waiting Lists	6
Populations Most Affected by Waiting Lists	7
Growth Capacity and Partnership Opportunities.....	9
Meeting the Needs of Newcomers	11
Conclusion.....	13



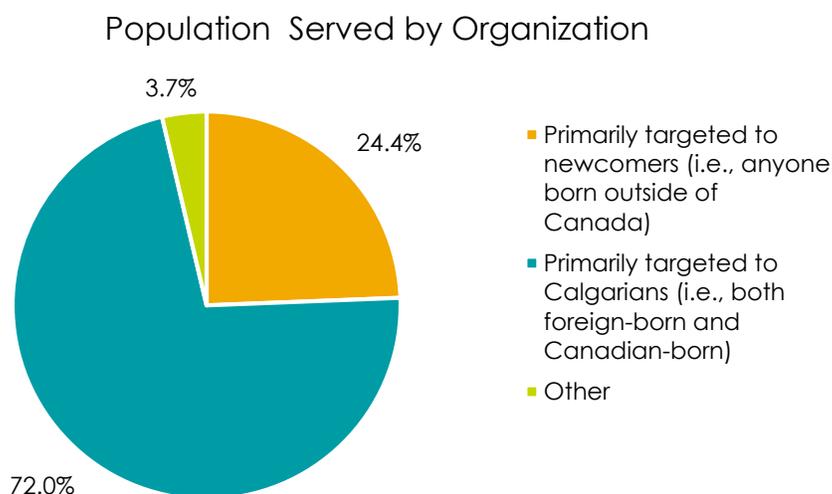
CLIP Survey of Service Providers: Fall 2017 – Summary Report

In the fall of 2017, the Calgary Local Immigration Partnership (CLIP) surveyed program managers from a range of mainstream and settlement agencies in Calgary. The purpose was to inform funders, CLIP, agencies, and government partners about the current state of local service provision in the settlement and integration of newcomers. The survey provided respondents with the opportunity to identify gaps in service provision, backlogs, waiting lists, or other barriers to delivering services. It similarly enabled them to share elements of service provision that are working well and what they believe contributes to that success.

The survey was viewed by 502 people, started by 111 of them, and completed by **85** service providers. The full report on the survey findings provides a comprehensive analysis of the results.

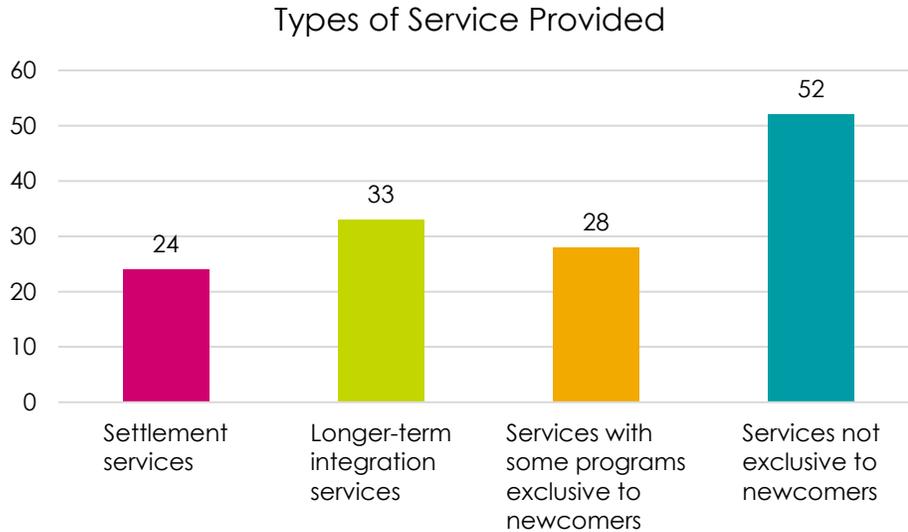
Services and Service Delivery

Almost-three-quarters of respondents (72.0%) were from “mainstream organizations” that serve all Calgarians, including newcomers. Nearly one-quarter (24.4%) were from “immigrant-serving organizations” with programs primarily targeted to newcomers, meaning anyone born outside of Canada. The remaining respondents (3.7%) indicated they served “other” populations.

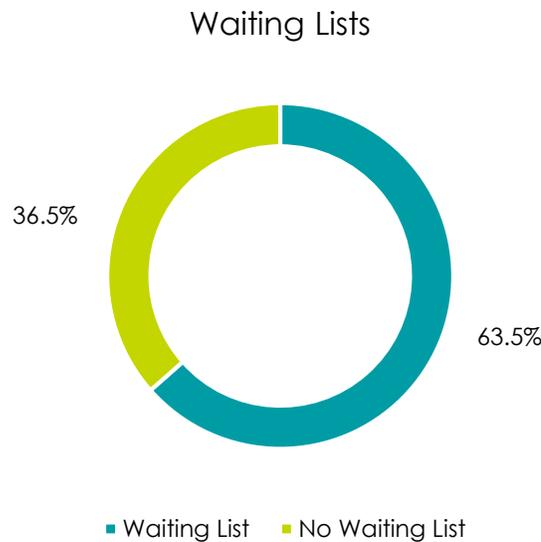


Almost half of respondents (48.5%) reported that services are delivered by paid employees. However, almost as many (47.6%) said services were delivered by a combination of paid and volunteer staff. The remainder (3.7%) indicated their services were delivered by volunteers. When split by organization type, respondents from immigrant-serving organizations are more likely to deliver services by a combination of paid and voluntary staff than are mainstream organizations.

