

CLIP Survey of Service Providers: Fall 2017

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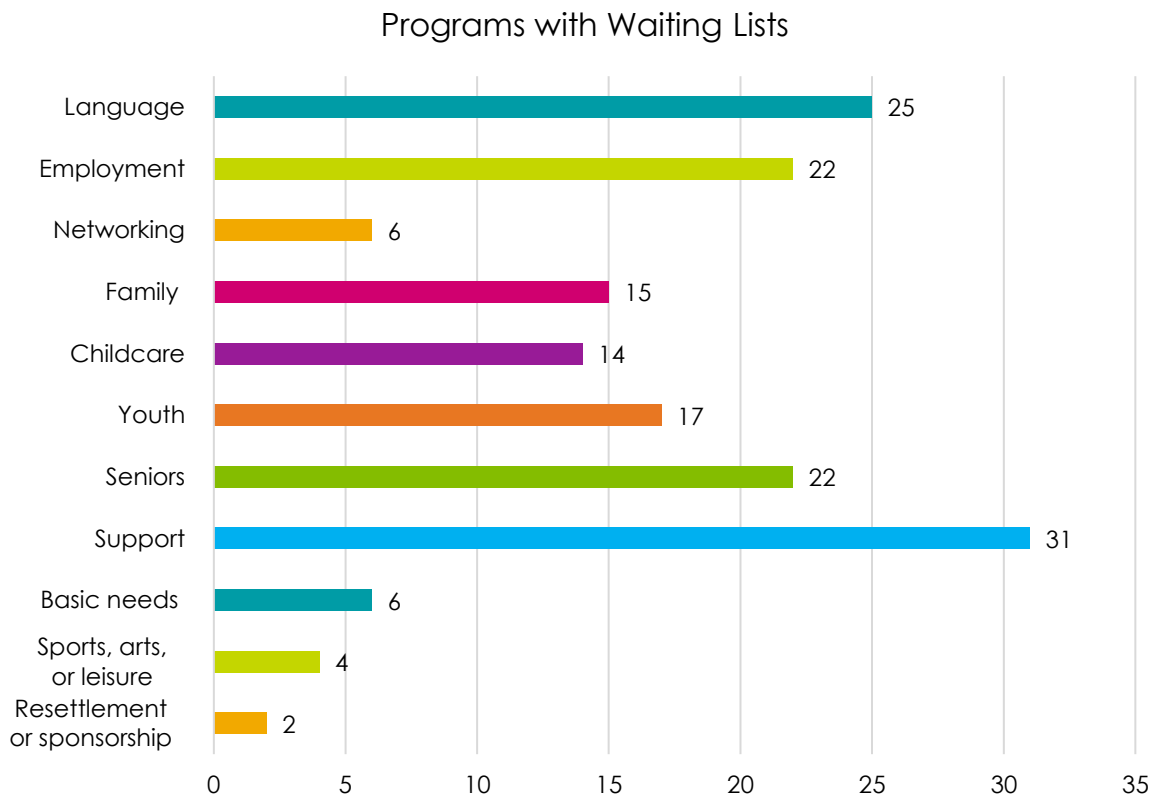


Executive Summary

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.

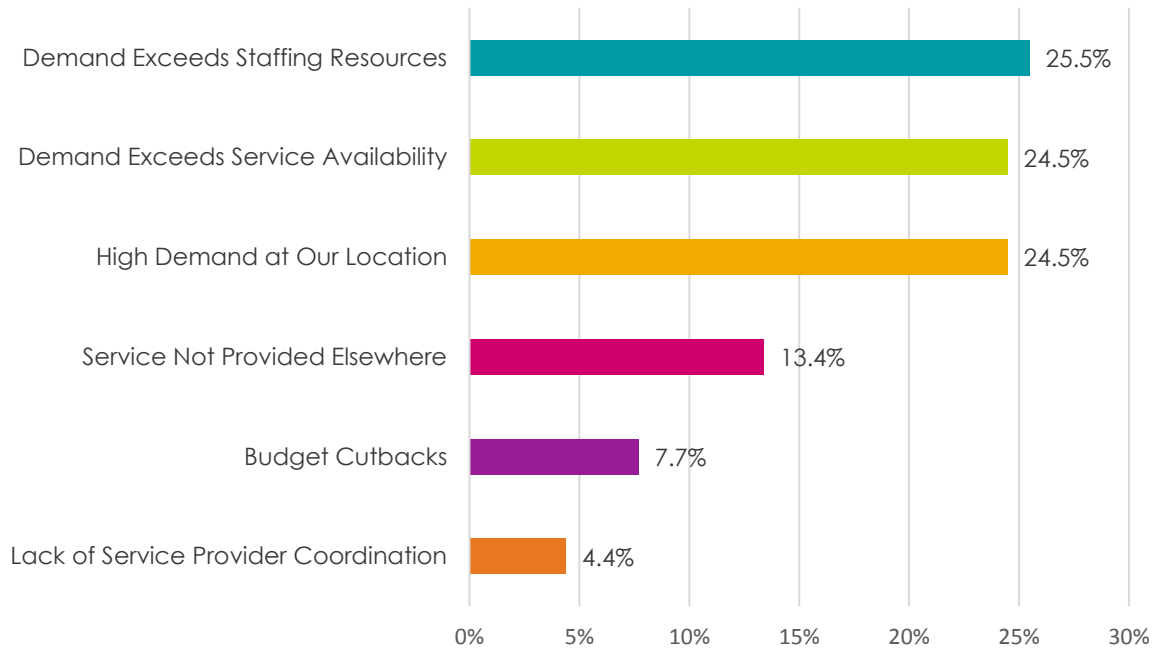
The CLIP Survey of Service Providers was viewed by 502 people, started by 111 of them, and completed by **85** service providers. Almost-three-quarters of respondents (72.0%) were from *mainstream organizations* that serve all Calgarians, including newcomers. Nearly one-quarter (24.4%) were from *immigrant-serving organizations* with programs that are primarily targeted to newcomers, meaning anyone born outside of Canada.

Almost half of respondents (48.2%) reported that some of their programs have waiting lists, while another 15.3% of respondents indicated that all of their programs have waiting lists. Together, this group forms 63.5% of all survey respondents. Program types are shown in the following graph. The remaining 36.5% of respondents' programs do not have any waiting lists.



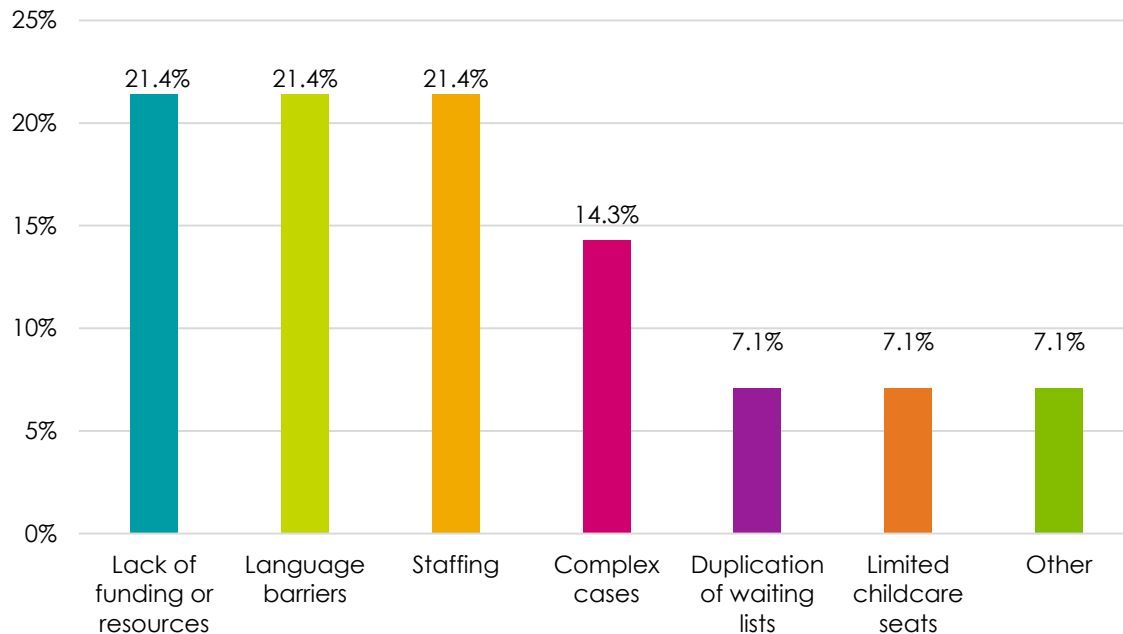
Across all program types, the predominant reason given for having a waiting list is that 'demand exceeds staffing resources,' at 25.5%. This reason is followed closely by 'high demand at our location' and 'demand exceeds service availability,' each with 24.5% of the total. The main reasons given are shown in the following graph.

