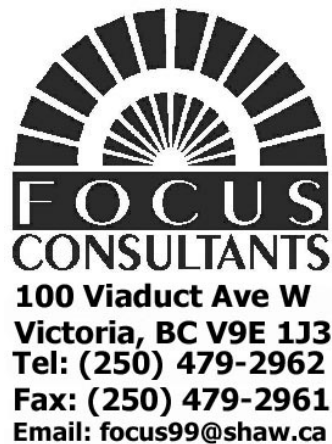


An Evaluation of the  
Immigrant PLEI Consortium (IPC) Project

Final Report

For

Ministry of Attorney General



February 21, 2011

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## EXECUTIVE SUMMARY

### *Background*

In June 2008 the Ministry of Advanced Education and Labour Market Development (which in October 2010 became the Ministry of Regional Economic and Skills Development) signed a Memorandum of Understanding (MOU) with the Ministry of Attorney General (MAG) to fund three projects involving the use of Public Legal Education and Information (PLEI) to serve new immigrants and refugees.\* One of these projects was the Collaborative Consortium Project, which is the subject of this evaluation. Throughout the lifetime of the project, the Consortium has been known and advertised as the Immigrant PLEI Consortium (IPC). This name and acronym is therefore used in this report.

The IPC began in May 2009 and is funded until March 31, 2011. It grew out of the activities of the PLEI Working Group, and now includes the twelve agencies listed in the next paragraph. Its goal is to increase the level of integration between PLEI and settlement workers serving new immigrants and refugees.

### *Structure of the IPC*

The 12 member agencies of the consortium are DIVERSEcity Community Resources Society, Immigrant Services Society of BC (ISS), Justice Education Society (JES), Legal Services Society (LSS), MOSAIC, North Shore Multicultural Society (NSMS), OPTIONS Community Services Society, People's Law School (PLS), Progressive Intercultural Community Services Society (PICS), SUCCESS, Tenant Resource and Advisory Centre (TRAC), and Vancouver & Lower Mainland Multicultural Family Support Services (VLMFSS).

The key elements of the IPC structure are:

- *The Consortium Working Group (CWG)*, with representatives from each of the 12 participating agencies. Chaired by the Executive Director of JES, it meets quarterly with the project manager and provides overall direction to the project.
- *The lead agency (the Justice Education Society)*, which oversees and administratively manages the IPC on behalf of the IPC.
- *The executive committee* (the lead agency representative and 2 or 3 elected members from the CWG), which together with the lead agency deals with issues between the CWG meetings.
- *A project manager* (hired in consultation with the CWG, but an employee of the Justice Education Society) who is tasked with ensuring that the project objectives are met, specifically overseeing the development of appropriate PLEI resources, overseeing training initiatives, liaising with PLEI providers, settlement agencies, the evaluator and judicial personnel, meeting regularly with the CWG and executive committee and providing activity and progress reports as required;

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\* Where the term "immigrants" or "immigrants and refugees" is used in this report, it is intended to include persons who are permanent residents of Canada, refugees, and live-in caregivers with a work permit under the live-in caregiver program. The term does not include temporary foreign workers, international students, Canadian citizens or refugee claimants.

- *Eight Immigrant PLE Community Workers (IPWs)* working part-time and housed (in all but one case) in settlement agencies (involving 6 FTEs). Their tasks include organizing local cross-sectoral PLE forums, community workshops for immigrants and refugees, and intermediary training workshops, researching and developing asset maps and needs assessments, assisting with cultural context information for the review, adaptation and expansion of PLE materials, a number of media related and reporting activities, and community engagement.

### ***Primary IPC Activities***

The two theme areas around which activities were organized in the first year were employment law and residential tenancy law. The themes in year two are family law and domestic violence, but for the most part these latter themes are not addressed in this report as they are still underway. Contextual themes that are woven into all of the key theme areas include the importance of the rule of law in Canada, Canadian legal values and associated aspects of Immigration Law.

Start-up activities in the first half of 2009 included hiring of the Project Manager, finalizing the project and evaluation framework, developing the communication plan and various administrative and reporting tools for consortium members, and working with appropriate consortium members to hire and train the IPWs.

The key activities to address each theme area have included:

- Assessment of existing PLE materials/resources and development of new or expanded materials in a wide range of languages.
- Development of cross-sectoral workshops in Lower Mainland communities with representatives from settlement agencies, PLEI providers, legal service providers and other community agencies. Six workshops were held in each year on the respective themes.
- Development of intermediary training workshops for settlement workers, bilingual/bicultural counsellors and other people working with immigrants and refugees. Six training workshops were held in year one, and ten in year two.
- Implementation of community PLEI strategies (public community workshops and a media campaign).
- Development of community asset maps that identify PLEI service providers and community agencies in each geographical area offering legal services to individuals in each of the theme areas.

### ***Evaluation Methodologies***

Six methodologies were used in the evaluation. The first three involved the analysis of exit surveys already conducted by IPC for the cross-sectoral workshop, the intermediary training workshops and the community workshops. A fourth was administration of an online survey for cross-sectoral and intermediary workshop participants 10-12 months following their workshops to assess developments in coordination and referral activities. A fifth methodology was a telephone survey of 27 key project stakeholders. The final methodology was a review of selected documents pertaining to program planning, objectives and the media campaign.

### ***Findings***

Key findings for each of the project activities are summarized below. Detailed quantitative data results and qualitative comments are contained in the report.

### Participant Exit Surveys: Cross-sectoral Workshops

- Findings are based on 130 respondents in year 1 and 147 in year 2.
- The workshops were successful in gathering a good range of participants in each workshop location, who played various roles within their agencies and who served a large cross-section of linguistic/cultural groups.
- In terms of respondents' assessment of how the workshop achieved key objectives, the most positive responses were for such objectives as providing new resources, information and contacts, and motivating participants to take steps to improve coordination between services. For these items over 70% of respondents stated the objective was achieved. The least positive areas were in identifying ways to improve referrals and increase coordination. For these items less than 50% of respondents stated the objective was achieved in year one.
- The second year workshop respondents gave significantly higher "achieved" responses in relation to all objectives than the first year respondents.
- Only a small minority (10% or less) felt that any of the objectives were "not achieved." In other words, most of the respondents who did not feel the objective was fully achieved at least felt it was "partially achieved."
- There was almost unanimous support for holding similar workshops in the future.

### Participant Exit Surveys: Intermediary Workshops

- Data was available only for the year 1 themes of residential tenancy and employment law, and is based on 264 respondents.
- Again, the workshops gathered a wide range of intermediaries serving a large number of linguistic/cultural groups.
- There was virtually unanimous affirmation by participants that the sessions had increased their understanding of the goals of Canadian law, helped them clarify the difference between legal advice and legal information and helped them acquire more current information on the law and related useful resources in the two theme areas.
- Although all three of these themes were perceived as being somewhat or very useful, employment standards received the highest ratings.
- Ratings of facilitator presentation preparedness and quality, workshop structure and resource presentations were consistently in the high positive range.

### Follow-up Online Surveys of Workshop Participants after 10-12 Months

- Data is primarily based on 110 respondents who fully completed the online survey, and included participants in cross-sectoral and/or intermediary training workshops on the year one themes of residential tenancy and employment law.
- Respondents were asked to assess the level of change since the workshops (10-12 months prior) in referrals between their agency and other agencies of immigrants' legal issues in the two theme areas. A decrease was estimated by 7-10% of respondents, while a third of respondents felt there had been an increase. The majority of respondents said there has been no change either way. However, there were several factors identified by respondents which naturally contribute to a stationary or decreasing referral pattern, e.g. a decline in overall legal cases. If only those situations in which there was some potential for an increase in referrals is considered, there was an increase in referrals reported by between 71 and 78% of respondents.
- Respondents were also asked about the changes in the level of coordination between their agency and other agencies since the workshops. "Coordination" included meetings or other forms of communication, development of one-to-one relationships between services, notifying each other of changes with the agency, development of protocols and discussion around referral processes, and notification of events. As with referrals,



the majority of respondents reported no change in coordination activities. However, especially in regard to residential tenancy law, a significant minority (40%) reported an increase in coordination activities. As with referral patterns, there is likely a higher increase in coordination in situations where it would be reasonable to expect some change.

- Respondents were asked to identify ways in which referral and coordination activities have resulted in improvements in the way the needs of immigrant and refugee clients have been addressed in each theme area. Their feedback suggests that even where respondents did not feel there had been overall increases in coordination activity, there still had been identifiable service improvements resulting from at least some coordination. Thirty to thirty-five percent of respondents in both theme areas noted improvements in the speed and reliability of service, as well as its availability in the client's language and with reference to websites for further information. In employment law the most frequently mentioned improvement was that immigrants could be matched with a service closer to their location.
- Part of both the cross-sectoral and intermediary workshops involved presentations on or references to several websites that workshop participants could access either for their own informational needs, and/or to which they could refer clients. These included immigrantlegal, Employment Standards Branch, Residential Tenancy Branch, Tenant Resource and Advisory Centre, Clicklaw and Multilingolegal. Respondents were asked to state how frequently they had used the sites since the workshops.
  - With the exception of multilingolegal, a large majority (over 80%) had used the websites at least once or twice
  - Approximately 26 % of participants had used immigrantlegal or the Residential Tenancy Branch website with reasonable regularity (one or two times per month or more)
  - The other sites had been used with reasonable regularity by approximately 16-21% of participants
  - Respondents tend to use the websites marginally less as a referral resource for clients than as a resource for themselves when assisting a client.
  - Immigrantlegal is still used as a significant resource for clients.
  - Multilingolegal is used less than the other sites as a resource for clients. This may in part be because of its focus on specific languages.
- Approximately two-thirds of respondents felt very confident (i.e. "6" or "7" on a 7-point rating scale) about where to refer a client who has a residential tenancy or employment problem.
- The online survey presented a series of statements about changes in the respondents' capacity to service immigrant clients effectively as a result of the workshops and subsequent developments flowing from them. Overall the response was very favourable, with approximately three-quarters of respondents indicating agreement that there had been positive change (i.e. with ratings of 5 to 7 on the 7-point scale). Ratings were marginally higher for residential tenancy law matters than for employment law matters. There was even stronger affirmation that respondents clearly understood the boundary between legal information and legal advice.

### Exit Surveys: Community Workshops

- Data was based on 224 residential tenancy workshop participants and 208 employment standards workshops participants.
- As with the cross-sectoral and intermediary workshops, there was a large range of linguistic/cultural communities represented in the combined locations. A total of 475 people from nine distinct cultural linguistic communities attended the workshops in year 1. (Community workshops are currently underway for year 2, targeting 14 cultural/linguistic communities).

- 39% of residential tenancy respondents and 53% of employment standards respondents had been in Canada for less than four years.
- 50% of residential tenancy respondents and 44% of employment standards participants had found out about the workshop through an immigrant-serving organization.
- There was an almost unanimous expression of opinion by participants that they understood the presentation, that the interpreter was clear and understandable, the presentations were on legal issues of importance to them, and that the venue was good for them. The vast majority felt the workshop length was "about right."
- Similarly, there was almost unanimity that the three identified outcomes were met, i.e. that as a result of the workshop they had a better understanding of their legal rights and responsibilities, that they knew where to go to get help with a legal problem, and that they were now more likely to seek help if they needed to.

### Media Campaign

The evaluation did not include an analysis of the media campaign, but the report summarizes key data from the IPC's report on the subject.

The People's Law School coordinated the campaign, which in year 1 consisted of 80 newspaper articles and 27 radio broadcasts in the period November 20, 2009 to April 3, 2010. These media events involved 12 languages for newspaper articles and nine on radio broadcasts. The reason for the considerably fewer number of radio broadcasts was the lack of qualified speakers in the two theme areas.

In the newspaper campaign there were eight articles reported 7 to 15 times on the two themes. For radio, one residential tenancy broadcast topic was repeated 11 times; all remaining broadcasts were undertaken 1 to 4 times.

The media campaign has continued since June 2010 using the same types of media, but focusing on family law. Eighteen radio broadcasts involving seven languages and seven topics have been made between June 27 and November 27, 2010. Between October 9 and November 26, 2010, 15 newspaper articles in seven languages have been made on two topics, "Marriage Breakdown and Separation Agreements" and "What About My Children after Family Breakdown?"

Readership and listenership data of the media outlets that were used are provided in the report to indicate the potential reach of the campaign.

### Stakeholder Survey

- The data is based on telephone interviews with 27 stakeholders, including 12 consortium representatives, eight IPWs, three IPW supervisors, one agency CEO, one IPC project manager, one lead agency representative and one coordinator for PLEI development.
- The stakeholders were predominantly positive about the overall model in terms of its appropriateness as a way of bringing resources together, as a stimulus for building capacity, and (as a training model) as an approach that can be re-applied from one year to the next with different legal themes. Despite the overall positive ratings, stakeholders held strong and often diverse opinions about types of change which could further improve the model. The most frequent concern – expressed by eight respondents (30%) – was a feeling that the management model could be more streamlined so that less time is required for decision making. Five respondents (19%) made comments related to the structuring of the IPW role, but all had a different focus.
- In supplementary comments, although 15 respondents (56%) reiterated that the funding was a positive stimulus to get agencies talking and collaborating with each other, 13 (48%) felt that more continuity of funding is needed rather than a brief stimulus to truly build capacity and collaboration.
- There was virtual unanimity that the three theme areas were the best ones for the model in the first two years.