The greatest number of respondents (38.0%) reported their services are not exclusively provided to newcomers. An additional 20.4% noted they provide some programs exclusively for newcomers. The remainder described what they offer as either longer-term integration services (24.1%) or more immediate settlement services (17.5%). When split by organization type, immigrant-serving organizations are understandably more likely to provide both settlement and longer-term integration services than are mainstream organizations. However, respondents from each type of organization provide some programs exclusively for newcomers.

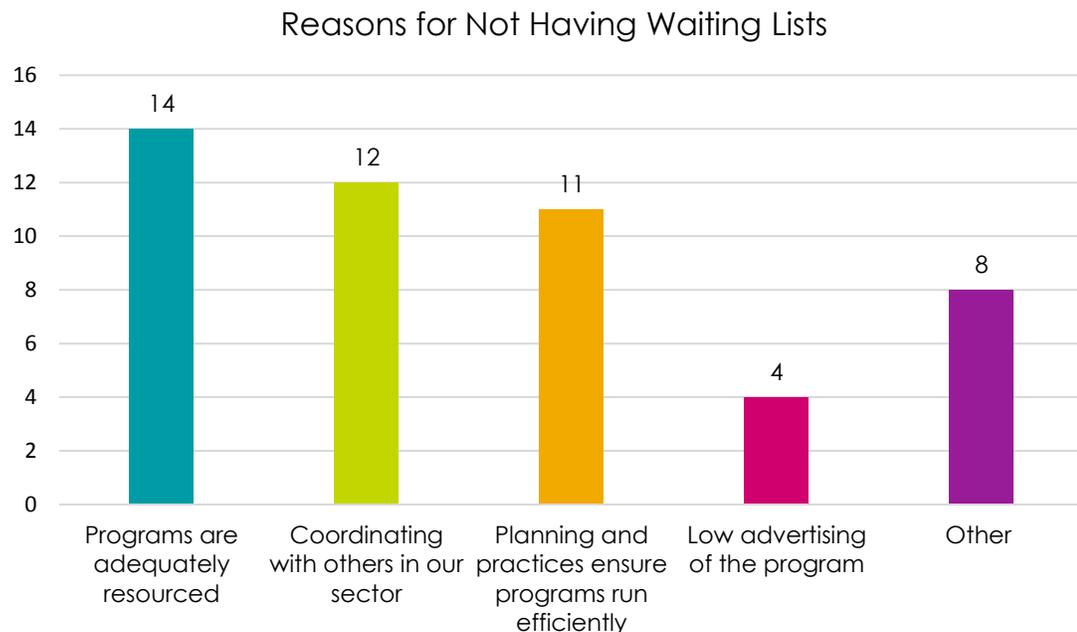


A key question asked respondents about program waiting lists. Almost half of respondents (48.2%) reported that some of their programs have waiting lists, while 15.3% of respondents indicated that all of their programs have waiting lists. Together, this group forms 63.5% of all survey respondents. The remaining 36.5% of respondents reported that their programs do not have any waiting lists.



Programs without Waiting Lists

One question was only visible to respondents who reported their programs do not have waiting lists, asking why they thought this was the case. The greatest number of respondents (28.6%) indicated their programs are adequately resourced, followed by 24.5% who coordinate with others in the sector to meet client needs, and 22.4% who credit sound planning and operational practices for this success. A further 8.2% attributed this to modest advertising about the program, while 16.3% provided a variety of other reasons.

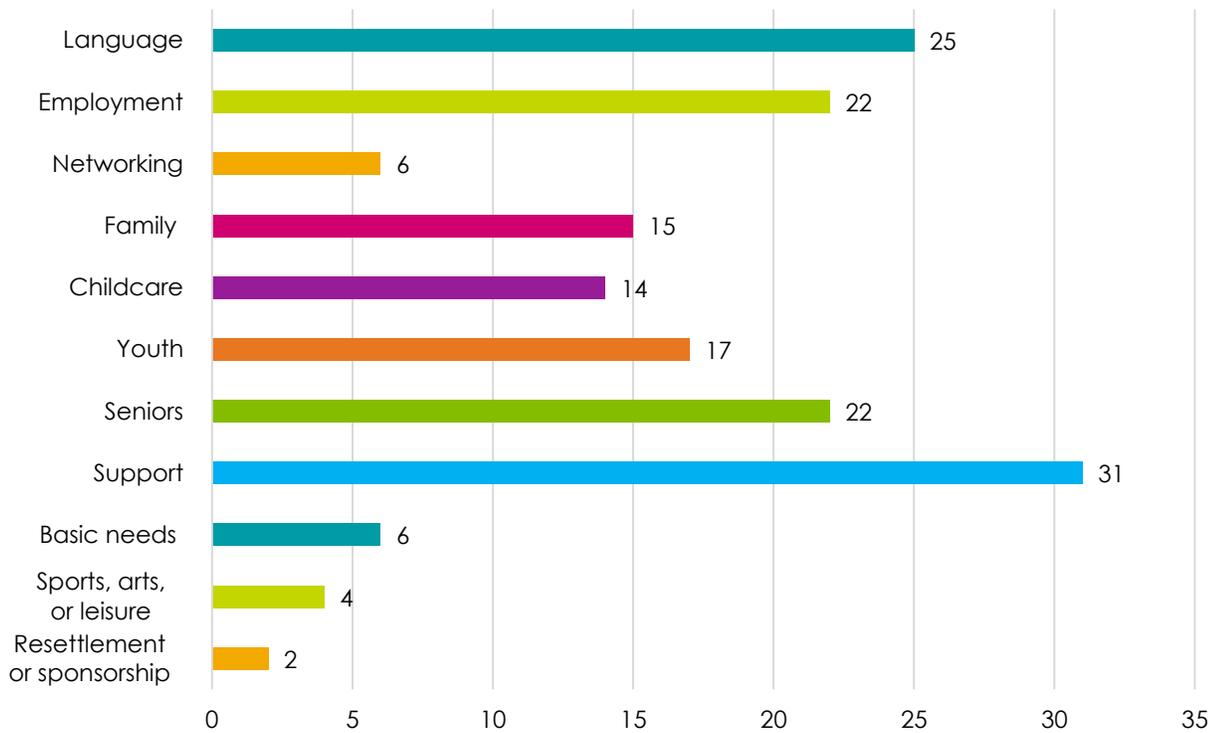


When split by organization type, a greater proportion of respondents from mainstream organizations indicate that their programs are more likely to be adequately resourced. They are also least likely to coordinate with others to meet client needs, which may have implications for their participation in collective impact initiatives intended to support newcomers.