Main Reasons for a Waiting List



Additional reasons provided for program waiting lists are shown below.

Other Reasons Given for Having a Waiting List



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.

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.

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. 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.

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.

Conclusion

Through this survey of managers from a range of mainstream and settlement agencies in Calgary, the Calgary Local Immigration Partnership has been able to 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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CLIP Survey of Service Providers: Fall 2017

Introduction

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 Calgary Local Immigration Partnership (CLIP) enhances collaboration, coordination, and strategic planning at the community level in order to foster more welcoming and inclusive communities for immigrants and newcomers.

From 2012 to 2015, CLIP was coordinated through a partnership between the United Way, the Immigrant Sector Council of Calgary, and The City of Calgary. In 2015, Immigration, Refugees and Citizenship Canada shifted its priorities for Local Immigration partnerships (LIPs) and sought greater alignment among LIPs in the Prairies and Northern Territories region. The City of Calgary was selected to function as the backbone organization for the Calgary LIP, with the United Way as the fiscal agent.

Funding was provided from April 2015 to March 2016 so CLIP could conduct community consultations into priority areas for its settlement strategy, as well as investigate how best to build its governance structure. In April 2016, CLIP received one year funding to begin rebuilding the CLIP Council and establishing the foundation for the LIP going forward. Three-year funding was secured from IRCC for April 2017 through March 2020 to continue the work of CLIP, with The City of Calgary as the sole Contribution Agreement holder and fiscal agent.

CLIP is governed by the CLIP Council, comprised of 20 members representing sectors in the community that have a role to play in improving the immigrant integration process. Sector representation may change as CLIP's strategic areas adjust to Calgary's needs.

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Methodology

The following activities are among the research deliverables required of CLIP as part of its contribution agreement with Immigration, Refugees and Citizenship Canada:

*2017-2018 – **Conduct research on newcomers' needs and the community's assets and gaps, and raise awareness of these needs with the partnership's members and the wider community. Report to include: i) Demographics and trends in the community and its immigrant population; ii) Available services (settlement and mainstream services) and the capacity of service providers to support newcomers' settlement and integration needs; iii) Barriers to integration in a number of domains (e.g. employment, housing, education, health care); and iv) A summary of consultations held with newcomers, employers, service providers and other stakeholders in the community. N.B. Efforts should be made to include the specific needs of newcomers having never accessed settlement services [emphasis added].***

A Survey of Service Providers was developed to identify services to support the settlement and integration needs of newcomers in Calgary. Both mainstream and settlement agencies were approached to enable barriers to integration as well as strengths to be identified within and outside of the immigrant-serving sector. The invitation to participate included a link to the survey, which was set up using QuestionPro software. The content of the email invitation is provided on the following page.

Campaigner software was used to email an invitation to complete the survey to the groups listed in the table below. It was anticipated that some recipients would share the email invitation with others in their organization or networks, creating a “snowball sampling” effect through referrals to others beyond these initial groups. Campaigner software statistics showed that **135** of these **289** primary recipients opened the email invitation they received. Among them, **93** shared the invitation, which was opened by a total of **1,781** people. What the software cannot say, however, is how many secondary recipients received the invitation more than once. Nor can it say how many people actually viewed the survey, much less completed it.

Email Distribution List	Date Invitation Sent	Recipients
CLIP Council Members	October 23, 2017	20
CLIP Immigrant Advisory Table Members	October 23, 2017	19
City of Calgary – Issue Strategists	October 23, 2017	16
CLIP 2016/17 Child and Youth Summer Programming Advisory Committee Members	October 23, 2017	49
CLIP Newcomer Event – Volunteer and Advisory Committee Members	October 23, 2017	24
Current and Prospective CLIP Partners (networking contacts, community engagements, etc.)	October 23, 2017	41
Immigrant Serving Sector CEOs	October 23, 2017	10
Social Service Funders	October 23, 2017	6
Calgary Family and Community Support Services (FCSS) Agency Contacts	October 24, 2017	96
City of Calgary – Calgary Neighbourhoods' Leadership	October 24, 2017	8
Total		289

Invitation Content



We want to learn more about how you are serving newcomers in Calgary.

You are receiving this email because you have been identified as working for an organization that provides direct services to Calgarians (some of which may be newcomers) and we are interested to learn more about any barriers to service-delivery you may be experiencing in your programs in this economic downturn.

The Calgary Local Immigration Partnership (CLIP) is conducting a survey to better inform funders, CLIP, agencies, and government partners about the current state of local service provision in the settlement and integration process for newcomers. If there are any gaps in your service provision, backlogs, waiting lists, or barriers to delivering service, this is your opportunity to share that information. The survey is also an opportunity to share elements of your service provision that are working well and what you attribute to that success. Your responses will help CLIP in building an action plan to assist newcomers in accessing services equitably.

This survey is meant for any program manager of a social service in Calgary. It is not exclusively for settlement agencies, as we know that services broader than direct settlement services also play a role in effectively helping with newcomer settlement and integration. The survey will take five to ten minutes to complete, depending on how much detail you provide.

Responses to this survey are confidential. Individual responses will not be released, shared, or published. Only aggregate data will be reported. At the end of the survey, however, participants will be able to provide their contact information for the purposes of future collaboration.

This survey closes on November 6.

[Begin Survey](#)

[hyperlink removed]

Thanks for participating!

Can't link to the survey? Try this: <http://clipserviceproviders.questionpro.ca> [hyperlink removed]

Have questions about the survey? Send us an email at CLIP@Calgary.ca or call 403.268.6443.

Want to learn more about CLIP? Visit www.Calgary.ca/CLIP.

Survey Administration Statistics

According to the survey administration statistics generated by the software program, the survey was viewed by **502** people and started by **111** of them (it is assumed this means they moved past the first page showing the instructions and, therefore, a reference number was generated). This is a response rate of 22.1%, which is close to the average response rate of 24.8% that might be expected of an online survey.¹ However, among the 111 people who started the survey, only **85** of them completed it (meaning they answered one or more of the survey questions), for a completion rate of 76.6%.

Survey Administration Information	
Direct recipients of the survey invitation email	289
Total recipients who opened the survey invitation email (Campaigner statistic)	1,781
Survey opened in QuestionPro	October 23, 2017
Survey closed and data extracted	November 6, 2017
Surveys viewed (QuestionPro statistic)	502
Surveys started (QuestionPro reference number assigned)	111
Surveys completed (responses provided to one or more questions in the survey)	85
Response rate (111/502)	22.1%
Completion rate (85/111)	76.6%
Average time to complete (minutes)	10

Survey Analysis

Based on the number of surveys completed, the n-value for questions asked of all respondents was **85**. However, the “skip logic” used in the survey meant that some responses would automatically bypass subsequent questions that were not relevant to the respondent. This was related to whether or not a program had a waiting list. For the one question aimed at respondents commenting on programs without a waiting list, the n-value was **31**. For questions intended for respondents commenting on programs with a waiting list, the n-value was **54**. The majority of survey questions have an n-value of 54.