- The survey asked stakeholders to provide feedback on six measures of the Consortium's effectiveness. Although overall the results can be seen as positive, feedback on three of the measures is particularly favorable: there is a complete consensus that a project manager is essential, strong expressions that a lead agency is essential and that the consortium has been truly collaborative.
- Overall, stakeholders rated the effectiveness of the IPW selection process highly, as well as the skill levels of the IPWs. The orientation process was rated moderately highly.
- In general terms, the respondents support the way IPWs are distributed among locations (i.e. currently eight IPWs hold the equivalent of six full-time positions divided between eight locations), but there were several suggestions for refinements to this distribution.
- Although overall ratings of the IPW reporting structure were primarily in the positive range, its effectiveness received the lowest mean ratings of the five IPW-related items. The main issue is that IPWs report both to the agency (or agencies) in which they are located and to the project manager. This is not necessarily perceived as a uniformly negative situation, because it means IPWs are well-anchored both in a community agency and in the overall IPC initiative. However, respondents identified three results of this arrangement that can be characterized as awkward or difficult:
  - It is time-consuming and results in more administrative burdens.
  - It can result in confusion as to what types of issues the IPW is authorized to report to the project manager versus what should more appropriately be reported by the consortium representative to the consortium.
  - It can result in disagreements in interpretation of the primary role of the IPW.
- A significant activity of the IPC was to identify resource gaps in the theme areas, and fill them through the creation of new resources. Stakeholders were asked to provide feedback on the activity and outcomes that had flowed from it. The ratings indicate that awareness and use of the resources has been moderately positive, but that certain gaps still remain, and that respondents express reservations about their ability to address PLEI gaps affecting linguistic groups that their agency serves. Five respondents said there was a lack of availability of information in less common languages.
- Stakeholders were asked the level of priority they would assign to particular resources or activities if future funding were limited. The results indicate a clear priority for continuation of the intermediary workshops and for direct workshops on legal themes in the community, moderate importance assigned to the IPC website, and lower priority given to cross-sectoral workshops, the media plan and the community asset map.
- Both the quantitative ratings and qualitative comments of stakeholders indicate that there are reservations about the effectiveness of the current media plan. Of the 21 respondents who made comments, nine felt that the plan was not well integrated into the overall activities of the IPC and that it requires better coordination with the activities of settlement agencies. Three additional respondents said the overall purpose needs re-examination, and a full-scale integrated communications plan should be developed. Another three felt such a plan should include other media than newspaper and radio (e.g. social media) and develop more creative ways of communicating content.
- In a separate question, respondents were asked about the degree to which the media plan has increased the ability of the IPC to reach the targeted linguistic groups in the area of employment law and residential tenancy law. The responses were on a 7-point scale where 1="not at all, and 7="to a great degree." Of 19 respondents (NR=7), five (26%) gave ratings of 1-3, seven (37%) gave a rating of "4," and seven (37%) gave ratings of 5-7. The mean rating was 4.3, the lowest response of any question in the survey.
- Respondents were asked to rate six outcomes that represented key objectives of the IPC. The strength of agreement with each of the statements is a measure of the degree to which the respondent feels real change has taken place between the pre-IPC period and December 2010. The ratings are consistently favourable, with not less than 85% of the respondents giving a rating response of "5" or more on the 7-point scale. Responses

were particularly strong for respondents' belief that there is more communication among frontline agencies and their intermediaries, that intermediaries now know better when and where to refer immigrants with legal issues, and that intermediaries now give better and more consistent legal information to immigrants.

### *Conclusions*

The findings presented in this report support the following conclusions:

- That the IPC project has been implemented as planned;
- That in almost all significant respects it has achieved the results the consortium had hoped for;
- That the IPC has learned from its experience and is producing even better results in the second year (to the extent that data is available);
- That there is virtually unanimous support for continuation of the project;
- That there is fairly strong agreement on which activities should receive greater emphasis in the future;
- That certain structural elements of the model have caused some friction and will need attention and possible adjustment.

Supporting evidence for each of these conclusions is provided in the final section of the report.

## 1.0 BACKGROUND

In June 2008 the Ministry of Advanced Education and Labour Market Development (which in October 2010 became the Ministry of Regional Economic and Skills Development) signed a Memorandum of Understanding (MOU) with the Ministry of Attorney General (MAG) to fund three projects involving the use of Public Legal Education and Information (PLEI) to serve new immigrants and refugees.<sup>1</sup> One of these projects was the Collaborative Consortium Project, which is the subject of this evaluation. Throughout the lifetime of the project, the Consortium has been known and advertised as the Immigrant PLEI Consortium (IPC). This name and acronym is therefore used in this report.

The IPC began in May 2009 and is funded until March 31, 2011. It grew out of the activities of the PLEI Working Group, and now includes the twelve agencies listed in Table 1 of Section 2.2. Its goal is to increase the level of integration between PLEI and settlement workers serving new immigrants and refugees. A description of key elements of the IPC is contained in section 2 of this report.

In July 2010 MAG contracted with Focus Consultants to undertake an evaluation of the IPC, focusing primarily on outcomes of its first year of activities. The evaluation methodology is described in detail in Section 3.0.

Findings of the evaluation are presented in sections 4.0 – 8.0.

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<sup>1</sup> Where the term “immigrants” or “immigrants and refugees” is used in this report, it is intended to include persons who are permanent residents of Canada, refugees, and live-in caregivers with a work permit under the live-in caregiver program. The term does not include temporary foreign workers, international students, Canadian citizens or refugee claimants.

## 2.0 DESCRIPTION OF THE PROJECT'S GOALS, STRUCTURE AND ACTIVITIES

This section describes the IPC's key goals, objectives, and structural elements, as well as the primary activities that were undertaken by the Consortium in its first year of operation. It is not intended that this description be exhaustive. Its primary purpose is to provide sufficient context and detail for interpretation of the findings presented in section 4.

### 2.1 Goals and Objectives

The following are the key goals and objectives as established in the IPC's business plan for February 2009 to March 2011:

#### *Long Term Goal:*

- To provide immigrants and refugees with knowledge of Canadian laws and core legal values to be effective citizens and able to address their legal needs.

#### *Intermediate Goals*

- To assist immigrants and refugees to engage in and navigate the legal system in order to address their legal needs
- To build a coordinated and collaborative system of PLE delivery to immigrants and refugees

#### *Objectives*

- To design and test a coordinated, innovative model for the provision of the public legal education and information for immigrants and refugees
- To organize and implement PLE campaigns in 3-4 topic areas
- To research and assess all existing resources in a theme area for their relevance to immigrants and refugees
- To more effectively use existing resources and to adapt and expand existing resources to more effectively meet the needs of specific groups of immigrants and refugees on specific topics
- To bring together existing service providers:
  - to clarify roles of PLE agencies, legal service providers and settlement agencies,
  - to discuss community resources and systems of referral, and
  - to develop a community plan for public legal education of immigrants and refugees.
- To engage local justice system personnel in the plan
- To train Community Intermediaries to implement PLE strategies
- To implement local and regional community PLE strategies. These can include: media, workshops, development of materials, etc.
- To evaluate the effectiveness of the PLE pilot project delivery model.

### 2.2 Structure of the IPC

Table 1 lists the 12 agencies participating in the IPC. Although several of the agencies have a broad array of programs, the table also shows the key type of service that they provide that is most immediately relevant to the IPC.

**Table 1. Agencies Participating in the IPC**

AGENCY	PRIMARY TYPE OF SERVICE RELATED TO PARTICIPATION IN IPC
DIVERSEcity Community Resources Society	Settlement Agency
Immigrant Services Society of BC (ISS)	Settlement Agency
Justice Education Society (JES)	PLEI Provider
Legal Services Society (LSS)	Legal Services Provider, PLEI Provider
MOSAIC	Settlement Agency, PLEI Provider
North Shore Multicultural Society (NSMS)	Settlement Agency
OPTIONS Community Services Society	Settlement Agency
People's Law School (PLS)	PLEI Provider
Progressive Intercultural Community Services Society (PICS)	Settlement Agency
SUCCESS	Settlement Agency
Tenant Resource and Advisory Centre (TRAC)	PLEI Provider
Vancouver & Lower Mainland Multicultural Family Support Services (VLMFSS)	Community Service Agency

The key elements of the IPC structure are:

- *The Consortium Working Group (CWG)*, with representatives from each of the 12 participating agencies. It meets quarterly with the project manager and provides overall direction to the project. It approved the MOU and business plan for the IPC, developed a communications plan, ensured the development of an evaluation plan, elected the executive committee, regularly reviews project updates and progress reports, and has addressed numerous funding, financial, coordination, participation and program planning issues;
- *The lead agency (the Justice Education Society)*, which oversees and manages the IPC on behalf of the IPC, disperses financial amounts to the consortium members in accordance with the budget, communicates with consortium members, prepares and submits activity and financial reports to MAG, hired the Project Manager, and monitors the terms and conditions of the MOU, and participates on the CWG and executive committee;
- *The executive committee* (the lead agency representative and 2 or 3 elected members from the CWG), which together with the lead agency deals with issues between the CWG meetings, provides guidance to the Project Manager, and identifies issues for referral to the CWG;
- *A project manager* (hired by and an employee of the Justice Education Society) who is basically tasked with ensuring that the project objectives are met, specifically overseeing the development of appropriate PLEI resources, overseeing training initiatives, liaising with PLEI providers, settlement agencies, the evaluator and judicial personnel, meeting regularly with the CWG and executive committee and providing activity and progress reports as required;

- *Eight Immigrant PLE Community Workers (IPWs)* working part-time and housed (in all but one case) in settlement agencies (involving 6 FTEs). Their tasks as described in the IPC business plan include organizing local cross-sectoral PLE forums for legal service providers and intermediaries, researching and developing asset maps and needs assessments, assisting with cultural context information for the review, adaptation and expansion of PLE materials, organizing local training workshops for PLE resource personnel and intermediaries, providing ongoing liaison between PLE providers, legal service providers and settlement service providers so as to enhance local referrals, coordinating the implementation of collaborative media campaigns, workshops and other local strategies for immigrants and refugees, assisting in the implementation of regional PLE strategies, collecting quarterly statistics and developing monthly narrative reports.

The IPWs are located throughout the Lower Mainland, as shown in Table 2. Although housed in specific agencies, they also serve other agencies in the geographic areas, as indicated in the table.

**Table 2. Location of Immigrant PLEI workers (IPWs)**

COMMUNITIES	AGENCY IN WHICH IPW IS LOCATED	CONSORTIUM AGENCIES SERVED BY THE IPWs
Vancouver / Richmond	SUCCESS PICS	SUCCESS, PICS, LSS, MOSAIC
North Shore	NSMS	NSMS
Tri-Cities	ISS of BC	SUCCESS, MOSAIC
Burnaby / New Westminster	MOSAIC	SUCCESS, MOSAIC, ISS
Surrey	OPTIONS DIVERSECITY	PICS, SUCCESS, VLMFSS
Metro	VLMFSS	All

Note: See Table 1 for the full name of the agency acronyms.

## 2.3 Primary IPC Activities and Theme Areas

The activities of the IPC to date flow directly from the objectives listed in Section 2.1. The two theme areas around which activities were organized in the first year were employment law and residential tenancy law. The themes in year two are family law and domestic violence, but for the most part these latter themes are not addressed in this evaluation as they are still underway. Contextual themes that are woven into all of the key theme areas include the importance of the rule of law in Canada, Canadian legal values and associated aspects of Immigration Law.

Start-up activities in the first half of 2009 included hiring of the Project Manager, finalizing the project and evaluation framework, developing the communication plan and various administrative and reporting tools for consortium members, and working with appropriate consortium members to hire and train the IPWs.

The key activities undertaken to address each theme area have included:

- Assessment of existing PLE materials/resources and development of new or expanded materials. Contracts were developed with the People's Law School, Tenant Resource and Advisory Centre, and Justice Education Society to review, adapt and expand PLE materials and resources in the theme areas. The Vancouver & Lower Mainland Multicultural Family Support Services and the Legal Services Society provided advisory consultations in the area of family law and domestic violence for year two of the project.



These materials have ultimately been placed on the IPC's ImmigrantLegal.ca website, which is primarily intended as a resource for frontline workers and intermediaries who are assisting immigrants and refugees with legal issues.

A key consideration in the development and distribution of materials is their availability in a range of languages. The primary target languages are Chinese (Cantonese and Mandarin), Punjabi, Gujarati, Spanish, Vietnamese and Korean, but Tamil, Bengali, Farsi, Arabic and Swahili have also been used.

In Year 2, two issues emerged that limited the development and distribution of translated materials from existing PLEI resources to cultural linguistic communities that needed them. The issues were sustainability (who would be responsible for ensuring that the translated materials would be kept updated) and funding for translation (the inability to use federal funding for the translation of existing English PLEI materials).

- **Development of cross-sectoral workshops.**  
For the year one theme areas (employment law and residential tenancy law), cross-sectoral forums were held in late November / early December 2009 in Surrey, Delta, Vancouver/Richmond, North Shore, Tri-Cities and Burnaby/New Westminster. The forums gathered representatives from settlement agencies, PLEI providers, legal service providers and other agencies to review the community asset map, clarify the roles of service providers, explore effective referral methods, provide information on resources and referrals available in the theme area, and develop a community/regional strategy for serving the legal needs of immigrants and refugees. Cross-sectoral workshops for year two on family law and domestic violence were completed in June and July 2010.
- **Development of intermediary training workshops.**  
These workshops were to train settlement workers, bilingual/bicultural counsellors and other front line workers working for immigrants and refugees. The purpose was to acquaint participants with current PLEI resources in the theme areas, clarify the boundaries of workers in terms of the assistance they can provide (i.e. information versus advice), and increase their capacity to make effective referrals. The training workshops for employment law and residential tenancy were held in January 2010. One was held at VLMFSS, one serving Surrey/Delta, one for Tri-Cities, and three for Vancouver/Richmond, Burnaby, New Westminster and North Shore workers. Ten training workshops for family law and domestic violence were completed in October/November 2010.
- **Implementation of community PLEI strategies.**  
There were two primary community strategies. The first involved public workshops delivered in several languages for immigrants and refugees in a range of communities (see Section 6.0). The second was a media campaign involving articles related to the theme areas in selected ethnic media (see Section 7.0).
- **Development of Community Assets Maps.**  
These maps were researched and developed by IPWs in each year of the contract. The activity involved the identification of PLEI service providers and community agencies in specific geographical areas who are engaged in offering services to individuals who have issues in each of the theme areas. The maps also identify the capacity of the organization to provide services in a range of languages to non-English or limited English speaking clients. The maps are on the ImmigrantLegal.ca site. They also became a basis for selecting participants in the cross-sectoral and intermediary training workshops, and for providing resource information at the community workshops.

### 3.0 EVALUATION METHODOLOGIES

An evaluation framework for the IPC was developed by an external consultant in March 2010. It describes two broad purposes of the evaluation:

- To help the IPC refine and develop the processes through which they will initiate and implement additional theme areas (formative evaluation);
- To measure the impact of the IPC, determine its effectiveness, and assess the extent to which it has achieved its intended outcomes (summative evaluation).