Programs with Waiting Lists

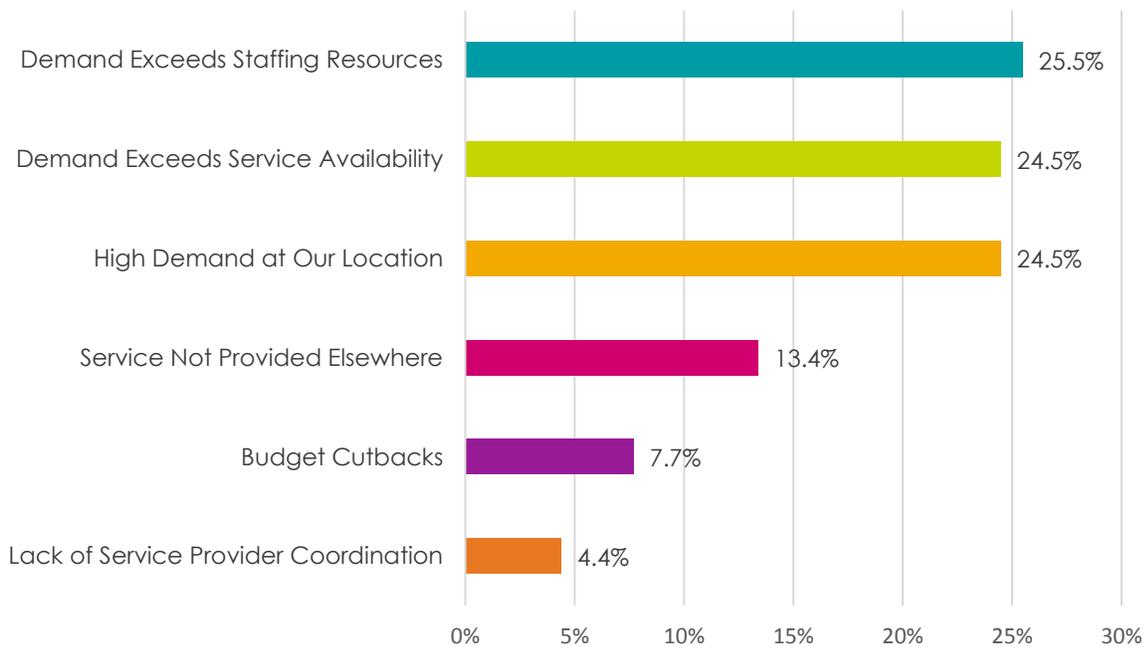
As shown in the graph on the following page, waiting lists were fairly evenly split amongst seven program types, with language programs identified by the most respondents (15.8%). This was followed closely by seniors programs and support programs, each of which were identified by 14.9% of respondents. Next were employment programs and youth programs, each identified by 13.2% of respondents, followed by family programs and childcare programs, each at 11.2% of the total. Fewer networking programs had waiting lists, as reported by 5.3% of respondents, although this may simply mean that fewer providers of that type of program participated in the survey. When split by organization type, a greater proportion of language and employment programs topped the list for immigrant-serving organizations, while proportionately more seniors programs had waiting lists among mainstream organizations.