The findings for each question asked in the survey are provided in the following section. For some questions, cross-tabulations of the results with the responses provided for Question 1 were undertaken. This was done to determine if there were differences between programs that primarily target newcomers (immigrant-serving programs) and those that target all Calgarians (mainstream programs).

¹ FluidSurveys University. 2014. Response Rate Statistics for Online Surveys – What Numbers Should You be Aiming For? See <http://fluidsurveys.com/university/response-rate-statistics-online-surveys-aiming/>.

The n-value is shown for each question, along with the number of “blanks” for that question. The “blanks” are the number of respondents who would have been able to see the question but did not answer it.

It is important to note that the use of percentages in the tables and text inflates the number of responses since the entire survey had less than 100 respondents (n = 85). This is particularly evident in the smaller groupings found in the cross-tabulations. However, presenting them in this way enables an “at a glance” comparison of the relative proportion of respondents in each category (immigrant-serving, mainstream, and other) who had similar or differing concerns or experiences. While the relatively small sample size of this survey is not ideal, the patterns that emerged are nonetheless instructive and all of the information gathered is new for Calgary.

The quantitative findings in the survey are augmented with a summary of qualitative responses provided for all of the open-ended questions. A qualitative summary is also provided for any written answers provided following the selection of response options “Other – please specify” or “Yes – please specify.”

Survey Findings

Services and Service Delivery

1. How would you describe the population served by your organization?

Population Served by Your Organization	Number	Per Cent
Primarily targeted to newcomers (i.e., anyone born outside of Canada) [i.e., immigrant-serving organizations]	20	24.4%
Primarily targeted to Calgarians (i.e., mix of foreign-born and Canadian-born patrons, not exclusively for newcomers) [i.e., mainstream organizations]	59	72.0%
Other – please specify	3	3.7%
Total	82	100.0%
Blanks = 3 (3.5% of 85 survey respondents).		

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.

Apparently, there was some confusion with this question since it asked about the population served by the *organization* (versus by a particular *program* within an organization) and the response options referred to the population targeted. In hindsight, it may have been better to use the terms “immigrant-serving organizations” and “mainstream organizations” for the main response options and to provide clear examples of each. This may have reduced the number of respondents who selected ‘Other.’

Initially, 15 people selected 'Other' but 13 of them provided additional information. Among those who commented, only one respondent did not provide enough information to assign their response to either the "immigrant-serving" or "mainstream" categories. Combined with the two responses without any additional comments, this reduced the total number of 'Other' responses to three, which was important for subsequent cross-tabulations with Question 1.

2. How are your services delivered?

Service Delivery	Number	Per Cent
By paid employees	40	48.8%
By volunteers	3	3.7%
By a combination of paid employees and volunteers	39	47.6%
Total	82	100.0%
Blanks = 3 (3.5% of 85 survey respondents).		

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 the findings were cross-tabulated with responses to Question 1, similarities and differences emerged among the organization types—immigrant-serving, mainstream, and other—which are highlighted in the following table. 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.

Service Delivery	Primarily Targeted to Newcomers		Primarily Targeted to Calgarians		Other		Total	
	No.	%	No.	%	No.	%	No.	%
By paid employees	9	45.0%	30	50.8%	1	33.3%	40	48.8%
By volunteers	0	0.0%	3	5.1%	0	0.0%	3	3.7%
By a combination of paid employees and volunteers	11	55.0%	26	44.1%	2	66.7%	39	47.6%
Totals	20	100.0%	59	100.0%	3	100.0%	82	100.0%
Blanks = 3 (3.5% of 85 survey respondents).								
Note: To show the similarities and differences between each organization type (immigrant serving, mainstream, and other), the cells with highest number of responses in each column (and, where they are close, the second highest number of responses) are shaded.								

3. What type of services do you deliver?

Type of Service Provided	Number	Per Cent
Settlement services	24	17.5%
Longer-term integration services	33	24.1%
Services with some programs exclusive to newcomers	28	20.4%
Services not exclusive to newcomers	52	38.0%
Total	137	100.0%
Blanks = 5 (5.9% of 85 survey respondents).		
<i>Note:</i> Since more than one answer could be selected, the number of <i>responses</i> shown exceeds the number of <i>respondents</i> .		

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 the findings were cross-tabulated with responses to Question 1, similarities and differences emerged among the organization types—immigrant-serving, mainstream, and other—which are highlighted in the following table. 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.

Type of Service Provided	Primarily Targeted to Newcomers		Primarily Targeted to Calgarians		Other		Total	
	No.	%	No.	%	No.	%	No.	%
Settlement services	14	35.0%	10	10.9%	0	0.0%	24	17.5%
Longer-term integration services	15	37.5%	17	18.5%	1	20.0%	33	24.1%
Services with some programs exclusive to newcomers	9	22.5%	18	19.6%	1	20.0%	28	20.4%
Services not exclusive to newcomers	2	5.0%	47	51.1%	3	60.0%	52	38.0%
Totals	40	100.0%	92	100.0%	5	100.0%	137	100.0%
Blanks = 5 (5.9% of 85 survey respondents).								
<i>Note:</i> To show the similarities and differences between each organization type (immigrant serving, mainstream, and other), the cells with highest number of responses in each column (and, where they are close, the second highest number of responses) are shaded.								

Waiting Lists

4. Thinking of the specific programs you are affiliated with, are there waiting lists for any of your programs?

Waiting Lists	Number	Per Cent
Yes, for all of them (Skip to Question 6)	13	15.3%
Yes, for some of them (Skip to Question 6)	41	48.2%
Subtotal – Waiting Lists	54	63.5%
No (Skip to Question 5)	31	36.5%
Total	85	100.0%
Blanks = 0 (0.0% of 85 survey respondents).		

This is the only survey question that was answered by all 85 survey respondents, which is fortunate because the answers split the respondents into two groups for most of the rest of the survey. One group is the 31 respondents whose programs **do not have waiting lists**. They answered Question 5 and then skipped to Question 17 to complete the rest of the survey. The second group of 54, some or all of whose programs **do have waiting lists**, skipped Question 5 but answered Questions 6 through 16 about those waiting lists and then answered all of the remaining survey questions.

Almost half of respondents (48.2%) reported that some of their programs have waiting lists, while another 15.3% of respondents indicated that all of their programs have waiting lists. Together, this group forms 63.5% of all survey respondents (n = 54). The remaining 36.5% of respondents reported that their programs do not have any waiting lists (n = 31).

When the findings were cross-tabulated with responses to Question 1, similarities and differences emerged among the organization types—immigrant-serving, mainstream, and other—which are highlighted in the following table. When split by organization type, a greater proportion of respondents from immigrant-serving agencies reported they did not have any waiting lists at all.

Waiting Lists	Primarily Targeted to Newcomers		Primarily Targeted to Calgarians		Other		Total	
	No.	%	No.	%	No.	%	No.	%
Yes, for all of them	2	10.0%	10	16.9%	1	33.3%	13	15.9%
Yes, for some of them	9	45.0%	30	50.8%	1	33.3%	40	48.8%
Subtotal – Waiting Lists	11	55.0%	40	67.8%	2	66.7%	53	64.6%
No	9	45.0%	19	32.2%	1	33.3%	29	35.4%
Totals	20	100.0%	59	100.0%	3	100.0%	82	100.0%
Blanks = 3 (3.5% of 85 survey respondents).								
Note: To show the similarities and differences between each organization type (immigrant serving, mainstream, and other), the cells with highest number of responses in each column are shaded.								