The framework document<sup>2</sup> identifies four evaluation objectives. It presents a detailed framework of project activities, evaluation data required and data collection methods centered on each of four evaluation questions:

- How have resources been used?
- Is the IPC reaching its intended targets?
- Has the IPC achieved its intended results?
- What aspects of the model are effective, including what are the best practices, and what are the lessons learned?

Focus Consultants was subsequently asked by MAG to conduct an evaluation of the IPC based on these two broad purposes and four questions. Three limitations on the scope of the evaluation have been explicitly acknowledged by MAG:

- The limited budget available for the evaluation precluded an exploration of these questions in the detail and scope articulated in the March 26<sup>th</sup> document. This is particularly true in regard to the extensive documentation of project outputs described in that document. As noted in Section 2.0, description of the project is primarily intended to provide context for findings about outcomes.
- The budget required that the number of qualitative questions be limited. It also required the use of an online survey rather than a telephone survey to follow up with workshop participants.
- Several of the key evaluation instruments were developed and administered prior to the evaluation contract, so in essence the evaluator's task has been simply to aggregate, analyze and report the results.

Table 3 outlines six methodologies that were used in this evaluation. Methodologies 1, 3 and 4 were exit surveys that had already been administered and data-entered, but required analysis. Methodology 2 was a follow-up survey that was administered using an online methodology. The fifth methodology was a telephone survey with key stakeholders, and the sixth was a limited review of project documents. The general content of survey questionnaires is indicated in the table, and reference is made to the appendices in this report that contain the actual questionnaires.

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<sup>2</sup> Dated March 26, 2010.

**Table 3. Methodologies, Questions, Scope and Limitations**

METHODOLOGY	QUESTIONS ADDRESSED <sup>3</sup>	COMPLETION RATES
1. Cross-sectoral workshop participant survey: a self-completed form immediately following the workshop (see Appendix 1)	<ul style="list-style-type: none"> <li>▪ Achievement of Results <ul style="list-style-type: none"> <li>- Identifying issues, services, ways to coordinate between agencies, improve referrals, motivate individuals to take steps</li> </ul> </li> <li>▪ Effectiveness of model <ul style="list-style-type: none"> <li>- Frequency of meetings, format, length, preparation of facilitators, venue</li> </ul> </li> <li>▪ Reaching intended audience <ul style="list-style-type: none"> <li>- Appropriate workshop participants, use to participating agencies</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ 130 of the 167 attendees at the five workshops completed the questionnaire (78%)</li> <li>▪ Completion rate by workshop location ranged from 61% to 97%</li> </ul>
2. An online survey with participants from cross-sectoral and intermediary training workshops, undertaken 10-12 months following the workshops (see Appendix 2)	<ul style="list-style-type: none"> <li>▪ Achievement of Results <ul style="list-style-type: none"> <li>- Whether cross-sectoral participants are using resources identified, have increased referrals, whether agency coordination has increased</li> <li>- Whether settlement workers in agencies have used websites and other resources</li> <li>- Whether settlement workers feel they are better able to handle certain legal information issues on their own</li> </ul> </li> </ul>	<p>Of the 348 participants who attended either the cross-sectoral and/or intermediary training, 19 (5%) were either no longer with the agency or on holiday, or their email address did not function and they could not be traced. The net eligible number of respondents was therefore 329. Of these 329:</p> <ul style="list-style-type: none"> <li>▪ 50 (15%) began completing the online questionnaire but only completed part of the questionnaire</li> <li>▪ 110 (33%) completed the online questionnaire</li> <li>▪ 169 (51%) did not visit the survey website</li> </ul> <p>Six days after the initial email invitation to participate, a reminder email was sent to target respondents, followed by a second reminder on day 13. These reminders raised the total respondents from 84 on day 5 to 121 on day 12 and 160 on day 18.</p>
3. Intermediary Training Workshop: a self-completed form immediately following the workshop (see Appendix 3)	<ul style="list-style-type: none"> <li>▪ Achievement of results <ul style="list-style-type: none"> <li>- Better understanding of goals of Canadian law, employment law and related resources, residential tenancy law and resources</li> <li>- Presentations considered useful to the work of respondent's agency</li> <li>- Resource presentations by organization are considered useful</li> </ul> </li> <li>▪ Effectiveness of model <ul style="list-style-type: none"> <li>- Preparedness and clarity of facilitators</li> <li>- Allowed opportunity for networking</li> <li>- Structure, length of workshop appropriate</li> <li>- Frequency of workshops in future</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ 264 of the approximately 281 attendees in the six workshops completed the questionnaire (94%)</li> <li>▪ Note: in three workshops the number of attendees was estimated. The high estimate was used for the above calculation.</li> <li>▪ Completion rate by workshop location ranged from 90% to 97%</li> </ul>

<sup>3</sup> In the 'Questions Addressed' column, items with bullets refer to the 4 key questions listed in Section 3.0, while dashes are examples of sub-issues.

METHODOLOGY	QUESTIONS ADDRESSED <sup>3</sup>	COMPLETION RATES
4. Community workshop participant surveys: a self-completed form immediately following the workshop (see Appendix 4)	<ul style="list-style-type: none"> <li>▪ Achievement of Results <ul style="list-style-type: none"> <li>- Better understanding of legal rights in Theme 1 areas</li> <li>- Ability to identify resources</li> <li>- Willingness to seek help</li> </ul> </li> <li>▪ Effectiveness of model <ul style="list-style-type: none"> <li>- Clarity of interpretation</li> <li>- Relevance of legal issue</li> <li>- Length of workshop</li> <li>- How participants found out about workshop</li> <li>- Appropriateness of location</li> </ul> </li> <li>▪ Reaching intended audience <ul style="list-style-type: none"> <li>- Reason for attendance</li> <li>- Years lived in Canada</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ 224 of the 360 participants in 7 residential tenancy workshops completed bilingual questionnaires (62%). Completion rates by workshop location ranged from 49% to 95%</li> <li>▪ 208 of 315 participants in 5 employment standards workshops completed a bilingual questionnaire (66%). Completion rates by workshop location ranged from 36% to 94%</li> </ul>
5. Telephone interviews with stakeholders (see Appendix 5)	<p>Questions varied by respondent groups, but in general addressed:</p> <ul style="list-style-type: none"> <li>▪ How resources have been used <ul style="list-style-type: none"> <li>- Opinions on key issues that have arisen in terms of resource use, including IPW qualifications and locations</li> <li>- Key management decisions and issues</li> <li>- Key decisions and issues in relation to sectoral, intermediary training and community workshops</li> </ul> </li> <li>▪ Degree to which activities have reached intended targets <ul style="list-style-type: none"> <li>- Opinions or primary successes and/or shortcomings</li> <li>- Success in reaching linguistic groups</li> <li>- Appropriateness of invitees to sectoral, intermediary and community workshops</li> <li>- Success of print, media, internet, etc., outreach.</li> </ul> </li> <li>▪ Achievement of initial outcomes <ul style="list-style-type: none"> <li>- Effectiveness of Consortium maintenance, collaboration, coordination and innovation</li> <li>- Consortium agencies have clearer picture of needs, gaps and overlaps and can plan effectively</li> <li>- Agencies are aware of resources and can use them effectively</li> <li>- Assessment of degree to which new resources are filling gaps</li> <li>- Assessment of degree to which intermediaries know the boundaries of their services, when and where to refer</li> </ul> </li> <li>▪ Effectiveness of model <ul style="list-style-type: none"> <li>- Opinions on appropriateness of funding model, project-based funding, IPWs as the model for reaching communities, and the emphasis placed on various products of the project</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Stakeholders included consortium representatives, project manager, IPWs, IPW supervisors and settlement agency CEOs</li> <li>▪ 27 of the 33 targeted stakeholders completed the telephone or in-person interviews (82%)</li> <li>▪ Of the 6 individuals who did not respond, all were CEOs who felt that they were not sufficiently engaged with the IPC to comment, and that the views of their agency were covered in other stakeholder interviews</li> </ul>
6. Document Analysis	<ul style="list-style-type: none"> <li>▪ How resources have been used <ul style="list-style-type: none"> <li>- distribution of media activities</li> </ul> </li> <li>▪ Whether reaching intended audience <ul style="list-style-type: none"> <li>- Readership volumes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>

## 4.0 FINDINGS: PARTICIPANT FEEDBACK ABOUT IPC WORKSHOPS

This section presents findings from questionnaires completed by participants immediately following cross-sectoral and intermediary workshops described in Section 2.3.

### 4.1 Cross-Sectoral Workshops

The feedback reported below was gathered from the questionnaires shown in Appendix 1. Data from the first year workshop (residential and employment law) was available to the evaluator electronically, thus allowing for cross-tabulation of results where appropriate. Data from the second year workshops (family and domestic violence law) was compiled manually and presented to the evaluator in summary form. This has made comparison of aggregate data possible for year one and year two, but has not allowed for cross-tabulation of data from year two.

#### 4.1.1 *Participants and Agency Descriptions*

In year one (residential and employment law), participant characteristics in the cross-sectoral workshops were as follows:

- 34% (36/106) were consortium members, and 66% (70/106) were non-consortium participants. There were 24 non-responses (NR).
- 45% (44/98) described themselves as managers/coordinators, 37% (36/98) as intermediaries, and 18% (18/98) as other. There were 32 non-responses. The breakdown of roles was similar across consortium and non-consortium participants, but varied more strongly across workshop locations.

These data suggest that to the extent that the workshops were intended to gather participants across agency types (consortium and non-consortium) and roles, this objective was achieved. Unfortunately, to date, data has not been compiled on roles for the second year workshops.

Table 4 presents data on the range of language groups served by the agencies with whom participants were employed. The breakdown is broadly similar between the two years, but agencies of second year participants have a slightly higher representation of each linguistic group than agencies in the first year workshops.

**Table 4. Linguistic Groups Served by Cross-Sectoral Workshop Agencies with whom Workshop Participants were Employed**

LANGUAGE GROUPS	YEAR 1 WORKSHOPS (Residential and Employment Law) N=130	YEAR 2 WORKSHOPS (Family and Domestic Violence Law) N=144; NR=3
Everyone	70 (54%)	65 (45%)
English	51 (39%)	68 (47%)
French	28 (22%)	38 (26%)
Spanish	27 (21%)	44 (31%)
Punjabi	28 (22%)	48 (33%)
Urdu	18 (14%)	27 (19%)
Hindi	27 (21%)	43 (30%)
Korean	32 (25%)	41 (28%)
Farsi	32 (25%)	49 (34%)
Dari	16 (12%)	26 (18%)

(Table continued on next page)

LANGUAGE GROUPS	YEAR 1 WORKSHOPS (Residential and Employment Law) N=130	YEAR 2 WORKSHOPS (Family and Domestic Violence Law) N=144; NR=3
Pashto	12 (9%)	14 (10%)
Vietnamese	19 (15%)	32 (22%)
Chinese (Mandarin)	48 (37%)	51 (35%)
Chinese (Cantonese)	46 (35%)	50 (35%)
African (Arabic)	18 (14%)	34 (24%)
African (French)	19 (15%)	22 (15%)
Somali	9 (7%)	11 (8%)
Tagalog	24 (18%)	28 (19%)
Arabic (Middle East)	17 (13%)	26 (18%)
Karen	10 (8%)	11 (8%)
Other	12 (9%)	56 (39%)

Notes: 1. Data source: cross-sectoral workshop questionnaires  
2. N=total number of respondents; NR=total non-responses

#### 4.1.2 Achievement of Workshop Objectives

Tables 5 and 6 present data on the achievement of a series of workshop objectives in the first and second years. Several patterns are evident in these tables.

- Generally the most positive responses were for such objectives as providing new resources, information and contacts, and motivating participants to take steps to improve coordination between services. For these items over 70% of respondents stated the objective was achieved. The least positive areas were in identifying ways to improve referrals and increase coordination. For these items less than 50% of respondents stated the objective was achieved in year one. In other words, the workshops were most effective at imparting knowledge, serving as a motivator or stimulus, and identifying issues, but were less successful at facilitating actual planning of coordination and referrals. This latter activity would likely have required more opportunity for exchange of information between groups and a longer and more intensive facilitation process than could have been achieved in a one-day workshop.
- The second year workshop respondents gave significantly higher “achieved” responses in relation to all objectives than the first year respondents.
- Only a small minority (10% or less) felt that any of the objectives were “not achieved.” In other words, most of the respondents who did not feel the objective was fully achieved at least felt it was “partially achieved.”

Supplementary analyses were available for the first year workshop responses. They showed that:

- Non-consortium members gave more positive responses in regard to achievement on all except the first two items.
- Neither intermediaries nor managers/coordinators gave consistently higher responses than each other, but both groups tended to give higher responses than participants classified as “other.”