Programs with Waiting Lists

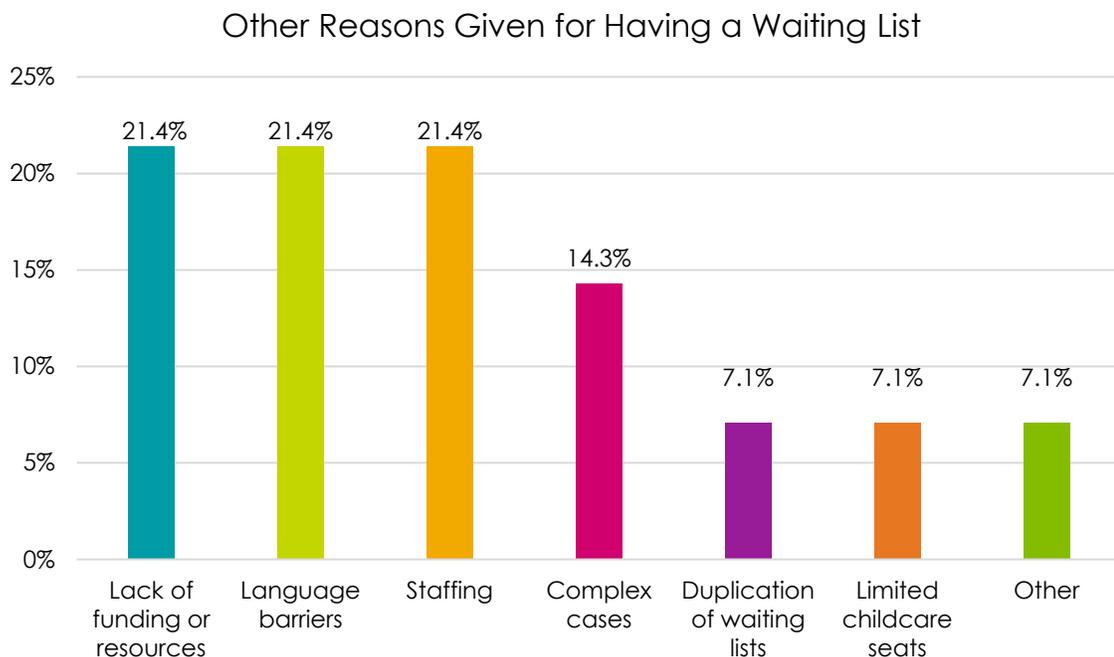


Respondents were asked identify one or more reasons their programs had waiting lists. Across all program types, the predominant reason given for having a waiting list is that 'demand exceeds staffing resources,' at 25.5%. This reason is followed closely by 'high demand at our location' and 'demand exceeds service availability,' each with 24.5% of the total.

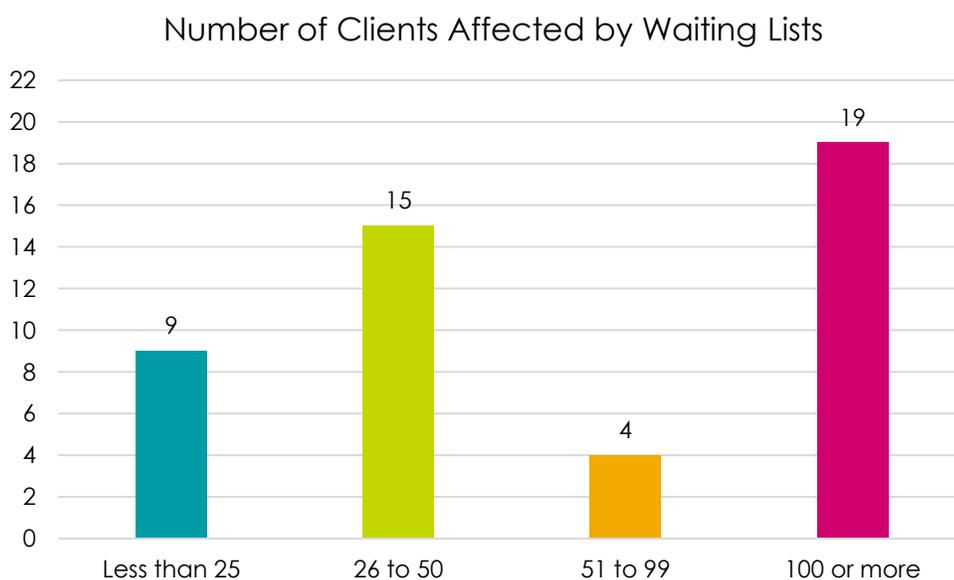
Main Reasons for a Waiting List



Respondents were then asked if there were any other reasons their programs had a waiting list. Most (71.4%) indicated there were no other reasons. The remainder (28.6%) said there were other reasons including a lack of funding or resources, staffing, language barriers, complex cases, duplication of waiting lists, and limited childcare seats for clients with children. The additional reasons given are shown in the following graph.



In terms of the impact waiting lists are having on clients, just over half of respondents (51.1%) indicated that less than 50 clients are affected by their waiting lists, whereas only 8.5% indicated that 51 to 99 clients were affected. However, many other respondents (40.4%) reported that more than 100 clients are affected by their waiting lists.



Strategies to Lessen Waiting Lists

A total of 31 respondents provided one or more suggestions about what could be done to alleviate waiting lists. A total of 60.1% of suggestions related to obtaining more of what programs already have—funding, material resources, staff or volunteers, programming, or program sites. Over one-quarter of suggestions, however, proposed different strategies that could be employed to address waiting lists. These included volunteer training, referral processes, and partnerships. A complete list of verbatim comments is provided in the full report of the survey findings (Appendix A). However, some sample suggestions include:

More locations.

Transportation barriers. Awareness

... but at the core, funding is needed for staff.

Can look at community-based approach to services.

Restricting access (participants can only register from 50% of programs offered rather than 75%). ...

Currently, we direct clients to other service providers, all of whom have the same issues with bottlenecked services.

Referral to other agencies which provide similar services/support or engaging the clients with our pre-employment services

Technology that shares wait list data with all service providers so we have an accurate and manageable wait list for LINC

We refer clients to other settlement agencies as well as broader community services. We also try to be creative in client engagement to eliminate waiting lists as much as possible.

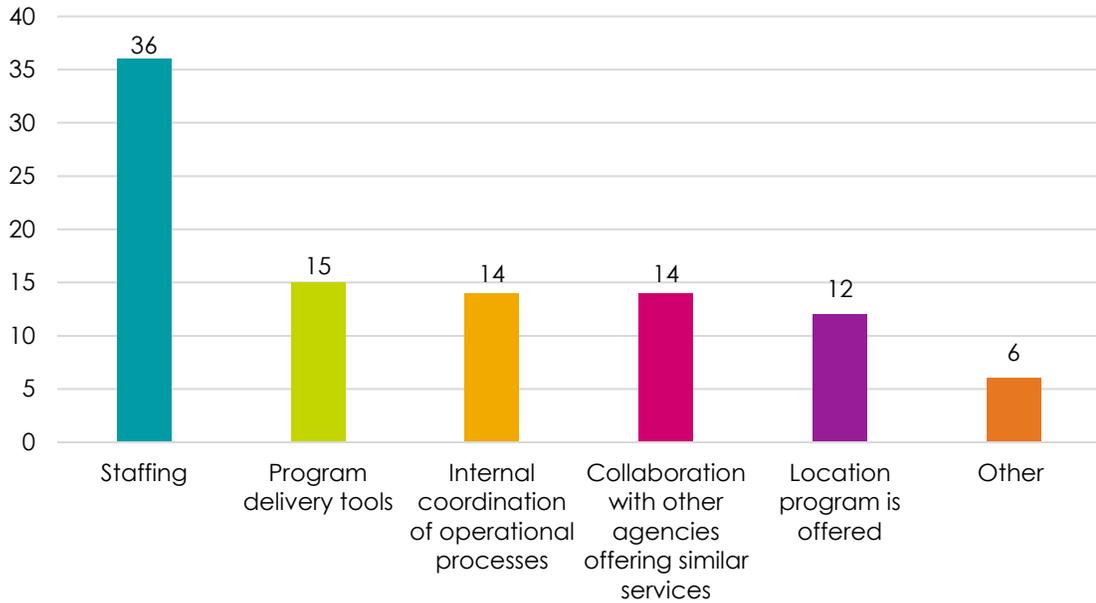
The waitlisted students are all in CLB 5 and higher levels due to the change of direction from IRCC. Most schools are providing CLB 1-4, we can provide higher levels at our school but we have not received additional services to offer needed seats to accommodate these students.