Programs without Waiting Lists

5. Please share the main reasons your programs do not have waiting lists.

Reasons for <u>Not</u> Having Waiting Lists	Number	Per Cent
Our programs are adequately resourced to meet demand	14	28.6%
We haven't advertised the program widely so some people may not be aware of it	4	8.2%
Planning and operational practices ensure the programs run efficiently	11	22.4%
We coordinate with others in our sector to meet the needs of clients	12	24.5%
Other – please specify	8	16.3%
Total	49	100.0%
Blanks = 3 (9.7% of 31 survey respondents who answered 'no' in Question 4).		
<i>Note:</i> Since more than one answer could be selected, the number of responses shown exceeds the number of respondents.		

This question was only visible to respondents who reported their programs do not have waiting lists. 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% had other reasons.

Of the eight people who indicated there were other reasons they did not have a waiting list for their programs, seven of them provided an explanation:

Publically funded education system

We work only through our organization

some services require specific requirements of the participants

They are neighbourhood based programming targeting those that live in the area

As a loan program, we do not have a limited number of spots. We also process applications quickly

We try and balance resources with the amount of outreach we do - however we are seeing increased need for service

We provide peer based supports and services, by the nature of our programs waiting lists do not apply. Both the intensity and quality of our services are most certainly limited by our challenges with minimal resources.

When the findings were cross-tabulated with responses to Question 1, similarities and differences emerged among the organization types—immigrant-serving, mainstream, and other—which are highlighted in the following table. 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.

Reasons for Not Having Waiting Lists	Primarily Targeted to Newcomers		Primarily Targeted to Calgarians		Other		Total	
	No.	%	No.	%	No.	%	No.	%
Our programs are adequately resourced to meet demand	3	21.4%	11	33.3%	0	0.0%	14	28.6%
We haven't advertised the program widely so some people may not be aware of it	0	0.0%	4	12.1%	0	0.0%	4	8.2%
Planning and operational practices ensure the programs run efficiently	3	21.4%	8	24.2%	0	0.0%	11	22.4%
We coordinate with others in our sector to meet the needs of clients	4	28.6%	7	21.2%	1	50.0%	12	24.5%
Other – please specify	4	28.6%	3	9.1%	1	50.0%	8	16.3%
Totals	14	100.0%	33	100.0%	2	100.0%	49	100.0%

Blanks = 3 (9.7% of 31 survey respondents who answered 'no' in Question 4).

Note: To show the similarities and differences between each organization type (immigrant serving, mainstream, and other), the cells with **highest number** of responses in each column are shaded.

Programs with Waiting Lists

6. What types of programs currently have waiting lists?

Types of Programs <u>with</u> Waiting Lists	Number	Per Cent
Language programs	18	15.8%
Employment programs	15	13.2%
Networking programs	6	5.3%
Family programs (i.e., parenting programs, home visitation programs, etc.)	13	11.4%
Childcare programs	13	11.4%
Youth programs	15	13.2%
Seniors programs	17	14.9%
Support programs (i.e., counselling, technical training, etc.)	17	14.9%
Total	114	100.0%

Blanks = 3 (5.6% of 54 survey respondents who answered 'yes' in Question 4).

Note: Since more than one answer could be selected, the number of responses shown exceeds the number of respondents.

Waiting lists were fairly evenly split amongst seven of eight program types listed, 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 with 11.4% 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 the findings were cross-tabulated with responses to Question 1, similarities and differences emerged among the organization types—immigrant-serving, mainstream, and other—which are highlighted in the following table. 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.

Types of Programs with Waiting Lists	Primarily Targeted to Newcomers		Primarily Targeted to Calgarians		Other		Total	
	No.	%	No.	%	No.	%	No.	%
Language programs	8	19.0%	10	15.2%	0	0.0%	18	15.8%
Employment programs	7	16.7%	7	10.6%	1	16.7%	15	13.2%
Networking programs	2	4.8%	3	4.5%	1	16.7%	6	5.3%
Family programs (i.e., parenting programs, home visitation programs, etc.)	4	9.5%	9	13.6%	0	0.0%	13	11.4%
Childcare programs	6	14.3%	6	9.1%	1	16.7%	13	11.4%
Youth programs	6	14.3%	7	10.6%	2	33.3%	15	13.2%
Seniors programs	3	7.1%	14	21.2%	0	0.0%	17	14.9%
Support programs (i.e., counselling, technical training, etc.)	6	14.3%	10	15.2%	1	16.7%	17	14.9%
Totals	42	100.0%	66	100.0%	6	100.0%	114	100.0%

Blanks = 3 (5.6% of 54 survey respondents who answered 'yes' in Question 4).

Note: To show the similarities and differences between each organization type (immigrant serving, mainstream, and other), the cells with **highest number** of responses in each column (and, where they are close, the **second highest number** of responses) are shaded.

7. Please list up to five other types of programs that have waiting lists.

A total of 26 (of 54) respondents identified many other types of programs with waiting lists. Thirty-eight programs identified could be assigned to one of the eight program types listed in Question 6. Another 12 programs were classified into three additional categories: basic needs programs (e.g., housing, health, or transportation); sports, arts, or leisure programs; and resettlement or sponsorship programs. One other response could not be classified by program type: "Programs are dependent on registration and change daily." Among all of these program types, support programs topped the list of those with waiting lists.

Other Types of Programs with Waiting Lists	Number	Per Cent
Language programs	7	13.7%
Employment programs	7	13.7%
Networking programs	0	0.0%
Family programs (i.e., parenting programs, home visitation programs, etc.)	2	3.9%
Childcare programs	1	2.0%
Youth programs	2	3.9%
Seniors programs	5	9.8%
Support programs (i.e., counselling, technical training, etc.)	14	27.5%
Basic needs programs (including health, housing, and transportation)	6	11.8%
Sports, arts, and leisure programs	4	7.8%
Resettlement or sponsorship programs	2	3.9%
Other	1	2.0%
Total	51	100.0%
Blanks = 28 (51.9% of 54 survey respondents who answered 'yes' in Question 4).		
<i>Note:</i> Since more than one answer could be selected, the number of responses shown exceeds the number of respondents.		

These findings were combined and cross-tabulated with responses to Question 1. The greatest proportion of respondents who commented were from mainstream organizations.

Other Types of Programs with Waiting Lists	Primarily Targeted to Newcomers		Primarily Targeted to Calgarians		Other		Total	
	No.	%	No.	%	No.	%	No.	%
All Other Programs Combined	7	26.9%	19	73.1%	0	0.0%	26	100.0%
Totals	7	26.9%	19	73.1%	0	0.0%	26	100.0%

Blanks = 28 (51.9% of 54 survey respondents who answered 'yes' in Question 4).

Note: The cell with **highest number** of responses is shaded.

Questions 6 and 7 Combined

When the results for these two questions were combined, the split between waiting lists is notably different than it was in Question 6. Support programs were identified by the most respondents (18.8%), followed by language programs, at 15.2%, and then employment programs and seniors programs, each identified by 13.3% of respondents. Next were youth programs (10.3%), family programs (9.1%), and childcare programs (8.5%). Waiting lists for all other program types were each identified by less than four per cent of respondents.

All Types of Programs with Waiting Lists	Number	Per Cent
Language programs	25	15.2%
Employment programs	22	13.3%
Networking programs	6	3.6%
Family programs (i.e., parenting programs, home visitation programs, etc.)	15	9.1%
Childcare programs	14	8.5%
Youth programs	17	10.3%
Seniors programs	22	13.3%
Support programs (i.e., counselling, technical training, etc.)	31	18.8%
Basic needs programs (including health, housing, and transportation)	6	3.6%
Sports, arts, and leisure programs	4	2.4%
Resettlement or sponsorship programs	2	1.2%
Other	1	0.6%
Total	165	100.0%

Blanks = 28 (51.9% of 54 survey respondents who answered 'yes' in Question 4).