**Table 5. Achievement of Objectives in Cross-Sectoral Workshops**

OBJECTIVE	TOTAL RESPONDENTS	RESPONDENT ASSESSMENT OF EXTENT TO WHICH OBJECTIVE WAS ACHIEVED		
		Achieved	Partially Achieved	Not Achieved
1. To identify current issues faced by immigrants in the area of residential law (year 1)	130 100%	72 55%	56 43%	2 2%
2. To identify current issues faced by immigrants in the area of employment law (year 1)	130 100%	67 52%	59 45%	4 3%
3. To identify current issues faced by immigrants in the area of family law and domestic violence law (year 2)	146 (NR=1) 100%	94 64%	51 35%	1 1%
4. To identify services you were not previously aware of that are available for immigrants in the area of residential law (year 1)	129 (NR=1) 100%	71 55%	49 38%	9 7%
5. To identify services you were not previously aware of that are available for immigrants in the area of employment law (year 1)	130 100%	67 52%	56 43%	7 5%
6. To identify services you were not previously aware of that are available for immigrants in the area of family law and domestic violence law (year 2)	146 (NR=1) 100%	111 76%	33 23%	2 1%
7. To identify ways to increase coordination between agencies so that the needs of immigrants in the area of residential law could be better addressed (year 1)	130 100%	61 47%	59 45%	10 8%
8. To identify ways to increase coordination between agencies so that the needs of immigrants in the area of employment law could be better addressed (year 1)	130 100%	55 42%	65 50%	10 8%
9. To identify ways to increase coordination between agencies so that the needs of immigrants in the area of family law and domestic violence law could be better addressed (year 2)	145 (NR=2) 100%	82 57%	61 42%	2 1%

(Table continues on next page)

OBJECTIVE	TOTAL RESPONDENTS	RESPONDENT ASSESSMENT OF EXTENT TO WHICH OBJECTIVE WAS ACHIEVED		
		Achieved	Partially Achieved	Not Achieved
10. To identify ways to improve the referral system between agencies in order to provide better service for immigrants in the area of residential law (year 1)	129 (NR=1) 100%	52 40%	64 50%	13 10%
11. To identify ways to improve the referral system between agencies in order to provide better service for immigrants in the area of employment law (year 1)	130 100%	56 43%	63 48%	11 8%
12. To identify ways to improve the referral system between agencies in order to provide better service for immigrants in the area of family law and domestic violence law (year 2)	147 100%	80 54%	64 44%	3 2%
13. To provide you with new resources, information and contacts (residential law and employment law, year 1)	130 100%	93 72%	34 26%	3 2%
14. To provide you with new resources, information and contacts (family law and domestic violence law, year 2)	147 100%	119 81%	26 18%	2 1%
15. To motivate you to take steps to improve coordination between your services and other agencies in your geographic region (residential law and employment law, year 1)	130 100%	96 74%	32 25%	2 2%
16. To motivate you to take steps to improve coordination between your services and other agencies in your geographic region (family law and domestic violence law, year 2)	143 (NR=4) 100%	107 75%	35 24%	1 1%

- Notes:
1. Data sources: cross-sectoral workshop questionnaires in year 1 and year 2
  2. NR = number of non-responses
  3. The N for year 1 = 130; for year 2 = 147
  4. Percentages do not necessarily total 100% due to rounding



Table 6 shows that a reasonable majority (61% - 67%) of participants felt the workshop was “very useful” to their work with immigrants. Again, the response was higher for the year two theme of family and domestic violence law.

There was almost unanimous support for holding similar workshops in the future. Ninety-seven percent (117/121) of residential and employment law participants, and 99% (133/134) of family and domestic law participants felt regular meetings would be beneficial. Table 7 shows that the most preferred frequency of such events would be every six months.

**Table 6. Participant Perception of the Usefulness of the Cross-Sectoral Workshop for the Work the Agency does in Providing Services to Immigrants**

CROSS-SECTORAL WORKSHOP	DEGREE OF USEFULNESS			
	Total Responses	Very Useful	Somewhat Useful	Not Useful At All
Residential and employment law	128 100%	78 61%	47 37%	3 2%
Family and domestic violence law	141 100%	94 67%	46 33%	1 1%

Note: Percentages do not necessarily total 100% due to rounding

**Table 7. Participant Recommendations for Frequency of Future Cross-Sectoral Meetings**

CROSS-SECTORAL WORKSHOP	RECOMMENDED FREQUENCY OF FUTURE CROSS-SECTORAL MEETINGS			
	Total Responses	Every 3 Months	Every 6 Months	Every 12 Months
Residential and employment law	122 100%	47 39%	59 48%	16 13%
Family and domestic violence law	137 100%	26 19%	64 47%	47 34%

#### ***4.1.3 Assessments of the Appropriateness of Invitees and of the Workshop Format and Facilitation***

As shown in Table 8, participant ratings of facilitation were relatively high for the residential and employment law workshops, but were considerably higher for the family and domestic violence law workshops. Other assessments by participants indicated strong approval of key elements of the workshops. For example,

- 86% (103/120, NR=10) of the year 1 workshop participants felt the “right service providers” were in attendance at the workshop (see Table 9 for additional suggestions).
- 96% (121/126, NR=4) of the year 1 participants felt the format of the workshop was appropriate for the content, as did 96% (133/138, NR=9) of the year 2 participants.
- 81% (104/129, NR=1) of the year 1 participants felt the workshop length was “about right,” as did 81% (114/140, NR=7) of year 2 participants. Nineteen percent (24/129) of year 1 and 13% of year 2 participants felt it was too short, while only 1% and 6% respectively felt it was too long.
- 98% (125/127, NR=3) felt the venue was appropriate in the year 1 workshops, versus 96% (138/144, NR=3) in year 2.

**Table 8. Participant Ratings of Facilitation**

ITEM RATED	WORKSHOP TYPE	TOTAL RESPONSES	FREQUENCY OF THE FOLLOWING RATINGS:					MEAN RATING
			1	2	3	4	5	
Facilitator Preparedness 1 = not prepared 5 = very prepared	Residential and employment law	130 100%	0 0%	2 2%	12 9%	47 36%	69 53%	4.4
	Family and domestic violence law	144 (NR=3) 100%	0 0%	1 1%	5 3%	30 21%	108 75%	4.7
Clarity of Presentation 1=not clearly at all 5=very clearly	Residential and employment law	127 (NR=3) 100%	0 0%	2 2%	18 14%	46 36%	61 48%	4.3
	Family and domestic violence law	138 (NR=9) 100%	0 0%	1 1%	7 5%	31 22%	104 73%	4.7

Note: Percentages may not necessarily total 100% due to rounding

**Table 9. Participant Recommendations for Additional Service Providers Who Should Have Been Invited.**

RESIDENTIAL AND EMPLOYMENT LAW WORKSHOP	FAMILY AND DOMESTIC VIOLENCE LAW WORKSHOP
Government representatives generally (3) Ministry of Human Resources (2) BC Probation Office Community Living BC Crown Counsel Settlement Workers in schools Temporary workers in service organizations Recreation Centres School Districts Ministry of Health Church groups Doctors Ministry of Employment Services WorkSafe Landlord representatives Employment Resource Centres	Stopping the Violence counsellors (2) Surrey Women's Centre (2) South Fraser Women's Services Society (2) Adult probation (2) Ministry of Children and Family Development Hospital social workers RCMP, police Ministry of Human Resources Family Support Groups ClickLaw Povnet Aboriginal Services Victim Services Neighborhood Houses Canadian Mental Health Association Vancouver Coastal Health Assoc. – Abuse & Neglect Coordinator BC Centre for Elder Advocacy and Support Credit Counsellors Lawyer Referral Service Vancouver Coastal Health Assoc. – Youth Safe House Coast Mental Health Association People's Law School MOSAIC Family Law Program Legal Services Society Family Mediation Mentoring Group Rainbow Society for Refugees First Nations communities representatives

- Note:
1. Data source: the workshop participant questionnaire
  2. These suggestions were each made in individual locations. The identified groups may have been present in workshops held in other locations.
  3. Note that names of agencies or government departments are recorded as identified by respondents, who may not have used accurate terminology (e.g. confusing a Ministry branch with the overall name of the Ministry). Ministry names may also have changed since the workshop dates.

#### 4.1.4 *General Comments by Participants*

Participants were asked for any concluding comments that would improve the effectiveness of the workshop or the project overall. Where more than one respondent made the comment, the number of respondents is indicated in parentheses. For the year one workshop, comments about the workshop included:

- General non-specific comments (e.g. "good job," "very well done," "excellent") (9);
- Need for increased whole group skills on part of facilitator;
- It was too ambitious to expect progress on coordination in one workshop;
- Case studies took too much time;
- Put presentation by Martha at beginning to help focus the group on the case studies;
- More information could have been delivered in the time allotted;
- Put more focus on downloading information about what the consortium has achieved to date;
- More focus on specific actions/solutions that can be implemented now;
- More audiovisual materials and role plays;
- Do not ask about participant's position and agency in the workshop questionnaire.

Comments about the project overall were:

- There is a need for greater coordination (e.g. a common help-line) between agencies (2);
- There is a need for more professional development sessions, more online resources, more one-to-one services;
- More translation services needed;
- Need to know how to refer immigrant clients to settlement workers;
- Settlement agencies are funded based on quotas for client services through a competitive tendering process. This can be a barrier to inter-agency referral and cooperation. Agencies currently receive no funding to assist TFWs, International Students, temporary residents, refugee claimants or immigrants and refugees who have been in Canada longer than 3 years. This needs to be considered in a referral system, but particularly if there is any move to have government offices refer clients to agencies;
- Provide brochures at Residential Tenancy Branch to steer clients to the correct agency or frontline workers;
- There is a duplication of existing services (e.g. Povnet online map, Clicklaw).

Year two (family and domestic violence law) comments were strongly positive, but also offered diverse recommendations for improvements. Comments have been paraphrased in a number of cases for brevity. The first quote captures the enthusiasm and fulsome praise about the workshop by many participants.

"I believe that it was one of the best informational/sharing/proactive sessions I have attended. It brought so many great people together. You (Maral), Marylou and Sandra did a great job of setting a lovely tone and encouraging people to share their ideas in such a welcoming way. It was so well organized with your flip paper identifying each agency and putting on those sheets the questions reflecting the agency response; it did make me think about how your agency could do better to assist our mutual multicultural clients. Having the microphone floating around and good support people to assist at each table made hearing each other and table's comments great. It was pretty close to perfect."

- General praise for workshop ("excellent," "thanks," "very useful," "do more of them") (19);
- Good opportunity for networking (7);

- Good involvement of participants, lots of discussion (5);
- Too much on agenda, need full day (4);
- Have a listserve or distribute attendance list for participants; service agency list was appreciated (4);
- Guideline for referrals discussion needs to be done in a more detailed way, as many suggestions have implications that need to be identified (3);
- Have one person from each service present his/her service more in detail; or 2-3 agencies do longer presentations (3);
- Impressed with website (3);
- Food was excellent (3);
- Like idea of service agencies list with tick boxes for services provided, include broad and specific services (2);
- Do fewer case scenarios; put some on the web (2);
- Have break (e.g. mid-morning) (2);
- Engage more collective discussion;
- Define terms (e.g. who is an immigrant, when does he/she not remain an immigrant?);
- Allow participants to self-identify, not just be categorized as "Afghani, Chinese or Russian";
- I question how providing services in foreign languages furthers the integration process;
- Ethno-linguistic categorization does not always address other relevant factors (e.g. religion, culture);
- Appreciated male perspective at table;
- Have lunch alternative for vegetarians and those with allergies;
- Very clever to brainstorm intake form;
- Have handouts/materials in a binder;
- More appropriate to invite front-line workers;
- Good info on Family Duty Counsel;
- Role plays too easy, too basic;
- Role plays very helpful;
- Do not request personal identification on questionnaire;
- Need microphone;
- Provide more analysis of dynamics of abuse and cultural beliefs;
- Good facilitator but would be even better if she were an immigrant;
- Good venue.

Participants also made the following comments either about individual services or provided recommendations for the project as a whole:

- "CanTalk" (telephone interpretative service) available to callers and clients at LSS Call Centre;
- Would like to hear more family law issues raised in immigrant community – awareness and informational updates;
- Re Pro Bono Service provided by Access: clients with language barriers are encouraged to bring translator;
- The North Shore Crisis Services Society – have not turned anyone away due to language barrier - use translation services;
- In future consider the North or rural communities in draft of available services – e.g. agencies in the North, or agencies that will offer telephone service to people in the North.

## 4.2 Intermediary Workshops

The feedback reported in this section is based on results from the questionnaire shown in Appendix 3. At the time this report was written, IPC had tabulated questionnaire data only for the first year intermediary training workshops on residential and employment law. Therefore, unlike the findings reported from the cross-sectoral workshops in Section 4.1, this section does not include comparisons with the findings from the family and domestic violence law questionnaires.

### 4.2.1 Participants and Agency Descriptions

The participant characteristics in the residential and employment law intermediary workshops were as follows:

- 57% (129/225, NR=39) worked in agencies that were part of the consortium, while 43% (96/225) did not. The intermediary workshops included a significantly higher percentage of consortium members than the cross-sectoral workshops (57% versus 36%).
- Of the 96 participants who were not in consortium agencies, 31% (30/96) were in government services, 42% (40/96) were in frontline agencies working directly with immigrants, 4% (4/96) were in legal agencies, and 23% (22/96) classified themselves as "other." This latter group of 22 included nine participants with NGOs, which included immigrants as part of their clientele, six participants with school-based services, three with women-serving services and three other participants.
- As shown in Table 10, the largest single group of participants worked in Vancouver, but there was significant representation from throughout the region.
- As was the case with the cross-sectoral workshops, there was a large range of linguistic groups served by the agencies of intermediary workshop participants. However, with only three or four exceptions, each linguistic group was more fully represented through the cross-sectoral participant agencies than the intermediary agencies. Approximately 30 other linguistic groups were served in addition to those shown in Table 11, but with only small numbers of agencies serving each group.

Table 10. Communities served by Intermediaries

COMMUNITY IN WHICH INTERMEDIARY WORKS	FREQUENCY (N=264; more than one answer possible)	PERCENTAGE WHO GAVE THIS RESPONSE
Vancouver	121	46%
Surrey	73	28%
Burnaby	48	18%
New Westminster	29	11%
Tri-Cities	29	11%
Delta	22	8%
North Vancouver	19	7%
Richmond	19	7%
West Vancouver	11	4%

- Notes:
1. Data source is intermediary workshop participant questionnaire.
  2. Since more than one answer was possible the participants' total percentages exceed 100%.

**Table 11. Linguistic Groups Served by Intermediary Workshop Agencies**

<b>LANGUAGE GROUPS</b>	<b>YEAR 1 WORKSHOPS (Residential and Employment Law) N=264</b>
Everyone	97 (37%)
English	107 (41%)
French	37 (14%)
Spanish	55 (21%)
Punjabi	46 (17%)
Urdu	26 (10%)
Hindi	38 (14%)
Korean	34 (13%)
Farsi	49 (19%)
Dari	26 (10%)
Pashto	15 (6%)
Vietnamese	25 (9%)
Chinese (Mandarin)	77 (29%)
Chinese (Cantonese)	71 (27%)
African (Arabic)	34 (13%)
African (French)	29 (11%)
Somali	20 (8%)
Tagalog	40 (15%)
Arabic (Middle East)	37 (14%)
Karen	19 (7%)
Other	33 (13%)

- Notes:
1. Data source: intermediary workshop questionnaires
  2. N=total number of respondents
  3. Since agencies serve more than one linguistic group, total percentages exceed 100%

#### **4.2.2 Feedback on Workshop Themes**

The training workshop involved presentations on Canadian Legal Values, Employment Standards, Residential Tenancy Law and the work of specific legal, government and PLEI organizations. Feedback on these components is summarized below.