Having more places up in the NE part of Calgary. Using more community halls and faith organizations space for conversational classes so clients can come to ESL classes to practise their English. Lots of moms with small children can not always go to school downtown etc...so having more in the community is important and needed.

As shown in the graph on the following page, if additional funding were available, most respondents (37.1%) would direct it towards staffing. The remaining options were split fairly evenly in terms of preference. Program delivery tools came next, at 15.5%. This was followed by 'internal coordination of operational processes' and 'collaboration with other agencies offering similar services,' both with 14.4% of the total. Program location was mentioned by 12.4% of respondents. Five respondents identified other options for new funding, including a database, housing, and capital projects.

When split by organization type, a greater proportion of respondents from immigrant-serving organizations would recommend more collaboration with other agencies as a solution.

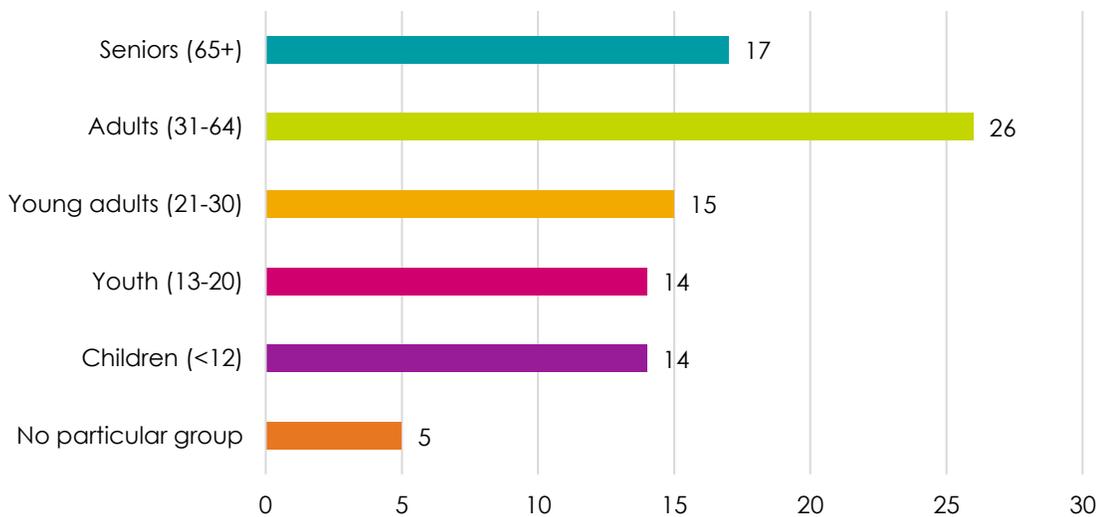
Greatest Impact of New Funding to Reduce Waiting Lists



Populations Most Affected by Waiting Lists

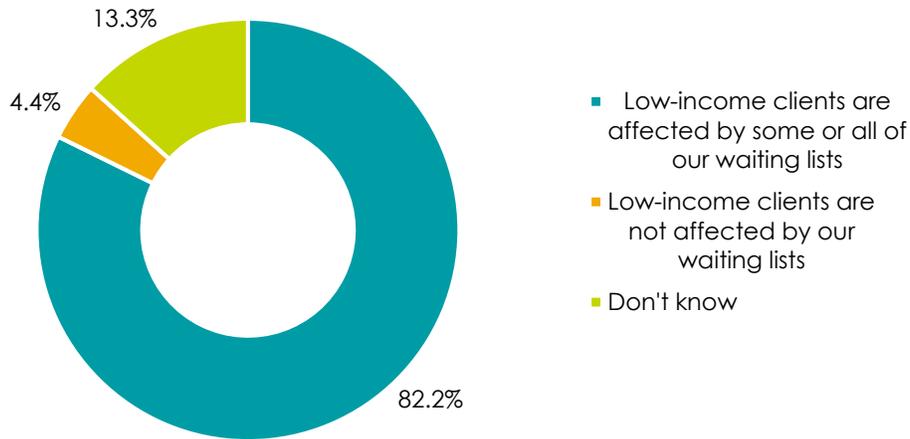
The greatest number of respondents (28.3%) indicated that adults aged 31 to 64 were most affected by their waiting lists. This was followed by seniors aged 65 and older (18.5%), young adults aged 21 to 30 (16.3%), then by youth aged 13 to 20 and children aged 12 and under, each with 15.2% of the total.