Note: Since more than one answer could be selected, the number of responses shown exceeds the number of respondents.

8. The programs you identified are listed in the table below. For each program type please select the main reason or reasons there is a waiting list.

Program Type (and n-value for each)	Reasons for a Waiting List						Totals by Program Type	
	Demand Exceeds Staffing Resources	Service Not Provided Elsewhere	Budget Cutbacks	Lack of Service Provider Coordination	High Demand at Our Location	Demand Exceeds Service Availability	Number	Per Cent
Language programs (n = 15)	2	2	1	2	8	9	24	8.1%
Employment programs (n = 13)	5	2	2	0	7	4	20	6.7%
Networking programs (n = 5)	4	2	1	2	1	2	12	4.0%
Family programs (n = 9)	7	1	1	0	4	5	18	6.0%
Childcare programs (n = 11)	7	1	1	0	3	6	18	6.0%
Youth programs (n = 12)	7	3	2	0	4	8	24	8.1%
Seniors programs (n = 13)	8	5	3	2	9	9	36	12.1%
Support programs (n = 15)	11	4	4	2	4	5	30	10.1%
All other programs (n = 26)	25	20	8	5	33	25	116	38.9%
Total by Reason	76	40	23	13	73	73	298	100.0%
Per Cent	25.5%	13.4%	7.7%	4.4%	24.5%	24.5%	100.0%	

Blanks = 7 (13.0% of 54 survey respondents who answered 'yes' in Question 4).

Note 1: Since more than one answer could be selected for each program type, the number of responses shown (in the 'totals by program type' column) exceeds the number of respondents (the n-value shown for each program type).

Note 2: To show the main reason for waiting lists for each program type, the cells with **highest number** of responses in each row (and, where they are close, the **second highest number** of responses in that row) are shaded.

Not all respondents work for agencies that offer each type of program listed, which means the n-value varied for each program type. Across all program types, however, 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.

9. Are there other reasons any of your programs have a waiting list?

Other Reasons for a Waiting List	Number	Per Cent
No	30	71.4%
Yes – please specify	12	28.6%
Total	42	100.0%
Blanks = 12 (22.2% of 54 survey respondents who answered 'yes' in Question 4).		

Most respondents (71.4%) indicated there were no other reasons their program had a waiting list. The remainder (28.6%) said there were other reasons for having a waiting list.

Eleven of the twelve respondents who said there were other reasons for a waiting list provided one or more comments, which have been categorized as shown in the following table. The verbatim comments are provided beneath the table.

Types of Other Reasons Given for a Waiting List	Number	Per Cent
Lack of funding or resources	3	21.4%
Staffing	3	21.4%
Language barriers	3	21.4%
Complex cases	2	14.3%
Duplication of waiting lists	1	7.1%
Limited childcare seats	1	7.1%
Other	1	7.1%
Total	14	100.0%
Blanks = 1 (8.3% of 12 survey respondents who answered 'yes' in Question 9).		
<u>Note:</u> Since more than one answer could be provided, the number of responses shown exceeds the number of respondents.		

Lack of Funding or Resources

We do not have funding to scale waitlisted programs.

No injection of funds for 3+ years, despite increased waitlist and demand.

Resources - our program is mobile so to provide more we would have to duplicate resources such as our van

Staffing

Do not have enough staff to see clients in a timely manner

... our program is mobile so to provide more we would have to duplicate resources such as our ... staff.

Recruiting, screening, training, matching and supervising volunteers effectively takes a considerable (but necessary) amount of time. Programs cannot be delivered "instantly".

Language Barriers

The services we provide are language specific

Few workers speak the same language of clients.

Many residents who face language barriers, also face other barriers that somehow prevent them to attend classes in a different setting. It would be ideal to have a program that could provide such program on site and that could adapt to contribute to develop more skills that could be used towards their independence. Some examples would be being able to communicate with staff in case of an emergency, be able to understand our menus and even our activity calendar. This would be beneficial for safety purposes, but also for preventing social isolation on an empower approach.

Complex Cases

Cases are very complicated and takes long time to establish success

Many residents who face language barriers, also face other barriers that somehow prevent them to attend classes in a different setting....

Duplication of Waiting Lists

LINC waitlist processes are still challenged and there is applicant duplication throughout the system

Limited Childcare Seats

Child care seats are limited due to facility and program size.

Other

We provide free access to recreation, sports, attractions, local venues, theatre, performances, festivals, etc. Our ability to provide services does depend on local and corporate donations, individual donors, venue donations, but more importantly, no matter what the number of donations, we always have more requests than we have inventory. Always turn clients away.

10. How many clients are impacted by your waiting lists?

Number of Clients Affected by Waiting Lists	Number	Per Cent
Less than 25	9	19.1%
26 to 50	15	31.9%
Subtotal – Less than 50	24	51.1%
51 to 99	4	8.5%
100 or more	19	40.4%
Total	47	100.0%
Blanks = 7 (13.0% of 54 survey respondents who answered 'yes' in Question 4).		

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.

When the findings were cross-tabulated with responses to Question 1, similarities and differences emerged among the organization types—immigrant-serving, mainstream, and other—which are highlighted in the following table. When split by organization type, a greater proportion of mainstream organizations have waiting lists affecting 26 to 50 clients.

Number of Clients Affected by Waiting Lists	Primarily Targeted to Newcomers		Primarily Targeted to Calgarians		Other		Total	
	No.	%	No.	%	No.	%	No.	%
Less than 25	1	11.1%	8	21.6%	0	0.0%	9	19.1%
26 to 50	2	22.2%	13	35.1%	0	0.0%	15	31.9%
51 to 99	0	0.0%	4	10.8%	0	0.0%	4	8.5%
100 or more	6	66.7%	12	32.4%	1	100.0%	19	40.4%
Totals	9	100.0%	37	100.0%	1	100.0%	47	100.0%

Blanks = 7 (13.0% of 54 survey respondents who answered 'yes' in Question 4).

Note: To show the similarities and differences between each organization type (immigrant serving, mainstream, and other), the cells with **highest number** of responses in each column (and, where they are close, the **second highest number** of responses) are shaded.

Strategies to Reduce Waiting Lists

11. Aside from receiving additional funding, what strategies would help alleviate your waitlists?

Suggestions	Number	Per Cent
More or different staff or volunteers	8	19.5%
More, different, or low-cost program space	8	19.5%
More funding or resources	5	12.2%
More, different, or improved programs or services	4	9.8%
Subtotal – More of the Same	25	61.0%
Refer to other programs or modify referral processes	7	17.1%
Staff or volunteer training	2	4.9%
More partnerships	2	4.9%
Subtotal – Different Strategies	11	26.8%
Other	2	4.9%
Not sure	3	7.3%
Total	41	100.0%

Blanks = 23 (42.6% of 54 survey respondents who answered 'yes' in Question 4).

Note: Since more than one answer could be selected, the number of responses shown exceeds the number of respondents.

A total of 31 respondents provided one or more suggestions about what could be done to alleviate waiting lists. A total of 61.0% 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 (26.8%), however, were for different strategies that could be used to address waiting lists. These included volunteer training, adjusting referral processes, and forming partnerships. Examples of some of these suggestions are shown below but all of the responses provided are presented verbatim in Appendix A.

Sample Suggestions

More locations.

... 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.

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

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.

12. If additional funding was available, where would it have the most impact in reducing waiting lists?

Greatest Impact of New Funding to Reduce Waiting Lists	Number	Per Cent
Staffing	36	37.1%
Location program is offered	12	12.4%
Program delivery tools (i.e., computers, supplies, workbooks, etc.)	15	15.5%
Internal coordination of operational processes	14	14.4%
Collaboration with other agencies offering similar services	14	14.4%
Other – please specify	6	6.2%
Total	97	100.0%
Blanks = 9 (16.7% of 54 survey respondents who answered 'yes' in Question 4).		
<u>Note:</u> Since more than one answer could be selected, the number of responses shown exceeds the number of respondents.		