##### ***Increased understanding and more current information:***

- 94% of participants (242/257, NR=7) felt the session on Canadian Legal Values gave them a better understanding of the goals of Canadian law.
- 96% (246/256, NR=8) felt the session helped them differentiate between legal advice and legal information.
- 99% (227/230, NR=34) felt they acquired more current information about employment law and related useful resources. (The high number of non-responses in this and the next item was because some participants only attended one of the two sessions.)
- 91% (194/214, NR=50) felt they acquired more current information about residential tenancy law and related useful resources.

***Usefulness of Presentations:***

As shown in Table 12, although all three themes were perceived as being somewhat or very useful by almost all participants, employment standards received the highest ratings of the three sessions. PLEI consortium agencies rated each of the sessions more highly than non-consortium agencies by 4-13 percentage points. Although ratings for the employment session were consistently high across all six locations, there was a greater range of responses by location for the other two sessions. These responses are slightly higher than for the comparable sessions in the cross-sectoral workshops (see Table 6).

**Table 12. Participants' Assessment of the Usefulness of Presentations**

THEME	TOTAL RESPONSES	DEGREE OF USEFULNESS FOR THE WORK THE AGENCY DOES WITH IMMIGRANTS		
		Very Useful	Somewhat Useful	Not Useful At All
Canadian Legal Values	255 (NR=9) (100%)	168 (66%)	82 (32%)	5 (2%)
Employment Standards	245 (NR=19) (100%)	198 (81%)	45 (18%)	2(1%)
Residential Tenancy Law	245 (NR=19) (100%)	159 (65%)	80 (33%)	6 (2%)

Note: 1. Data Source: Intermediary Workshop Participant questionnaire.

Participants were also asked if they felt it was useful to have a government agency co-present in each of the substantive theme areas:

- 97% (188/194, NR=70) of the employment standards session participants replied affirmatively.
- 92% (178/193, NR=71) of the residential tenancy law session participants replied affirmatively.

***Facilitator Preparedness and Clarity of Presentation***

Table 13 presents participant feedback on the preparedness of the various facilitators, and the clarity of their presentations. Although positive for all facilitators, the ratings were especially high for the presentation by the West Coast Domestic Worker facilitator. Ratings were higher for the intermediary workshop presenters than for the comparable presentations in the cross-sectoral workshops.

**Table 13. Participant Ratings of Facilitation**

ITEM RATED	WORKSHOP TYPE	TOTAL RESPONSES	FREQUENCY OF THE FOLLOWING RATINGS:					MEAN RATING
			1	2	3	4	5	
Facilitator Preparedness 1=not prepared 5=very prepared	Canadian Legal Values	254 (NR=10) 100%	0 0%	0 0%	24 9%	75 30%	155 61%	4.5
	Employment Law (West Coast Domestic Workers)	242 (NR=22) 100%	0 0%	0 0%	10 4%	39 16%	193 80%	4.8
	Employment Law (Employment Standards Branch)	145 (NR=119) 100%	0 0%	0 0%	8 6%	36 25%	101 70%	4.6
	Residential Tenancy Law (Residential Tenancy Branch)	239 (NR=25) 100%	0 0%	6 3%	42 18%	82 34%	109 46%	4.2
	Residential Tenancy Law (BC Apt. Owners and Managers)	235 (NR=29) 100%	0 0%	1 0%	15 6%	62 26%	157 67%	4.6
	Residential Tenancy Law (Tenant Resource & Advisory Centre)	224 (NR=40) 100%	0 0%	1 0%	22 10%	73 33%	128 57%	4.5
Clarity of Presentation 1=not clear at all 5=very clear	Canadian Legal Values	253 (NR=11) 100%	0 0%	5 2%	24 9%	72 28%	152 60%	4.5
	Employment Law (West Coast Domestic Workers)	244 (NR=20) 100%	0 0%	3 1%	6 2%	48 20%	187 77%	4.7
	Employment Law (Employment Standards Branch)	147 (NR=117) 100%	0 0%	2 1%	11 7%	34 23%	100 68%	4.6
	Residential Tenancy Law (Residential Tenancy Branch)	236 (NR=28) 100%	1 0%	7 3%	46 19%	80 34%	102 43%	4.2
	Residential Tenancy Law (BC Apt. Owners and Managers)	233 (NR=31) 100%	0 0%	2 1%	20 9%	67 29%	144 62%	4.5
	Residential Tenancy Law (Tenant Resource & Advisory Centre)	223 (NR=41) 100%	0 0%	2 1%	24 11%	71 32%	126 57%	4.4

Note: Percentages do not necessarily total 100% due to rounding



### Resource Presentations

Table 14 shows that there was strong consistency in participants' assessments of the various resource organization presentations, and that the presentations were generally perceived as useful.

#### 4.2.3 Other Summary Assessments

Participants were asked for several summary assessments of the workshop, and gave the following responses:

- 96% (231/241, NR=23) stated that the workshop was a valuable networking opportunity;
- 94% (230/245, NR=19) felt the workshop was structured in a way that helped them to learn;
- 83% (201/243, NR=21) felt that the workshop length was "about right" for its content; 14% (35/243) felt it was too long, while 3% (7/243) felt it was too short;
- 97% (231/239, NR=25) felt that the meeting facility was appropriate for the event;
- 97% (230/236, NR=28) felt it would be beneficial to have a similar training workshop in the future;
- 71% (163/229, NR=1) of those who thought it would be beneficial felt the workshop should be held once a year, 14% (31/229) every two years, and 12% (27/229) every six months, 1% (3/229) every three months, and 1% (3/229) "as needed."

Table 14. Usefulness of Resource Presentations

ORGANIZATION ASSESSED	TOTAL	PARTICIPANT ASSESSMENT OF USEFULNESS OF THE ORGANIZATION'S PRESENTATION Frequency of the Following Ratings 1=Not useful at all, 5=Very useful					MEAN RATING
		1	2	3	4	5	
Justice Education Society	165 (NR=99) 100%	0 0%	4 2%	23 14%	59 36%	79 48%	4.3
Clicklaw	170 (NR=94) 100%	1 1%	7 4%	30 18%	69 41%	63 37%	4.1
Povnet	168 (NR=96) 100%	1 1%	8 5%	29 17%	61 36%	69 41%	4.1
Access Justice / Pro Bono	133 (NR=131) 100%	1 1%	6 5%	16 12%	57 43%	53 40%	4.2
Legal Services Society	85 (NR=179) 100%	1 1%	2 2%	14 16%	29 34%	39 46%	4.2
Multilingual Legal (MOSAIC)	94 (NR=170) 100%	1 1%	1 1%	18 19%	28 30%	46 49%	4.2
BC Housing	80 (NR=184) 100%	0 0%	3 4%	12 15%	27 34%	38 48%	4.3
Community Asset Map (IPC)	123 (NR=141) 100%	1 1%	4 3%	22 18%	39 32%	57 46%	4.2

- Note:
1. Data source is intermediary workshop participant questionnaire.
  2. The large number of non-responses may simply reflect the number of attendees at each presentation, however this makes comparisons unreliable, as the respondents may vary from session to session.
  3. Percentages do not necessarily total 100% due to rounding.

Participants added qualitative comments in certain of their responses. For example, respondents were asked to identify agencies they felt should have been included in the training workshop. Their suggestions are shown in Table 15.

Participants were also asked for recommendations on structuring the workshop differently. Although overall only 8% (22/264) of respondents made suggestions, four comments emerged most frequently:

- More group work and/or interaction between participants (7);
- Workshop too long; needs to be shortened or have more breaks (5);
- Had expected a closer tie-in to domestic violence , as advertised (4);
- Need more examples of practical service delivery approaches (4).

The main comments about the quality or appropriateness of facilities were:

- Poor parking (Tri-cities) (5);
- Cold facilities (Tri-cities 3, Vancouver-Richmond 3, VLMFSS 3, Surrey-Delta 3);
- Need round table set-up to encourage discussion (2);
- Lack of variety, choice in food or snacks (3); inadequate/dirty cutlery (2);
- Washroom not wheelchair accessible; poorly stocked (2).

**Table 15. Participant Recommendations for Agencies that should have been Invited to the Intermediary Training**

PRIMARY SERVICE OF ORGANIZATION	EXAMPLES MENTIONED BY RESPONDENTS
Employment and Income Assistance Services	Service Canada (4), Employment Standards Branch, BC Ministry of Social Development (4), Employers Association
Housing	BC Housing, low cost housing (3)
Settlement/immigrant / multicultural agencies	Multicultural Helping House Society (2), SUCCESS, ISS, School Settlement Workers (4), Citizenship & Immigration Canada (5), AMSSA, ELSA teachers
Financial	Community Bank
Legal, Advocacy	Pivot Legal, Newton Advocacy (2), Legal Services Society (Legal Aid) (3), People's Law School, Povnet
Community/Crisis Services	CHIMO, Burnaby Family Life, French Federation of BC, Educacentre, La Boussole, Francophone Agencies Consortium, Share Family & Community Services Society, women's advocacy groups, Developmental Disabilities Association
Victim Services	EVA BC, organizations that focus on domestic violence

Notes: 1. Data source: intermediary workshop participant questionnaire.  
2. These suggestions were each made in individual locations. The identified groups may have been invited but did not attend, or may have been present in workshops held in other locations.

#### **4.2.4 *Concluding Comments by Participants***

Slightly under 20% of workshop participants added comments at the end of the questionnaire. The primary themes can be summarized as follows:

- General non-specific positive comments (e.g. great job, keep up the good work, well executed workshop, thanks to all, excellent) (15)
- Too long, needs to end earlier or be divided into two sessions (7)
- Quality of information by presenter or in information package was very high (7)
- The networking opportunity was very positive (5)
- Problems with information package (missing documents, incorrect order of slides, hard to read) (3)
- Need more practical examples (3)
- Respondents made suggestions for additional resource presenters (2)
- Need to connect more carefully to theme of violence against women (2)
- Need more interaction, including use of microphone (2)

## 5.0 FINDINGS: FOLLOW-UP WITH WORKSHOP PARTICIPANTS 10-12 MONTHS LATER

Using an online survey methodology, all participants from the year one cross-sectoral and intermediary training (residential and employment law) workshops were contacted and asked for their views on how service coordination and referrals had developed in the 10-12 months since the workshop. These and other findings from the survey are reported in the sections that follow.

### 5.1 Survey Participants

As noted in Table 3 on page 8 of this report, 160 respondents began the questionnaire, but only 110 fully completed it. Thus the total "N" (number of respondents) varies from question to question not only because respondents may not have answered a particular question, but also because they decided not to complete the overall questionnaire.

While the full completion rate of 33% (110/329) is a reasonable return for an online questionnaire, it falls short of a representative sample at the 95% confidence level and confidence interval of 5%, which would require 177 respondents. Nevertheless, the distribution of the 110 respondents across the various cross-sectoral and intermediary workshop locations closely reflects the overall distribution of attendees at the original workshop in almost all respects. The only exception is a higher representation of respondents from the Vancouver/Richmond cross-sectoral workshop and correspondingly lower representation of North Shore respondents. The fact that in most cases the workshop locations are proportionately represented by the online survey respondents adds confidence to the survey results.

Overall, of the 160 initial respondents 79% (127/160) attended a cross-sectoral workshop, and 59% (92/157; NR=3) attended an intermediary workshop. Forty-four percent (71/160) attended both types of workshop. The location of the workshops in which the respondents participated is shown in Table 16.

Of the 104 respondents (NR=56) who identified their roles, 75 (72%) stated they were intermediaries, 12 (12%) were managers/coordinators of programs, and 17 (16%) played other roles (e.g. communications, citizen service officer, victim support, legal officer). An "intermediary" was defined as a settlement worker, family counselor, family support worker, bilingual/bicultural counselor, or another role in the community which requires specialized knowledge relevant to immigrants, and may or may not involve delivery of front-line services.

Sixty percent (64/107, NR=530) of the respondents were employed by one of the consortium agencies, while 40% were not.

### 5.2 Changes in Level of Referrals between Agencies

Respondents were asked to assess the level of change since the workshops (10-12 months prior) in referrals between their agency and other agencies of immigrants' legal issues in the two theme areas. As shown in Table 17, overall there appears to have been a modest increase in both types of referrals. A decrease was estimated by 7-10% of respondents, while a third of respondents felt there had been some increase. The majority of respondents said there has been no change either way.

Two points should be considered in interpreting this result. Firstly, this response is consistent with findings from the workshops reported in Section 4.1.2, where participants gave higher ratings for having acquired knowledge about resources, contacts and issues, but lower ratings for identification of concrete coordination and referral mechanisms. So unless there was an ongoing mechanism to systematically build that coordination, the stimulus gained from the

**Table 16. Location of Workshop Attended by Respondents**

LOCATION OF CROSS-SECTORAL WORKSHOP	TOTAL	LOCATION OF INTERMEDIARY WORKSHOP	TOTAL
Burnaby/New West	18 (15%)	VLMFSS	11 (13%)
North Shore	13 (11%)	Surrey/Delta	18 (20%)
Surrey/Delta	23 (19%)	Vancouver/Richmond	47 (53%)
Tri-Cities	21 (17%)	Tri-Cities	12 (14%)
Vancouver/Richmond	46 (38%)	TOTAL (NR=4)	88 (100%)
TOTAL (NR=9)	121 (100%)		

Note: 1. Data source is online survey of workshop participants.

**Table 17. Change in Level of Referrals between Agencies**

QUESTION ANSWERED BY RESPONDENT	RESPONSES ON A 7-POINT SCALE 1=Significant decrease, 4=No change, 7=Significant increase				
	Total Responses	Number of responses in the following ranges:			Mean Response
		1 – 3	4	5 - 7	
Since the workshops, have the number of EMPLOYMENT LAW referrals changed between your agency and other agencies serving immigrants and refugee clients? (Referrals can be either to or from your agency.)	125 (NR=35) 100%	13 10%	71 57%	41 33%	4.4
Since the workshops, have the number of RESIDENTIAL TENANCY LAW referrals changed between your agency and other agencies serving immigrants and refugee clients? (Referrals can be either to or from your agency.)	119 (NR=41) 100%	8 7%	70 59%	41 34%	4.4

Note: 1. Data source is online survey of workshop participants.

workshops would likely be carried forth primarily by individual contacts between participants in the workshops and within individual agencies. The most logical mechanism would be the IPWs, but as will be noted in Sections 8.3.5 and 8.8, their role is currently not a developmental one.