Age Groups Most Affected by Waiting Lists



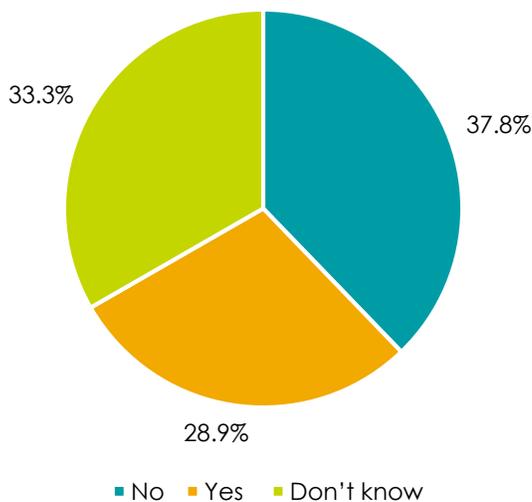
A majority of respondents (82.2%) indicated that low-income clients are most affected by their waiting lists: 46.7% reported this was so for all of their waiting lists, while 35.6% said this was the case for some of their waiting lists. Only 4.4% of respondents reported that low-income clients were not affected by their waiting lists, while the remaining 13.3% did not know.

Low-Income Clients Affected by Waiting Lists



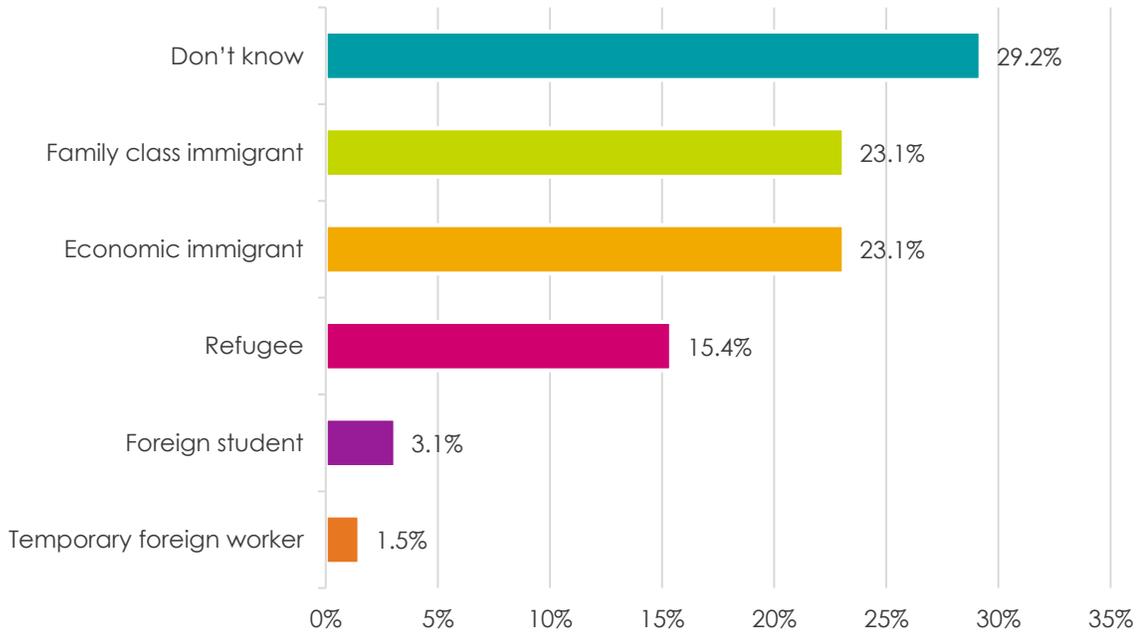
The greatest number of respondents (37.8%) reported that no ethnic groups are affected by their waiting lists. An additional 28.9% indicated that ethnic groups were affected by their waiting lists, while a large number of respondents (33.3%) did not know whether or not this was the case. Among the 15 respondents who reported that ethnic groups were affected by their waiting lists, 11 of them indicated which groups they were, with close to half of them saying that all, many, or a variety of ethnic groups were most affected.

Ethnic Groups Affected by Waiting Lists



The largest number of respondents (29.2%) did not know if their waiting lists affected people belonging to different immigration classes. Among those who did know, economic and family class immigrants were each identified by 23.1% of respondents as being most affected, followed by refugees, at 15.4%. Far fewer respondents identified foreign students (3.1%) or temporary foreign workers (1.5%) as most affected by their waiting lists.

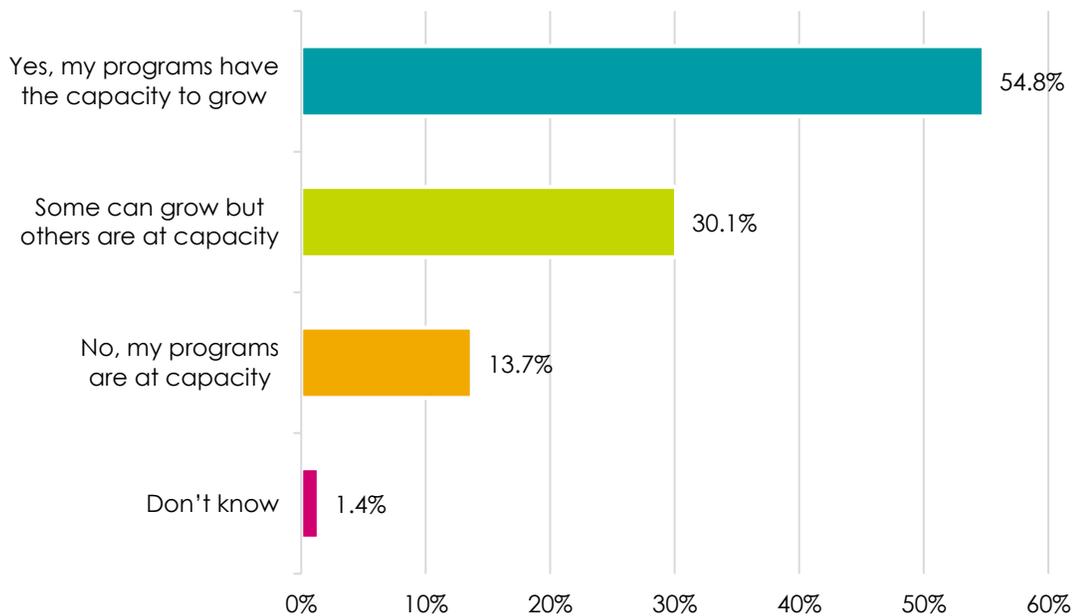
Immigration Classes Most Affected by Waiting Lists