Most respondents (37.1%) would direct additional funding 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.

Although six respondents (6.2%) indicated they would use funding for other things, only five of them specified what they were:

database

housing options

Additional seats

program room space

Capital projects (building space is a key limitation in programs with waitlists)

When the findings were cross-tabulated with responses to Question 1, similarities and differences emerged among the organization types—immigrant-serving, mainstream, and other—which are highlighted in the following table. When split by organization type, a greater proportion of respondents from immigrant-serving organizations would recommend more collaboration with other agencies (in addition to staffing), whereas respondents from 'other' organizations identified internal coordination as a solution.

Greatest Impact of New Funding to Reduce Waiting Lists	Primarily Targeted to Newcomers		Primarily Targeted to Calgarians		Other		Total	
	No.	%	No.	%	No.	%	No.	%
Staffing	7	30.4%	28	41.2%	1	16.7%	36	37.1%
Location program is offered	2	8.7%	9	13.2%	1	16.7%	12	12.4%
Program delivery tools (i.e., computers, supplies, workbooks, etc.)	3	13.0%	11	16.2%	1	16.7%	15	15.5%
Internal coordination of operational processes	2	8.7%	10	14.7%	2	33.3%	14	14.4%
Collaboration with other agencies offering similar services	7	30.4%	6	8.8%	1	16.7%	14	14.4%
Other – please specify	2	8.7%	4	5.9%	0	0.0%	6	6.2%
Totals	23	100.0%	68	100.0%	6	100.0%	97	100.0%

Blanks = 9 (16.7% of 54 survey respondents who answered 'yes' in Question 4).

Note: To show the similarities and differences between each organization type (immigrant serving, mainstream, and other), the cells with **highest number** of responses in each column are shaded.

Populations Most Affected by Waiting Lists

13. Are there age groups that are most impacted by your waiting lists?

Age Groups Most Affected by Waiting Lists	Number	Per Cent
Children aged 12 and under	14	15.2%
Youth aged 13 to 20	14	15.2%
Young adults aged 21 to 30	15	16.3%
Adults aged 31 to 64	26	28.3%
Seniors aged 65 and over	17	18.5%
No particular age group or groups are affected by our waiting lists	5	5.4%
Don't know	1	1.1%
Total	92	100.0%
Blanks = 9 (16.7% of 54 survey respondents who answered 'yes' in Question 4).		
<i>Note:</i> Since more than one answer could be selected, the number of responses shown exceeds the number of respondents.		

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.

14. Are low-income clients most impacted by your waiting lists?

Low-Income Clients Affected by Waiting Lists	Number	Per Cent
Yes, on all our waiting lists	21	46.7%
Yes, on some of our waiting lists	16	35.6%
Subtotal – Low-Income Clients are Most Affected	37	82.2%
Low-income clients are not impacted by our waiting lists	2	4.4%
Don't know	6	13.3%
Total	45	100.0%
Blanks = 9 (16.7% of 54 survey respondents who answered 'yes' in Question 4).		

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.

15. Are any ethnic groups most affected by your waiting lists?

Ethnic Groups Most Affected by Waiting Lists	Number	Per Cent
No	17	37.8%
Yes – please specify	13	28.9%
Don't know	15	33.3%
Total	45	100.0%
Blanks = 9 (16.7% of 54 survey respondents who answered 'yes' in Question 4).		

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, as shown below. Close to half of these respondents indicated that all, many, or a variety of ethnic groups were most affected. The remainder were more specific.

Specific Ethnic Groups Affected	Number	Per Cent
All, many, or varied	7	46.7%
Asian	1	6.7%
Chinese	2	13.3%
East Asian	1	6.7%
First Nations	1	6.7%
Latin American	1	6.7%
Middle Eastern	1	6.7%
Seniors	1	6.7%
Total	15	100.0%
Blanks = 2 (15.4% of 13 survey respondents who answered 'yes' in Question 9).		
<u>Note:</u> Since more than one answer could be provided, the number of responses shown exceeds the number of respondents.		

16. Are people belonging to any of the following immigration classes most affected by your 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. Among the three respondents who selected 'other,' two indicated the question was not applicable and a third said "non immigrant."

Immigration Classes Most Affected by Waiting Lists	Number	Per Cent
Economic immigrant	15	23.1%
Family class immigrant	15	23.1%
Foreign student	2	3.1%
Refugee	10	15.4%
Temporary foreign worker	1	1.5%
Other – please specify	3	4.6%
Don't know	19	29.2%
Total	65	100.0%
Blanks = 15 (27.8% of 54 survey respondents who answered 'yes' in Question 4).		
<u>Note:</u> Since more than one answer could be selected, the number of responses shown exceeds the number of respondents.		

Growth Capacity and Partnership Opportunities

17. Does your program currently have the capacity to grow?

Program Growth Capacity	Number	Per Cent
Yes , my programs have the capacity to grow	40	54.8%
Some of my programs can grow but others are at capacity	22	30.1%
Subtotal – Growth is Possible	62	84.9%
No , my programs are at capacity	10	13.7%
Don't know	1	1.4%
Total	73	100.0%
Blanks = 12 (14.1% of 85 survey respondents).		

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.

When the findings were cross-tabulated with responses to Question 1, similarities and differences emerged among the organization types—immigrant-serving, mainstream, and other—which are highlighted in the following table. 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.

Program Growth Capacity	Primarily Targeted to Newcomers		Primarily Targeted to Calgarians		Other		Total	
	No.	%	No.	%	No.	%	No.	%
Yes, my programs have the capacity to grow	14	77.8%	24	45.3%	2	100.0%	40	54.8%
Some of my programs can grow but others are at capacity	2	11.1%	20	37.7%	0	0.0%	22	30.1%
Subtotal – Growth is Possible	16	88.9%	44	83.0%	2	100.0%	62	84.9%
No, my programs are at capacity	2	11.1%	8	15.1%	0	0.0%	10	13.7%
Don't know	0	0.0%	1	1.9%	0	0.0%	1	1.4%
Totals	18	100.0%	53	100.0%	2	100.0%	73	100.0%

Blanks = 12 (14.1% of 85 survey respondents).

Note: To show the similarities and differences between each organization type (immigrant serving, mainstream, and other), the cells with **highest number** of responses in each column (and, where they are close, the **second highest number** of responses) are shaded.

18. Would you be open to exploring partnership opportunities with other agencies to help resolve existing waitlists in the community?

Interested in Partnership Opportunities to Address Waiting Lists in the Community	Number	Per Cent
Yes	58	79.5%
No	0	0.0%
Don't know	15	20.5%
Total	73	100.0%

Blanks = 12 (14.1% of 85 survey respondents).

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.

19. Please provide any additional thoughts you have on the subject of agency partnerships and resolving waitlists in the community.

A total of 33 respondents provided one or more 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 were about refocusing programs. 'Neighbourhood programming' and 'funding or resources' were each mentioned in 5.3% of the comments.

Comments on Partnership Opportunities	Number	Per Cent
Partnerships in general	10	26.3%
Joint planning (pros and cons)	6	15.8%
Referrals to other programs	6	15.8%
Matching available spaces to programs in need of space	4	10.5%
Refocusing programs	3	7.9%
Neighbourhood programming	2	5.3%
Funding or resources	2	5.3%
Other	2	5.3%
None	3	7.9%
Total	38	100.0%
Blanks = 52 (61.2% of 85 survey respondents).		
<i>Note:</i> Since more than one answer could be provided, the number of responses shown exceeds the number of respondents.		

Examples of some comments are shown below but all of the responses provided are presented verbatim in Appendix B.