Secondly, change in referral frequency is dependent on other factors besides the quality of planning to promote referrals. Several of these other factors are shown in Table 18, which identifies reasons for no change - or a decrease - in referrals. The principal factor is that there were fewer overall cases to refer. Two other factors – that the agency has an in-house capacity to deal with the legal matter, or simply doesn't deal with that type of issue – render an increase in referrals unnecessary. Thus the only real margin for development of further referral relationships is with the 15 respondents in employment matters who stated that new relationships with referral agencies had not been developed and the two who said staffing changes have impeded referrals, and the 12 in residential tenancy matters in these two categories.

These two latter figures make it possible to calculate the number of respondents in agencies where positive change might reasonably have been expected. For employment law the total is 58, consisting of the 15 respondents who said new relationships with referral agencies had not been developed, the two who cited staff changes as a problem, and the 41 (from Table 17) who said there had been some level of increase. The percentage of respondents indicating positive referral change is therefore 41/58 or 71%. Similar calculations in residential tenancy matters result in a total of 53 respondents (41+9+3), of whom 78% (41/53) indicated positive changes. There are two limitations to this analysis: (1) the 41 respondents who indicated increases in the number of referrals may simply have been reflecting an increased demand for services which led to more referrals, rather than the development of better referral networks per se, and (2) even if service demand increased for some agencies, it would not necessarily translate into increased referrals. However, overall these results appear to be positive.

**Table 18. Reasons for No Change or Decrease in Level of Referrals**

REASONS FOR NO CHANGE OR DECREASE IN REFERRALS	NUMBER AND PERCENTAGE WHO GAVE THIS REASON IN RELATION TO EMPLOYMENT LAW MATTERS.	NUMBER AND PERCENTAGE WHO GAVE THIS REASON IN RELATION TO RESIDENTIAL TENANCY LAW MATTERS.
There are fewer overall cases related to this area of law so there have been fewer referrals	33 42%	34 50%
New relationships with referral agencies have not been developed	15 19%	9 13%
Staff changes in our agency or in other agencies have impacted the level of referrals	2 3%	3 4%
We have in-house referral processes, so tend not to make external referrals	13 16%	3 4%
Our agency does not deal with this type of legal issue	10 13%	7 10%
There has been no change in demand, so no change in referrals	3 4%	5 7%
Our referral patterns were already sufficiently developed, so no change	3 4%	3 4%
Referrals restricted because of language issues	0 0%	1 1%
Don't know; no data; new staff, so cannot assess	5 6%	3 4%
TOTAL RESPONDENTS	79 (NR=5)	68 (NR=10)

Note: 1. Data source is online survey of workshop participants.  
2. Since respondents could give more than one answer, percentages do not necessarily total 100%.

Based on feedback from respondents who said referrals had increased, Table 19 identifies agencies with whom an increase in referrals had taken place. In each legal theme area there were four agencies that together comprised over half the mentions, but overall the number and diversity of organizations suggests that smaller networking relationships are taking place.

### 5.3 Change in the Level of Coordination Activities between Agencies

Respondents were also asked about the changes in the level of coordination between their and other agencies since the workshops. "Coordination" included meetings or other forms of communication, development of one-to-one relationships between services, notifying each other of changes with the agency, development of protocols and discussion around referral processes, and notification of events.

Table 20 shows that, as with referrals, the majority of respondents reported no change in coordination activities. However, especially in regard to residential tenancy law, a significant minority (40%) reported an increase in coordination activities.

The commentary made in Section 5.2 concerning changes in the level of referrals applies also to changes in the level of coordination. That is, firstly, these results are consistent with the initial workshop findings reported in Section 4.1.2, and IPWs have not been given a developmental focus in their work to facilitate coordination. Secondly, increased coordination may not be warranted in all cases if there are fewer overall cases, if there is self-sufficiency within an organization, or if an organization does not deal with the legal matter. Although the exact proportion of these latter factors was not explored for the issue of coordination, they can be assumed to have played a role.

**Table 19. Organizations with whom there have been Increased Referrals**

<b>ORGANIZATION WITH WHOM THERE HAVE BEEN INCREASES IN EMPLOYMENT LAW REFERRALS</b>	<b>FREQUENCY OF MENTION (more than 1 agency could be identified per respondent) (N=25; NR=16)</b>	<b>ORGANIZATIONS WITH WHOM THERE HAVE BEEN INCREASES IN RESIDENTIAL TENANCY LAW REFERRALS</b>	<b>FREQUENCY OF MENTION (more than 1 agency could be identified per respondent) (N=29; NR=12)</b>
Immigrant Services Society (ISS)	9	Tenant Resource & Advisory Centre	18
SUCCESS	8	Residential Tenancy Branch	12
MOSAIC	7	MOSAIC	6
Employment Standards Branch	7	ISS of BC	5
Service Canada	5	SUCCESS	3
Justice Education Society	3	BC Housing	3
West Coast Domestic Workers Association	2	LSLAP	2
Access Justice	2	Access Justice	2
Clicklaw	2	BCAOMA	2
North Shore Multicultural Society (NSMS)	2	Legal Services Society	2

(Table continued on next page)

ORGANIZATION WITH WHOM THERE HAVE BEEN INCREASES IN EMPLOYMENT LAW REFERRALS	FREQUENCY OF MENTION (more than 1 agency could be identified per respondent) (N=25; NR=16)	ORGANIZATIONS WITH WHOM THERE HAVE BEEN INCREASES IN RESIDENTIAL TENANCY LAW REFERRALS	FREQUENCY OF MENTION (more than 1 agency could be identified per respondent) (N=29; NR=12)
Law Students Legal Advice Program (LSLAP), BC Apartment Owners & Managers Association (BCAOMA), BC Human Rights Coalition & Tribunal, La Boussole, Fraserside Society, Dial a Law, Workers Compensation Appeals Tribunal, Citizenship & Immigration Canada, MLA Office, provincial government generally	1 each	NSMS	2
		Lawyer Referral Service	2
		OPTIONS	2
		DIVERSECITY, La Boussole, Collingwood Neighbourhood House, Vancouver Refugee Services Alliance, Justice Education Society	1 each

Note: 1. Data source is online survey of workshop participants.  
2. This table only includes feedback from respondents who said there was an increase in referrals (see Table 17).

**Table 20. Change in Level of Coordination between Agencies**

QUESTION ANSWERED BY RESPONDENT	RESPONSES ON A 7-POINT SCALE 1=Significant decrease, 4=No change, 7=Significant increase				
	Total Responses	Number of responses in the following ranges:			Mean Response
		1 – 3	4	5 - 7	
Since the workshops, has there been a change in the level of coordination between your agency and other agencies to serve immigrant and refugee clients in EMPLOYMENT LAW?	108 (NR=52) 100%	4 4%	74 69%	30 28%	4.4
Since the workshops, has there been a change in the level of coordination between your agency and other agencies to serve immigrant and refugee clients in RESIDENTIAL TENANCY LAW?	103 (NR=57) 100%	6 6%	56 54%	41 40%	4.5

Notes: 1. Data source is online survey of workshop participants.  
2. Percentages do not necessarily total 100% due to rounding.

All respondents were asked to give examples of the most significant types of coordination activities with other agencies that they have undertaken since the workshops. Only 25 respondents provided examples related to employment law and 24 to residential tenancy law. As shown in Table 21, the primary types of activities were communications, outreach, referrals and (for employment law only) jointly sponsored activities.



Finally, respondents were asked to identify ways in which referral and coordination activities have resulted in improvements in the way the needs of immigrant and refugee clients have been addressed in each theme area. In both theme areas 29-35% of respondents noted improvements in the speed and reliability of service as well as its availability in the client's language. In employment law the most frequently mentioned improvement was that immigrants could be matched with a service closer to their location.

**Table 21. Types of Coordination Activities**

TYPE OF ACTIVITY	FREQUENCY THIS TYPE OF ACTIVITY MENTIONED	
	EMPLOYMENT LAW (N=25; more than 1 response possible)	RESIDENTIAL TENANCY LAW (N=24; more than 1 response possible)
Outreach (workshops, promotion of websites, presentations to other groups)	6	5
Communications (newsletters to other groups, discussions re referrals, organizational changes, emails, telephone contacts and/or meetings with individuals in other organizations, development of relationships)	8	10
Referrals	4	8
Joint activities (jointly sponsored workshops)	6	1
Coordinated service delivery (one agency delivering services at another agency's location)	1	3
Legal advice to another agency	1	--

Note: 1. Data source is online survey of workshop participants.

**Table 22. Ways in which Referral and Coordination Activities have Resulted in Improvements**

WAYS IN WHICH REFERRAL AND COMMUNICATION ACTIVITIES HAVE RESULTED IN IMPROVEMENTS IN THE WAY THE NEEDS OF IMMIGRANT AND REFUGEE CLIENTS HAVE BEEN ADDRESSED	FREQUENCY WITH WHICH RESPONDENTS MENTIONED THIS TYPE OF IMPROVEMENT	
	EMPLOYMENT LAW (N=97; NR=11)	RESIDENTIAL TENANCY LAW (N=98; NR=10)
None; no coordination activities undertaken, and/or they have not resulted in improvements	29 (30%)	27 (28%)
Immigrant clients' problems are addressed more quickly	28 (29%)	34 (35%)
Immigrant clients are serviced more consistently in their own language	29 (30%)	34 (35%)
Advice to immigrant clients is more reliable and/or up to date	28 (29%)	30 (31%)
Increased possibility of representation for immigrant clients	17 (18%)	14 (14%)

(Table continues on next page)

WAYS IN WHICH REFERRAL AND COMMUNICATION ACTIVITIES HAVE RESULTED IN IMPROVEMENTS IN THE WAY THE NEEDS OF IMMIGRANT AND REFUGEE CLIENTS HAVE BEEN ADDRESSED	FREQUENCY WITH WHICH RESPONDENTS MENTIONED THIS TYPE OF IMPROVEMENT	
	EMPLOYMENT LAW (N=97; NR=11)	RESIDENTIAL TENANCY LAW (N=98; NR=10)
Immigrant clients can be matched with a service closer to their location	37 (38%)	24 (24%)
Immigrant clients receive more comprehensive service (i.e. related issues can also be addressed)	19 (20%)	29 (30%)
Immigrant clients are more frequently made aware of websites or information to which they can refer	30 (31%)	26 (27%)

- Note:
1. Data source is online survey of workshop participants.
  2. For the most part, respondents to this question were individuals who in Table 20 indicated that there was either a positive change in the level of coordination (ratings of 5, 6 or 7) or no change (ratings of "4"). However, a few respondents who indicated a decrease in overall coordination (ratings of 1, 2 or 3) also listed some of the above improvements.
  3. Since respondents could give up to three responses, percentages exceed 100%.

## 5.4 Participant Use of Websites

Part of both the cross-sectoral and intermediary workshops involved presentations on or references to several websites that workshop participants could access either for their own informational needs, and/or to which they could refer clients.

In the online survey respondents were asked to state how frequently they had used the sites since the workshops. As shown in Table 23:

- With the exception of multilingolegal, a large majority (over 80%) had used the websites at least once
- Approximately 26 % of participants had used immigrantlegal or the Residential Tenancy Branch website with reasonable regularity (one or two times per month or more)
- The other sites had been used with reasonable regularity by approximately 16-21% of participants

Twenty-two intermediaries (NR=3) who said they either never used the immigrantlegal site or only used it once or twice were asked why they used the site so little. They could give more than one answer, and replied as follows:

- 59% (13/22) said they did not have enough cases, so hadn't needed to use the site. As was shown in the discussion of Table 18, agencies and workers have different levels of exposure to certain types of cases. This affects not only their frequency of referrals and their need to engage in significant coordination activities but also, as shown here, the frequency with which they need to access resources.
- 32% (7/22) preferred to use another site
- 18% (4/22) felt they did not have time to use it
- 18% (4/22) said they either had enough knowledge on their own or knew what was on the site, so didn't need to use it
- 9% (2/22) gave other responses

**Table 23. Respondents' Use of Websites for Their Own Informational Needs**

WEBSITE	NUMBER OF PARTICIPANTS WHO HAVE ACCESSED THE SITE WITH THE FOLLOWING FREQUENCY					
	TOTAL	Never	Once or twice since the workshops	3-9 times since the workshop	10-24 times (approx. 1 or 2 per month)	25+ (approx. 3 or more times per month)
a) Immigrant Legal (www.immigrantlegal.ca), site of the Immigrant PLEI Consortium	106 (NR=54) 100%	16 15%	31 29%	33 31%	22 21%	4 4%
b) Employment Standards Branch (www.labour.gov.bc.ca/esb)	99 (NR=61) 100%	19 19%	28 28%	33 33%	16 16%	3 3%
c) Residential Tenancy Branch (www.rto.gov.bc.ca)	100 (NR=60) 100%	12 12%	31 31%	31 31%	19 19%	7 7%
d) Tenant Resource and Advisory Centre (www.tenants.bc.ca)	100 (NR=60) 100%	22 22%	23 23%	37 37%	13 13%	5 5%
e) Clicklaw (www.clicklaw.bc.ca), a legal information portal	103 (NR=57) 100%	16 16%	34 33%	32 31%	16 16%	5 5%
f) MultilingoLegal (www.mosaicbc.com), site operated by MOSAIC	100 (NR=60) 100%	39 39%	27 27%	18 18%	13 13%	3 3%

Notes: 1. Data source is online survey of workshop participants.  
2. Percentages do not necessarily total 100% due to rounding.

With the exception of immigrantlegal,<sup>4</sup> which was primarily intended for intermediaries, the websites are also intended as resources for clients. A comparison of Tables 24 and 23 shows several patterns:

- Respondents tend to use the websites marginally less as a referral resource for clients than as a resource for themselves when assisting a client. This pattern is reflected in the higher "never" responses for use of the website as a referral source for clients. It is also evident in lower occasional use of the sites (1-2 or 3-9 times) as a referral resource. However, the proportion of high frequency use of the websites (10-24 times and 25+) is approximately the same for the worker's own use and for referring clients.
- Despite not being intended primarily for clients, Immigrantlegal is still used with some frequency as a resource for clients.
- MultilingoLegal is used less than the other sites as a resource for clients.