Growth Capacity and Partnership Opportunities

A majority of respondents (84.9%) indicated that some or all of their programs currently have the capacity to grow. Only 13.7% reported that their programs are currently at capacity. This growth potential is somewhat surprising since 63.5% of respondents indicated that some or all of their programs have waiting lists.

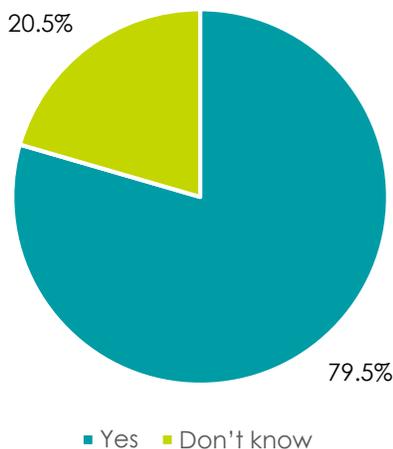
Program Growth Capacity



When split by organization type, the greatest proportion of respondents within each group indicated their programs had the capacity to grow—without qualification. However, a substantial number of respondents from mainstream organizations indicated that only some of their programs had growth capacity.

Most respondents (79.5%) indicated interest in exploring **partnership opportunities** with other agencies **to help resolve waiting list issues** in the community. The remaining 20.5% were unsure.

Interested in Partnership Opportunities
to Address Waiting Lists



A total of 33 respondents provided additional comments on agency partnerships as a means of resolving waiting lists in the community. Among those, 26.3% of comments were about the value of partnerships in general, while 15.8% each addressed the 'pros and cons of joint planning' and 'referrals to other programs.' The idea of matching available spaces to programs in need of space garnered 10.5% of the comments, while 7.9% of comments referred to refocusing programs. 'Neighbourhood programming' and 'funding or resources' were each mentioned in 5.3% of the comments. A complete list of verbatim comments is provided in the full report of the survey findings (Appendix B). However, some sample comments include:

look forward to the conversation

Open to sharing our waitlist and collaborate to reduce the toll on our clients.

We have available space in some of our locations to allow partners to offer their programs on weekends.

Collaboration on services being provided to clients will be great. This will also avoid duplication of services.

Small service providers who have the capacity to grow are sometimes overlooked in favour of larger agencies with entrenched systems (good and bad).

... Utilize online applications and technology so clients can access services on their own schedule and without having to set up as many appointments.

I think working in partnerships is a great approach to service delivery. However, this also requires resources to coordinate, and the resources in my program area already quite tight.

With our current staffing levels we are at capacity in most things that are done. It would be difficult to add ore activities or programs without additional staff or volunteers to take on the activity.

Uneasy about engaging with funders, because of the lack of certainty in funding availability and commitment. Have very successfully engaged and worked with other service providers. The will to work together is strong.

In certain programs it seems waiting-lists is a reality that clients and us have to live with. However, we try maintain client engagement and refer them to other existing programs to assist them to overcome their resettlement and integration barriers. ...

It will be effective and efficient to build a comprehensive list of all programs offered by all agencies, and to maintain an ongoing record of registrations in all of these programs. In that way, anyone who on a waiting list has the opportunity to immediately see where the same product is available elsewhere.

If agencies (and funders) were less concerned with serving only PR [permanent resident] status newcomers, integration and support could be provided to other immigrants/longer-term immigrants such that they could get the support they need before their issues and isolation turn into full-fledged crisis.

Meeting the Needs of Newcomers

In all, 71 of a possible 85 people (83.5%) responded to a question about whether programs were equipped to meet the needs of newcomers. **The volume and proportion of responses to these statements may provide a focus for future collaborations.**