Sample Comments

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.

20. Apart from the discussion on waitlists, do you feel your programs are well equipped to meet the needs of newcomers?

Description	Strongly Agree or Agree		Neutral or Unsure		Disagree or Strongly Disagree		Not Applicable		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Our programs are inclusive	59	83.1%	11	15.5%	1	1.4%	0	0.0%	71	100.0%
Our programs are welcoming	65	91.5%	6	8.5%	0	0.0%	0	0.0%	71	100.0%
Our programs are culturally appropriate	47	66.2%	24	33.8%	0	0.0%	0	0.0%	71	100.0%
Our programs need help from subject matter experts	25	35.2%	34	47.9%	7	9.9%	5	7.0%	71	100.0%
We understand the needs of newcomers	45	63.4%	24	33.8%	1	1.4%	1	1.4%	71	100.0%
We understand the barriers faced by newcomers	48	67.6%	20	28.2%	2	2.8%	1	1.4%	71	100.0%
Our programs are developed in collaboration with other organizations	39	54.9%	26	36.6%	4	5.6%	2	2.8%	71	100.0%
Total	328	66.0%	145	29.2%	15	3.0%	9	1.8%	497	100.0%

Blanks = 14 (16.5% of 85 survey respondents).

Note: The cells with **highest number** of responses in each **row** are shaded.

In all, 71 of a possible 85 people (83.5%) responded to this question about whether or not programs were equipped to meet the needs of newcomers. The responses to each statement have been clustered into three categories—strongly agree or agree, neutral, and disagree or strongly disagree—with an additional option to indicate if the characteristic did not apply to the program. Neutral responses, where people neither agreed nor disagreed with a statement, could also be considered a reflection of uncertainty about the issue addressed by a statement.

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 statement 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 statement 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 statement 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 statement did not apply to their program.

21. Please provide any additional comments regarding how well your programs are equipped to meet the needs of newcomers.

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	Number	Per Cent
Training or professional development	9	30.0%
Research or evidence-based programs	4	13.3%
Focus on specific demographic groups	4	13.3%
Addressing language barriers	4	13.3%
Partnerships	3	10.0%
Investing in programs to support newcomers	3	10.0%
Other	3	10.0%
Total	30	100.0%
Blanks = 61 (71.8% of 85 survey respondents).		
<u>Note:</u> Since more than one answer could be provided, the number of responses shown exceeds the number of respondents.		

Examples of some comments are shown below but all of the responses provided are presented verbatim in Appendix C.

Sample Comments

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.

22. If you would like to participate in future collaborative events please share your name and contact information below. Please note that your responses will not be connected to your name or agency.

Interested in Future Collaborations	Number	Per Cent
Yes – provided contact information	47	55.3%
Presumed no – did not provide contact information	38	44.7%
Total	85	100.0%
Blanks = 38 (44.7% of 85 survey respondents).		

For those who chose to provide their contact information, response fields were provided for first and last name, agency/organization, telephone, and email address. Over half of respondents (55.3%) expressed an interest in **participating in future collaborative events in general** and thus provided their contact information. The other 44.7% did not provide any contact information.

The findings for respondents who indicated they were interested in future collaborations were cross-tabulated with responses to Question 1. Similarities and differences emerged among the organization types—immigrant-serving, mainstream, and other—which are highlighted in the following table. 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.

Description	Primarily Targeted to Newcomers		Primarily Targeted to Calgarians		Other		Total	
	No.	%	No.	%	No.	%	No.	%
Interested in future collaborations (i.e., provided contact information)	10	21.3%	37	78.7%	0	0.0%	47	100.0%
Totals	10	21.3%	37	78.7%	0	0.0%	47	100.0%
Blanks = 38 (44.7% of 85 survey respondents).								
<u>Note:</u> To show the similarities and differences between each organization type (immigrant serving, mainstream, and other), the cell with highest number of responses is shaded.								

Summary Conclusions

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.

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

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.

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.

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.

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.

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.

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.

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.

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.

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. 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. 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.

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.

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 to 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.

Appendix A. Q-11 – Other Strategies to Reduce Waiting Lists

The following verbatim comments were received in response to Question 11: **Aside from receiving additional funding, what strategies would help alleviate your waitlists?** They have been clustered into several categories based on their content.

Requesting More Funding, Staff, or Other Resources

More Funding or Resources

... resources availability

Vehicles, additional tools...

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

For us it is just extra funding and resources. we do 6 programs per school year and can not do more without more money.

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.

More or Different Staff or Volunteers

Add more staff.

Using volunteers

... additional staff

Additional volunteer coordinator (staffing)

More volunteers to deliver services would help...

popular instructors having more time to dedicate to our organization and members

We need office space and staff to see clients. If we have more funding to hire staff and new offices, the waitlists will be reduced. ...

We are working towards offering some of our programs differently. We are working on a part of our business plan that will have us recruit and train highly skilled volunteers to offer some of our group programs, especially to be able to offer more children and teen grief support groups. ...

More, Different, or Improved Programs or Services

more services available in the community...

... improvement of currently available programs...

Can look at community-based approach to services.

additional community programs that are able to deliver services to seniors

More, Different, or Low-Cost Program Space

More locations.

Additional training space

more programs in the area...

Additional programming space to offer more programs

We have shifted seats available from one location to others.

Increased access to space, specifically low cost space to host programs.

... We can see clients in other location if we can rent some place outside our centre.

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.

Different Strategies

Staff or Volunteer Training

Training staff

... We continue to put time and energy into training of professionals & community groups in the city and beyond to increase capacity which will lead to earlier supports and better grief and mental health outcomes.

Refer to Other Programs or Modify Referral Processes

Modification of referral and wait listing processes for LINC clients

... Supporting participants to transition into community based programming.

We refer clients to other services in the community and otherwise help through other programs offered at CCIS.

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

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

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

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.

More Partnerships

... more community partnerships

Partnership with an Agency that it is best in Class in providing ESL classes.

Other

Additional Comments

N/A / Not sure. / Unknown

Transportation barriers. Awareness

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

Appendix B. Q-19 – Using Partnerships to Reduce Waiting Lists

The following verbatim comments were received in response to Question 19: **Please provide any additional thoughts you have on the subject of agency partnerships and resolving waitlists in the community.** They have been clustered into several categories based on their content. Personally identifying information has been removed.

Partnerships in General

Increased collaboration.

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

I feel it is important to develop partnerships with other agencies that will support and enhance services for the clients we work with. ...

... Every program we offer has external partners. We always look for more creative engagement of our partners to maximize their impact. ...

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

Because our program is catered towards foreign-credential-recognition, we would certainly be amenable to partnering with organizations to cover the program costs for programs that help newcomers return to their field if said cost is a barrier.

If opportunities exist to support New Canadians in the programming sector for children and youth, please reach out to The City of Calgary's Social Programs division. As we are more than happy to look at unique programming opportunities to address the needs of our citizens.

... As a community group focused on individuals and families with a specific disability (not an immigration focus), we have more recently noted a high need for support from multicultural communities. We are currently exploring partnerships to help us ensure our supports are having optimal impact - and we are able to support families whose cultural barriers may have restricted their participation in our programs and services.

Calgary Food Bank mission statement is: 'Together, we fight hunger and its root causes because no one should go hungry.' We understand how important is to focus on what an organization is doing good and continue to collaborate / partner with others using their strengths eliminating service duplication and confusion among serviced population. We are currently partnering with a number of service providers focusing on covering food needs and allowing our partners to focus on providing the service clients need to address the root cause. Calgary Food Bank is always open for new partnerships.