<sup>4</sup> Supplementary statistics provided by JES concerning the immigrantlegal website are that it went live on April 1, 2010 and in the first nine months had 5,500 visitors (611/month). In January 2011 the site had over 900 visitors. On average visitors looked at 5 pages per visit and spent 5 minutes on the site.

**Table 24. How Frequently Respondents Refer Clients to Websites**

WEBSITE	NUMBER OF RESPONDENTS WHO HAVE REFERRED CLIENTS TO THE WEBSITE WITH THE FOLLOWING FREQUENCY					
	TOTAL	Never	Once or twice since the workshops	3-9 times since the workshop	10-24 times (approx. 1 or 2 per month)	25+ (approx. 3 or more times per month)
a) Immigrant Legal ( <a href="http://www.immigrantlegal.ca">www.immigrantlegal.ca</a> ), site of the Immigrant PLEI Consortium	96 (NR=60) 100%	40 42%	14 15%	22 23%	18 19%	2 2%
b) Employment Standards Branch ( <a href="http://www.labour.gov.bc.ca/esb">www.labour.gov.bc.ca/esb</a> )	95 (NR=61) 100%	26 27%	22 23%	28 29%	12 13%	7 7%
c) Residential Tenancy Branch ( <a href="http://www.rto.gov.bc.ca">www.rto.gov.bc.ca</a> )	96 (NR=60) 100%	21 22%	20 21%	28 29%	18 19%	9 9%
d) Tenant Resource and Advisory Centre ( <a href="http://www.tenants.bc.ca">www.tenants.bc.ca</a> )	97 (NR=59) 100%	30 31%	16 16%	32 33%	12 12%	7 7%
e) Clicklaw ( <a href="http://www.clicklaw.bc.ca">www.clicklaw.bc.ca</a> ), a legal information portal	95 (NR=61) 100%	33 35%	19 20%	24 25%	12 13%	7 7%
f) MultilingoLegal ( <a href="http://www.mosaicbc.com">www.mosaicbc.com</a> ), site operated by MOSAIC	94 (NR=62) 100%	46 49%	22 23%	14 15%	9 10%	3 3%

Note: 1. Data source is online survey of workshop participants.  
2. The "total" column does not include respondents who do not serve clients directly, and for whom the question was therefore inapplicable.  
3. Percentages do not necessarily total 100% due to rounding.

Table 25 shows the types of resources that respondents directed their clients to most frequently when they mention the ImmigrantLegal website. Although referral patterns to all the resources are broadly similar, Residential Tenancy Fact Sheets and Forms are the resources to which they refer clients with the greatest frequency.

## 5.5 Respondents' Self-Assessments of Changes in Their Service Capacity

Respondents were asked if they usually knew where to refer a client who has a residential tenancy or employment law problem. The question was rated on a 7-point scale, where 1="I usually do not know where to refer the client," and 7="I always know where to refer the client."

Of the 94 respondents who answered the question (NR=66):

- 6% (6/94) gave ratings of 1-3
- 5% (5/94) gave a rating of 4
- 19% (18/94) gave a rating of 5
- 35% (33/94) gave a rating of 6
- 34% (32/94) gave a rating of 7

The mean response was 5.8 on the 7-point scale. Thus approximately two-thirds of the respondents seem very confident about making such referrals (i.e. those with ratings of "6" or "7").

**Table 25. Resources to which Clients have been Referred on the ImmigrantLegal Website**

RESOURCES TO WHICH CLIENTS HAVE BEEN DIRECTED ON IMMIGRANTLEGAL WEBSITE	FREQUENCY WITH WHICH THEY ARE DIRECTED TO THIS RESOURCE			
	TOTAL	Never	Occasionally	Frequently
Directory of Map and Services	46 (NR=10) 100%	5 11%	30 65%	11 24%
Employment Fact Sheets	43 (NR=13) 100%	2 5%	33 77%	8 19%
Residential Tenancy Fact Sheets	45 (NR=11) 100%	5 11%	26 58%	14 31%
Employment Forms	45 (NR=11) 100%	5 11%	30 67%	10 22%
Residential Tenancy Forms	46 (NR=10) 100%	7 15%	25 54%	14 30%

Note: 1. Data source is online survey of workshop participants.  
2. Percentages do not necessarily total 100% due to rounding.

The three most frequent options chosen by respondents when they don't know where to refer a client concerning a residential or tenancy law matter are to use a website (most commonly Immigrantlegal) (39%, 11/28, NR=66), ask a colleague (32%, 9/28) or call one of the main agencies (e.g. TRAC (29%, 8/28). More than one option was mentioned by several respondents. Other options mentioned by one or two clients each were to call a coworker in another agency, refer to their resource binder, help clients directly rather than refer them, or simply refer them to a larger immigrant-serving organization.

Table 26 presents a series of statements about changes in the respondents' capacity to service immigrant clients effectively as a result of the workshops and subsequent developments flowing from them. Overall the response was very favourable, with approximately three-quarters of respondents indicating agreement that there had been positive change (i.e. with ratings of 5 to 7 on the 7-point scale). Ratings were marginally higher for residential tenancy law matters than for employment law matters. There was even stronger affirmation that respondents clearly understood the boundary between legal information and legal advice.

**Table 26. Respondent Assessments of Changes in Their Service Capacity**

STATEMENT: AS A RESULT OF THE WORKSHOPS AND DEVELOPMENTS FLOWING FROM THEM .....	RESPONDENTS' LEVEL OF AGREEMENT WITH THE STATEMENT ON A 7-POINT SCALE (1=Strongly Disagree; 7=Strongly Agree)				
	Total	Frequency of responses in the following ranges:			Average Rating
		1 - 3	4	5 - 7	
a) I am able to provide more accurate information to immigrant clients in the area of EMPLOYMENT LAW	75 (100%) NR=58; NA=27	11 15%	10 13%	54 72%	5.3
b) I am able to provide more useful referrals to immigrant clients in the area of EMPLOYMENT LAW	81 (100%) NR=58; NA=21	12 15%	11 14%	58 72%	5.3
c) I am able to provide more timely referrals to immigrant clients in the area of EMPLOYMENT LAW	80 (100%) NR=57; NA=23	11 14%	7 9%	62 78%	5.3

(Table continued on next page)

STATEMENT: AS A RESULT OF THE WORKSHOPS AND DEVELOPMENTS FLOWING FROM THEM .....	RESPONDENTS' LEVEL OF AGREEMENT WITH THE STATEMENT ON A 7-POINT SCALE (1=Strongly Disagree; 7=Strongly Agree)				
d) I am able to do my job more easily in the area of EMPLOYMENT LAW	74 (100%) NR=59; NA=27	12 16%	8 11%	54 73%	5.2
e) I am able to work more efficiently in the area of EMPLOYMENT LAW	75 (100%) NR=59; NA=26	11 15%	10 13%	54 72%	5.2
f) Overall, I have increased my effectiveness in serving immigrant clients who need EMPLOYMENT LAW information	81 (100%) NR=59; NA=20	12 15%	9 11%	60 74%	5.4
g) I am able to provide more accurate information to immigrant clients in the area of RESIDENTIAL TENANCY LAW	87 (100%) NR=58; NA=15	6 7%	13 15%	68 78%	5.5
h) I am able to provide more useful referrals to immigrant clients in the area of RESIDENTIAL TENANCY LAW	86 (100%) NR=58; NA=16	6 7%	14 16%	66 77%	5.6
i) I am able to provide more timely referrals to immigrant clients in the area of RESIDENTIAL TENANCY LAW	85 (100%) NR=58; NA=17	6 7%	14 16%	65 76%	5.6
j) I am able to do my job more easily in the area of RESIDENTIAL TENANCY LAW	82 (100%) NR=59; NA=19	5 6%	14 17%	63 77%	5.6
e) I am able to work more efficiently in the area of RESIDENTIAL TENANCY LAW	77 (100%) NR=61; NA=22	5 6%	13 17%	59 77%	5.6
f) Overall, I have increased my effectiveness in serving immigrant clients who need RESIDENTIAL TENANCY LAW information	80 (100%) NR=60; NA=20	8 10%	8 10%	64 80%	5.6
g) Overall, in the areas of employment law and residential tenancy law I am clearer about the boundary between legal information and legal advice	89 (100%) NR=60; NA=11	7 8%	5 6%	77 87%	5.9

Note: 1. Data source is online survey of workshop participants.  
2. NR refers to the number of non-responses to these statements based on the initial N of 160 who started the questionnaire. NA (not applicable) refers to those who did not answer the question because they do not directly work with clients.  
3. Percentages do not necessarily total 100% due to rounding.

## 5.6 Recommendations by Participants

Table 27 lists recommendations made by 45 participants in regard to future activities of the IPC. Although the most frequent comment was to hold more cross-sectoral and intermediary workshops, there were a number of thoughtful individual suggestions.

**Table 27. Participant Recommendations to IPC**

RECOMMENDATION	FREQUENCY
Hold more cross-sectoral and intermediary workshops	14
Generally positive, non-specific comment	9
Produce more materials in first languages	5
Hold more community workshops	4
Promote/facilitate discussion of cases for intermediaries and front-line workers	3
Assist front-line workers directly; tailor education to specific cases and circumstances	2
Provide regular immigrant resource updates (e.g. in a newsletter) so information is always current	2
Address only one theme per workshop	2
Follow-up / update workshops	2
Workshops with more specific rather than broad-based topics (e.g. how to write self-help kits, how to calculate overtime, how to protect yourself from bad employers/bad employees)	1
More outreach at events/workshops delivered by front-line agencies	1
Choose better speakers at workshops	1
Provide more central coordination (e.g. for referral accountability)	1
More information and support for women (e.g. how to self-represent, more specific information on referrals for women)	1
Hold regular meetings between agencies	1
Use workshop time more efficiently (e.g. combine several topics)	1

Note: 1. Data source is online survey of workshop participants.  
2. More than one recommendation could be made per respondent. There were 45 respondents who made 50 recommendations.

## 6.0 FINDINGS: COMMUNITY WORKSHOPS

This section presents feedback from participants who attended a series of IPC community information workshops about residential tenancy law and employment standards delivered in March of 2010. A second series of community workshops on “family relationships and the law” commenced in November 2010 and is scheduled to end by March 2011. To date, IPC has not had the opportunity to compile the data, so feedback on these workshops is not provided in this report.

The cross-sectoral and intermediary workshops described in the previous section were for various types and levels of service providers. By contrast, the community workshops were part of IPC’s strategy for delivery of information directly to immigrants and refugees. Although constrained by the limited time available before the end of the fiscal year, IPC delivered seven workshops on residential tenancy law and five on employment standards. Three of the workshops combined residential tenancy and employment sessions on the same day and location, so the twelve workshops were held at nine locations.

The residential tenancy workshops were presented by TRAC, with one session co-presented by the BC Apartment Owners and Managers Association. The employment standards law presentation was given by a lawyer and the executive director of the West Coast Domestic Workers’ Association. Interpretation of the English presentations was provided in one or more of the major languages involved in each session. The survey questionnaire was also written in each of the major languages of the session.

The nine cultural/linguistic communities that participated in year one were Arabic, Dari, Farsi, French African, Kirundi, Korean, Mandarin, Punjabi and Somali. In year two, there were 14 such communities, Arabic, Dari, Farsi, French African, Karen, Korean, Mandarin/Cantonese, Nepalese, Punjabi, Russian, Somali, Spanish, Tagalog and Urdu.

### 6.1 Background of Participants

Table 28 shows the number of individuals from each ethno-linguistic community that attended the workshops. There was less than 50% response to the post-workshop questionnaire in only three of the 12 workshops, so the feedback that follows can be seen as relatively representative. Furthermore, the high degree of consensus in the responses across all groups increases the likelihood that the opinions are representative of all participants.

Table 29 shows that 39% of residential tenancy workshop participants and 53% of employment standards workshop participants have been in Canada for less than four years. This suggests that the workshops have been successful at attracting new arrivals to Canada, for whom legal information can be especially critical. The data is also a reflection of the sequencing of immigrant waves to Canada, with the Punjabi, Chinese and Korean populations being of longer standing, and the Persian, Dari, Arabic and Somali populations being more recent arrivals. Finally, one workshop specifically targeted seniors more likely to have been in Canada for a longer period.

### 6.2 Attracting Immigrants to the Workshops

Table 30 shows that the most frequent way participants found out about the workshops was through an immigrant-serving organization. While clearly resulting from the efforts and cooperation of settlement workers, the responses are also likely a reflection of the activities of the IPWs within settlement agencies. In giving their responses, community participants would not necessarily be aware of the role IPWs have played. Of the more conventional media methods of attracting participants, newspaper advertisements were the most effective.



**Table 28. Profile of Community Workshop Participants**

TARGET COMMUNITIES (ethnic, linguistic and/or geographical)	TYPE OF WORKSHOP			
	Residential Tenancy		Employment	
	Participants	Completed Questionnaire	Participants	Completed Questionnaire
Persian	53	26 (49%)	53	37 (70%)
Punjabi	60	36 (60%)	43	40 (93%)
Chinese	--	--	72	68 (94%)
Clients of VLMFSS (primarily Punjabi/Chinese)	22	21 (95%)	--	--
Dari	119	60 (50%)	119	53 (45%)
Arabic, Somali & English speakers of African community	28	21 (75%)	28	10 (36%)
Korean	61	51 (84%)	--	--
Arabic, Kirundi, French & English speakers of African community	17	10 (59%)	--	--
<b>TOTAL</b>	<b>360</b>	<b>225 (63%)</b>	<b>315</b>	<b>208 (66%)</b>

Note: 1. Data was compiled by the Immigrant PLEI workers.

2. In some cases the residential tenancy and employment law workshops were held on the same day. Overall participant numbers are provided, but some participants may only have attended one of the two sessions. This was especially true with the Dari workshops. Overall, there were 475 participants, 200 of whom attended both workshops.