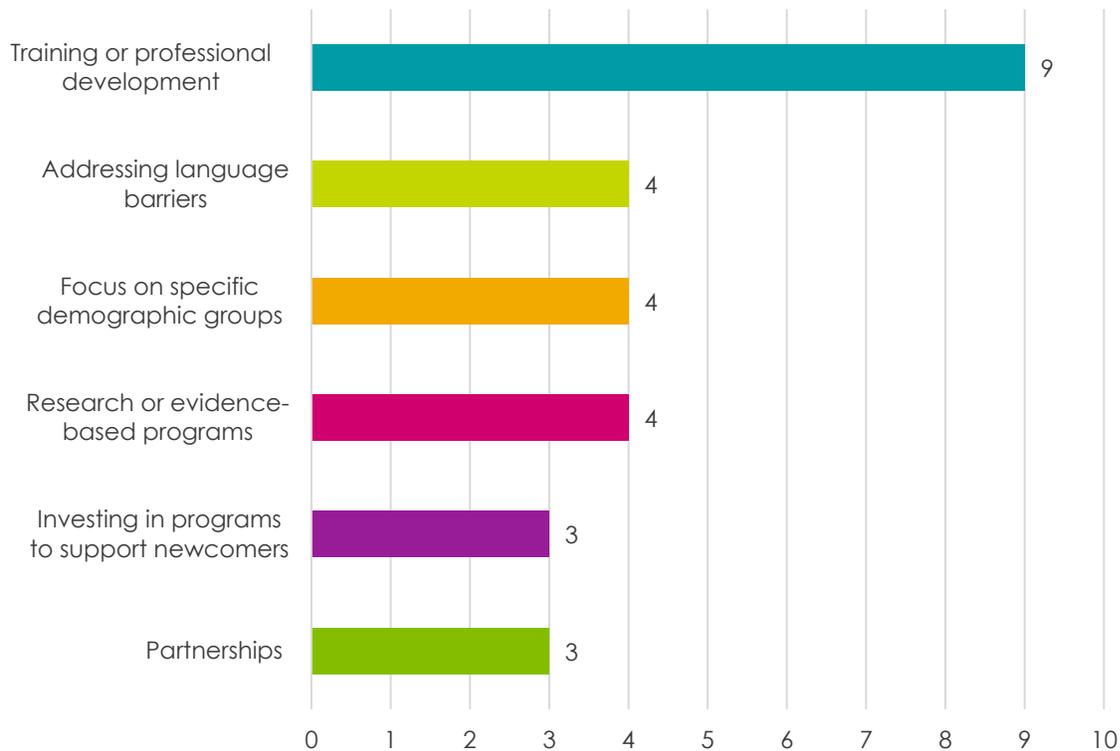
The results revealed that:

- **83.1%** of respondents (59 people) believe their programs are **inclusive**, while 1.4% disagreed. The remaining 15.5% were neutral or unsure of their program's inclusivity.
- **91.5%** of respondents (65 people) believe their programs are **welcoming**. None disagreed and only 8.5% were neutral or unsure of their program's welcoming nature.
- **66.2%** of respondents (47 people) believe their programs are **culturally appropriate**. While none disagreed, **33.8%** were neutral or unsure of whether or not their program was culturally appropriate.
- Only **35.2%** of respondents (25 people) agreed their programs **need help from subject matter experts**, while 9.9% disagreed. However, **47.9%** of respondents (34 people) were neutral or unsure of whether subject matter expertise would be helpful. A further 7.0% of respondents said this did not apply to their program.
- **63.4%** of respondents (45 people) believe they **understand the needs of newcomers**, while 1.4% disagree. However, **33.8%** of respondents (24 people) were neutral or unsure of whether they understood the needs of newcomers. A further 1.4% of respondents said this did not apply to their program.
- **67.6%** of respondents (48 people) believe they **understand the barriers that newcomers face**, while 2.8% disagree. However, **28.2%** of respondents (20 people) were neutral or unsure of whether they understood the barriers faced by newcomers. A further 1.4% of respondents said this did not apply to their program.

- **54.9%** of respondents (39 people) believe their **programs are developed in collaboration with other organizations**, while 5.6% disagree. However, **36.6%** of respondents (26 people) were neutral or unsure of whether their programs are developed in collaboration with others. A further 2.8% of respondents said this did not apply to their program.

A total of 24 respondents provided one or more additional comments about their program's capacity to meet the needs of newcomers. The greatest number of comments (30.0%) were about training or professional development. Other comments were focused on three topics, each with 13.3% of the total: research or evidence-based programs; specific demographic groups; and addressing language barriers. Similarly, 10.1% of comments each addressed three other topics: partnerships; investing in programs; and 'other' remarks.

Capacity to Meet Newcomers Needs



A complete list of verbatim comments is provided in the full report of the survey findings (Appendix C). However, some sample comments include:

- Provides services in select first languages as appropriate; ...*
- ... Implements an integrated approach to service delivery.*
- Our programs are open to everyone regardless of residency status.*
- Some of our programs are done in collaboration with other organizations. ...*
- Our staff have received training regarding culturally appropriate services. ...*
- ... Our office is strategically located in the Hub communities where newcomers settle; ...*

Institutional delivery does not incorporate cultural awareness training for either those who deliver or receive the programs.

... Staff are required to take continuing professional development and get certified with respective or concerned designation bodies or professional associations; ...

We used collaborate with Elder Brokers from CCECE who represented the most needed seniors (immigrant) but with funding having stopped in May 2017 these populations are not properly being seen.

We make our material accessible and welcoming but would benefit from more training about working with newcomers. We have a strong emphasis on social and emotional learning that is applicable to newcomers.

We provide financial assistance to qualified (low-income) families so their kids can participate in organized sport. Our sport registration fee assistance is available to all sports so we can find the right fit for any young boy or girl who is in need of our assistance.

I believe our programs are very receptive to support newcomers to Calgary and we have put an emphasis on training to is directed towards understanding best and promising practices to support newcomers through programming. I think that our barrier is our turn over of staff and also the skillset they possess being young in their careers. We are always open to partner with agencies and also would love to have training opportunities available to our framework of agencies.

Finally, over half of the survey respondents (55.3%) expressed an interest in **participating in future collaborative events in general** and thus provided their contact information. When split by organization type, the greatest proportion of respondents who are interested in future collaborations are from mainstream organizations. Perhaps this is not surprising since 72.0% of all survey respondents were among that group.

Conclusion

Through this survey of managers from a range of mainstream and settlement agencies in Calgary, the Calgary Local Immigration Partnership has been able uncover various aspects of the current state of local service provision in the settlement and integration of newcomers. This will inform CLIP's members as they move forward with action planning in the next few months. It will also be useful to funders, agencies, and government partners. What has been learned from this exercise can be used going forward to stimulate solution-focused discussions about what programs most need to support the successful integration of newcomers in our city.



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