My answers to two last questions are not equivalent to what you would understand as programs. [Identifying information removed]. 90 % of my job is performed in the Consultations and Liaison lines of Business to non for profit organizations and individuals. The few programs I offer from time to time are to targeted populations such as culturally diverse media or educational opportunities to internal staff. However, I work in partnership with several organizations to support their initiatives. City of Calgary does not compete with the existing services. We fill the gaps instead. I am also developing resources to support services for culturally diverse Calgaryans [Identifying details removed].

Pros and Cons of Joint Planning

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

... It would be great for agencies to get together to discuss and strategize next steps.

Our contracts with provincial governments provides clear guidelines for service delivery that may not always be flexible enough to enable partnerships.

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.

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.

To have a true partnership, you have to have a solid foundation of trust. This trust is easily broken by an agency viewpoint of looking after the good of their own organization rather than a viewpoint of the give and take of doing what is best for the people we serve.

Referrals to Other Programs

We welcome anyone to join our classes and will always find a way to fit people in.

Consider using technology (mobius) to show number of spaces in programs so advisers can refer clients to appropriate services that have space. ...

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

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. ...

What we do is specific (bike mechanics) our waitlist are filled by schools, youth agencies etc. that have youth who want to host a program. It is great to send them to other awesome Calgary Afterschool Agencies but no other program teach bike mechanics (that I know of).

The learning needs of newcomers need to be assessed and directed to the correct providers. If newcomers experienced interrupted formal post-secondary education, their needs are better served at higher education institutions where classes are available. Funding considerations can be negotiated with these service providers so that these students can continue with their educational training immediately.

Matching Available Spaces to Programs in Need of Space

If we can use other agency's space to see clients, it will be great. ...

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

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.

A[n] idea would be a list of agencies who are looking for space or opportunities to work with immigrants. Lots of faith organizations have the space but not the leadership to run classes and people are living close by that would find it more convenient to go to the neighbourhood faith organization then go across the city or downtown. They also have nursery and preschool rooms so could use them for childcare....a thought!

Refocusing Programs

Revisit the re-classification of putting all CLB 5 and up clients to exclusive service providers/

If there were more community organizations city-wide, then our organization could divest themselves of current clients and only deliver services in areas not served by a community program.

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.

Neighbourhood Programming

... Seniors do not need to travel far and we can provide services in their communities.

I think there is opportunity to collaborate and offer neighbourhood based programming and services in partnership with existing community stakeholders like community associations. This also provides clients to build relationships where they live and an opportunity to engage beyond receiving services as a client.

Funding or Resources

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.

As noted by prior responses, given the nature of our services/supports, waitlists are neither relevant nor feasible. As a result, waitlists are not a solution to resolve the challenges we face with limited resources and capacity. Nevertheless, these questions are most certainly relevant. The intensity, quality, and spectrum of the services we are able to provide are restricted by the limits of our capacity and resources. For certain initiatives with a strategic targeted impact, partnerships have already proven to be beneficial. ...

Other

look forward to the conversation

It is possible that our organization would participate, but they would wait for an orientation talk from CLIP, Immigration or such.

We serve a unique group of newcomers - physicians seeking Canadian licensure - so, our interest in partnering is rooted more in terms of connections, rather than waitlist support.

None

N/A

None at this time

Appendix C. Q-21 – Capacity to Meet Newcomers' Needs

The following verbatim comments were received in response to Question 21: **Please provide any additional comments regarding how well your programs are equipped to meet the needs of newcomers.** They have been clustered into several categories based on their content.

Training or Professional Development

Our staff have received training regarding culturally appropriate services. ...

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 are becoming an experts in at meeting New to Canada youth 'where they are at' physically and emotionally. We are available to remove barriers 24/7 - Boys and Girls Clubs of Calgary

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.

I am with an immigrant serving agency and therefore it's imperative that our programs are equipped to meet the needs of newcomers. There are always opportunities for learning and improving which we look for.

Our programs are not focused on newcomers, mainly focused on employment of people with disability whether an immigrant or not. I feel as an organization we lack the understanding of what newcomers get challenged with and how to support them with a cultural aspect in respect of their needs

Many years of experience working with newcomers, qualified and dedicated staff, ... and professional development opportunities are some of the areas assisting us to understand and meet the needs of newcomers.

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.

Research or Evidence-Based Programs

... Implements an integrated approach to service delivery.

... following CCLB [Centre for Canadian Language Benchmarks] guidelines ...

Calgary Food Bank has a number of ways working with clients. Some programs are distributing food directly to clients some programs share food in bulk with an agency that is cooking for their clients (shelters, housing units, recovery centers and etc.) Calgary Food Bank hampers are built based on the Canada Food Guide that is already reflecting multicultural Canadian society and mostly includes raw ingredients allowing clients to cook foods they like / more familiar with / comfortable.

All CCIS programs' design and delivery are client-centered. There is extensive expertise that has been accumulated over the past 40 years which is well recognized and respected in the sector across the country. We value the research finding and are committed to design and deliver programs based on historical and research evidence. Currently we are engaged in 25 research initiatives. We make a conscious effort to learn from others locally, nationally as well as internationally. We continue dialogue with agencies from other countries such as Australia, New Zealand and various European countries.

Focus on Specific Demographic Groups

... Our office is strategically located in the Hub communities where newcomers settle; ...

We have over 40 programs meeting the needs of our seniors in the area of social/recreation, education, health, outreach services, volunteer visiting, adult day program and Chinese community helper.

We offer a variety of 35+ classes per week, 3 semesters per year. Classes are in art, fitness, music, dance for all levels of experience. Our centre is senior based and all instructors have experience teaching this demographic. We get newcomers joining our Centre but primarily those that can speak fluent English. Our members are 55+ with the average age being 72 years. It is a very active centre, socialization is a huge part of what we offer.

As a member based disability specific charity, our programs and services are predominantly framed from the perspective of a shared lived experience. In the past, we held specific support groups for multicultural families. We experienced success and these groups helped us to become more understanding of the barriers faced by newcomers. However, we also learned that there is a natural connection that forms under the basis of sharing a common experience, (like having a loved one with a specific disability.) There are many challenges of living with a specific disability that transcend cultural barriers, while there are other challenges linked to the barriers of being a new resident of a new country. So, in general, we are finding that we are making some strong connections with new Canadian families (even without currently running a multicultural support group,) simply from the point of view that there is a common thread that links us. However, we are not necessarily able to have the same impact on such families, given the limits to our capacity and understanding around being an immigrant. Some families have reported that immigrant serving organisations are not able to meet their needs due to the family's perception that such agencies do not have the understanding of the barriers related to their family members disability. Or it may simply be the case that the context of an immigrant serving agency is not a place where they feel at ease enough to be open about their disability related challenges. We are seeing that partnerships with immigrant serving agencies may support 'collective impact.'

Addressing Language Barriers

Provides services in select first languages as appropriate; ...

We provide social meetings and language training to newcomers of our language.

Our programs focus on language training only and do not deal with any other needs that newcomers may have.

We strive to welcome all people. Our snow and mow program consists of a lot of different cultures. We do work with the families to overcome barriers such as language.

Partnerships

Some of our programs are done in collaboration with other organizations. ...

... However, our most valuable resource within this area is the one-on-one consultation with one settlement worker at one agency which we have established.

We work together with other organizations to bring in resources for immigrants. We are culturally sensitive, we speak their languages, making them feel like home. Also, we are able to reach some immigrants who don't feel connected through their networks.

Investing in Programs to Support Newcomers

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.

Bow Valley College as an organization is highly supportive of diversity, inclusion and newcomer success. As such, the College has a history of investing in programming and supports for newcomers studying in a post-secondary environment such as this one

Our program not only meets the needs of newcomers but benefits the Canadian economy at a very high level. Technology professionals are at shortage in Canada and we are trying to support this sector that have fallen under loopholes and did not make it to the right place but are surviving only.

Other

All of our programs are open to all Calgarians.

Our programs are open to everyone regardless of residency status.

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.



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