3. The residential tenancy workshop specifically targeted Punjabi seniors, whereas the employment workshop was for the general Punjabi community.

**Table 29. Length of Time Participants have Lived in Canada**

TYPE OF WORKSHOP	TYPE OF COMMUNITY	TOTAL	LENGTH OF TIME LIVED IN CANADA			
			Less than 4 years	4 – 6 years	7- 10 years	More than 10 years
RESIDENTIAL TENANCY	Persian	25 (100%) NR=1	22 (88%)	1 (4%)	1 (4%)	1 (4%)
	Punjabi (seniors)	34 (100%) NR=2	6 (18%)	5 (15%)	3 (9%)	20 (59%)
	Korean	51 (100%) NR=1	12 (24%)	11 (22%)	7 (14%)	21 (41%)
	Arabic, Kurundi, French & English, from Africa	10 (100%)	8 (80%)	1 (10%)	1 (10%)	--
	Dari	46 (100%) NR=12	20 (43%)	18 (39%)	7 (15%)	1 (2%)
	Punjabi & Chinese	21 (100%)	3 (14%)	2 (10%)	4 (19%)	12 (57%)
	Arabic, Somali & English from Africa	16 (100%) NR=5	8 (50%)	2 (13%)	2 (13%)	4 (25%)
	<b>TOTAL RESIDENTIAL TENANCY</b>	<b>203 (100%) NR=21</b>	<b>79 (39%)</b>	<b>40 (20%)</b>	<b>25 (12%)</b>	<b>59 (29%)</b>

TYPE OF WORKSHOP	TYPE OF COMMUNITY	TOTAL	LENGTH OF TIME LIVED IN CANADA			
EMPLOYMENT	Dari	48 (100%) NR=5	27 (56%)	6 (13%)	8 (17%)	7 (15%)
	Persian	35 (100%) NR=2	34 (97%)	--	--	1 (3%)
	Punjabi	39 (100%) NR=1	12 (31%)	6 (15%)	8 (21%)	13 (33%)
	Chinese	66 (100%) NR=2	28 (42%)	10 (15%)	11 (17%)	17 (26%)
	Arabic, Somali & English from Africa	9 (100%) NR=2	4 (44%)	2 (22%)	2 (22%)	1 (11%)
	TOTAL EMPLOYMENT	197 (100%) NR=12	105 (53%)	24 (12%)	29 (15%)	39 (20%)

Notes: 1. Data source is community workshop participant questionnaire.  
2. Percentages do not necessarily total 100% due to rounding.

**Table 30. How Participants Found Out About the Community Workshop**

HOW PARTICIPANTS FOUND OUT ABOUT THE WORKSHOP	NUMBER & PERCENTAGE OF RESPONDENTS WHO MENTIONED THIS SOURCE (more than one answer possible)	
	RESIDENTIAL TENANCY N=187 (NR=37)	EMPLOYMENT STANDARDS N=189 (NR=19)
Immigrant-serving organization	94 (50%)	83 (44%)
Advertisement in newspaper	41 (22%)	29 (15%)
Poster in a community centre	6 (3%)	9 (5%)
Poster in a grocery store	4 (2%)	4 (2%)
Poster in a library	2 (1%)	5 (3%)
Friends and family	45 (24%)	48 (25%)
Radio	1 (1%)	2 (1%)
Television	7 (4%)	3 (2%)
IPW	4 (2%)	13 (7%)
Other	7 (4%)	16 (8%)

Note: 1. Data source is community workshop participant questionnaire.  
2. Percentages exceed 100% because participants could list as many answers as were applicable.

As shown in Table 31, general interest in the topic was the most frequent reason for attending the workshops, mentioned by over half the participants. In several instances comments under "other" reinforced the category "it seemed interesting to me" in that they emphasized the importance of understanding legal rights. A small percentage (10 – 13%) attended because they were currently grappling with a related legal problem.

### 6.3 Opinions about the Presentations and Outcomes

Table 32 reflects the almost unanimous opinion of participants that they understood the presentation, that the interpreter was clear and understandable, the presentations were on legal issues of importance to them, and that the venue was good for them. The vast majority felt the workshop length was "about right."

Similarly, Table 33 shows unanimity that the three identified outcomes were met, i.e. that as a result of the workshop they had a better understanding of their legal rights and responsibilities, that they knew where to go to get help with a legal problem, and that they were now more likely to seek help if they needed to.

**Table 31. Reason for Attending Workshop**

REASON GIVEN BY PARTICIPANT FOR ATTENDING THE WORKSHOP	NUMBER & PERCENTAGE OF RESPONDENTS WHO MENTIONED THIS REASON (more than one answer possible)	
	RESIDENTIAL TENANCY N=179 (NR=45)	EMPLOYMENT STANDARDS N=187 (NR=21)
I am currently dealing with a related legal problem	18 (10%)	24 (13%)
My settlement worker or bicultural counsellor told me I should attend	32 (18%)	29 (16%)
A friend recommended that I attend	38 (21%)	52 (28%)
It seemed interesting to me	111 (62%)	109 (58%)
Other	16 (9%)	22 (12%)

Note: 1. Data source is community workshop participant questionnaire.

2. Percentages exceed 100% because participants could list as many answers as were applicable.

**Table 32. Participant Feedback on Presentation and Workshop Format**

ISSUE	RESIDENTIAL TENANCY N=224	EMPLOYMENT STANDARDS N=208
<b>Percentage of respondents who ...</b>		
a) said they understood the information that was presented	100 % (214/215; NR=9)	99% (200/203; NR=5)
b) said the interpreter was clear and understandable	98% (201/206; NR=18)	98% (190/193; NR=15)
c) said that the presentations focused on the legal issues that were most important to them as newcomers to Canada	97% (197/240; NR=20)	97% (181/187; NR=21)
d) said that the venue was a good location for the workshop	99% (199/202; NR=22)	95% (181/191; NR=17)
e) said that the workshop was: - too long - too short - about right	5% (9/199; NR=25) 8% (15/199; NR=25) 88% (175/199; NR=25)	6% (12/192; NR=16) 4% (8/192; NR=16) 90% (172/192; NR=16)

Note: Data source is community workshop participant questionnaire.

**Table 33. Participants' Feedback on Their Personal Outcomes as a Result of the Workshop**

OUTCOME	RESIDENTIAL TENANCY N=224	EMPLOYMENT STANDARDS N=208
Percentage of respondents who said that as a result of attending the workshop ...		
a) they have a better understanding of their legal rights and responsibilities as an employee / employer or tenant / landlord	99% (220/222; NR=2)	98% (201/206; NR=2)
b) they know where to go to get help if they have a legal problem as an employee / employer or tenant / landlord	93% (205/220; NR=4)	95% (192/202; NR=6)
c) they are now more likely to seek help if they have a legal problem as an employee / employer or tenant / landlord	97% (211/218; NR=6)	94% (183/195; NR=13)

Note: Data source is community workshop participant questionnaire.

## 7.0 FINDINGS: MEDIA CAMPAIGN

This section is entirely derived from an IPC report entitled "IPC Media Campaign-Year 1 (July 1, 2009 – March 31, 2010)." In contracting for the evaluation, the Ministry of Attorney General did not intend that the media campaign would be formally evaluated in this report. Rather, it was felt that it would be helpful to include these data simply to give a complete picture of the overall activities of the IPC.

The People's Law School coordinated the media campaign, which in year 1 consisted of 80 newspaper articles and 27 radio broadcasts in the period November 20, 2009 to April 3, 2010. As shown in Table 34, these media events involved 12 languages for newspaper articles and nine on radio broadcasts. The reason for the considerably fewer number of radio broadcasts was the lack of qualified speakers in the two theme areas.

As shown in Table 35, in the newspaper campaign there were eight articles reported 7 to 15 times on the two themes. For radio, one residential tenancy broadcast topic was repeated 11 times; all remaining broadcasts were undertaken 1 to 4 times. The potential reach of the media campaign is indicated in the readership and listenership data presented in Table 36.

The media campaign has continued since June 2010 using the same types of media, but focusing on family law. Eighteen radio broadcasts involving seven languages and seven topics have been made between June 27 and November 27, 2010. Between October 9 and November 26, 2010, 15 newspaper articles in seven languages have been made on two topics, "Marriage Breakdown and Separation Agreements" and "What About My Children after Family Breakdown?"

**Table 34. Total Number of Media Events in Year 1 (November 20, 2009 – April 3, 2010)**

LANGUAGE	NEWSPAPER ARTICLES	RADIO BROADCASTS	TOTAL
Arabic	1	0	1
Bengali	0	3	3
Cantonese/ Simplified Chinese	16	6	22
English	8	0	8
Farsi	3	0	3
Filipino	8	2	10
French	3	0	3
Gujarati	0	3	3
Korean	4	0	4
Mandarin/ Traditional Chinese	16	4	20
Punjabi	14	2	16
Spanish	3	2	5
Swahili	1	0	1
Tamil	0	3	3
Vietnamese	3	2	5
<b>TOTAL</b>	<b>80</b>	<b>27</b>	<b>107</b>

Note: 1. Data source: IPC Media Campaign Year 1 Report.

2. English is included as a language in this table as some ethnic media publish in English.

**Table 35. Types of Publications and Broadcasts, Year 1**

<b>MEDIA</b>	<b>THEME</b>	<b>ARTICLE / BROADCAST</b>	<b>FREQUENCY</b>
NEWSPAPERS	RESIDENTIAL TENANCY	Five Ways to Protect Yourself when Renting	15
		Five Ways to Protect Yourself as a Landlord	9
	EMPLOYMENT	What Happens if You Get Fired	12
		Your Rights to Paid Holidays	12
		Your Rights as a Foreign Worker	9
		Domestic Workers and The Law	8
		Hours of Work and Overtime under BC Law	8
		What You Need to Know about Payroll Deductions	7
		TOTAL	80
RADIO	RESIDENTIAL TENANCY	How to Protect Yourself when Renting	11
		Your Rights and Responsibilities as a Landlord	2
	EMPLOYMENT	Termination of Employment – Your Rights	4
		Overtime, Vacations and Termination	2
		Employment Standards and Work Permits	1
		Your Rights as a Temporary Worker (Part 1)	1
		Your Rights as a Temporary Worker (Part 2)	1
		Your Rights as a Temporary Worker (Combined)	1
		Your Rights and Responsibilities as an Employee	1
		Your Rights and Responsibilities as an Employer	1
		Work Permits, Vacations, Termination	1
		Minimum Wage, Hours of Work, Termination	1
		TOTAL	27

Note: Data source: This table was compiled from data presented in the IPC Media Campaign Year 1 Report.

**Table 36. Media Outlets used in Year I**

**PRINT**

LANGUAGE	NEWSPAPER	DISTRIBUTION	READERSHIP
Arabic, English, French, Swahili	The Afro News	20,000	50,000
Farsi	Shahrvand	5,500	23,000
Filipino	The Filipino Post	25,000	65,000
Korean	Vancouver Korean Press	Unreleased	45,000
Punjabi	Indo Canadian Times	45,000	100,000
Punjabi	Punjabi Star	18,000	100,000
Simplified Chinese	Canadian Chinese Express	38,000	Unreleased
Simplified Chinese	Canadian City Post	Unreleased	80,000
Spanish	Contacto Directo	10,000	Unreleased
Traditional Chinese	Ming Pao	98,000	190,000
Traditional Chinese	Sing Tao	50,000	160,000
Vietnamese	Thoi Bao	6,000	Unreleased

**RADIO**

LANGUAGE	RADIO	LISTENERSHIP
Bengali	Red FM 93.1	Not available
Cantonese	CHMB 1320 AM	110,000
Filipino	CHMB 1320 AM	40,000
Gujarati	Red FM 93.1	Not available
Mandarin	CHMB 1320 AM	59,000
Punjabi	Red FM 93.1	51,000
Spanish	Fairchild Radio 96.1 FM	9,000
Tamil	Red FM 93.1	Not available
Vietnamese	Fairchild Radio 96.1 FM	10,000

- Note: 1. Data source is the IPC Media Campaign Year 1 Report.  
 2. Readership and listenership numbers are estimated totals supplied by each media outlet.  
 3. The Filipino Post newspaper is published in English.  
 4. "Unreleased" indicates that newspapers declined to provide distribution figures or were unwilling to provide estimated distribution and readership figures.

## 8.0 FINDINGS: KEY STAKEHOLDERS

This section presents feedback from 27 key stakeholders who have had direct involvement with the IPC. They consist of:

- 12 consortium representatives (one of whom is also an IPW supervisor)
- 8 IPWs
- 3 IPW supervisors (a fourth supervisor is counted as a consortium representative)
- 1 agency CEO (a second CEO is counted as a consortium representative)
- 1 IPC project manager
- 1 lead agency representative
- 1 coordinator for PLEI development

Most of the consortium agencies had two or more respondents involved in the survey through these diverse roles. The questionnaire used in the telephone interviews with stakeholders is shown in Appendix 5.

### 8.1 Feedback on the Overall Model

Table 37 shows that stakeholders are predominantly positive about the overall model in terms of its appropriateness as a way of bringing resources together, as a stimulus for building capacity, and (as a training model) as an approach that can be re-applied from one year to the next with different legal themes. Qualitative comments on each of these areas are presented below.

#### 8.1.1 *Appropriateness of the Model*

Despite the overall positive ratings, stakeholders held strong and often diverse opinions about types of change which could further improve the model. The most frequent concern – expressed by eight respondents (30%) – was a feeling that the management model could be more streamlined so that less time is required for decision making. Within this group of respondents several felt that the executive committee role could be downplayed or eliminated and another felt that it might not be necessary to have both a lead agency and a project manager.

Five respondents (19%) made comments related to the structuring of the IPW role. All had different focuses: one recommended IPWs be centrally employed by JES, another that an IPW should be on the executive, another that they should be more integrated with the agency in which they are located, the fourth that IPWs should directly serve the public with assistance of settlement workers, and a final respondent who recommended IPWs should have experience in facilitation and asset mapping.

A related concern raised by two respondents concerned MAG as funder and JES as the lead agency, i.e. whether it was a funder – consultant or funder – contractor relationship. The significance of this difference revolved around the appropriateness of JES in its role as consultant requesting employee record information of the IPWs who were located in certain agencies.

Other concerns about the overall structure, mentioned by one respondent in each case, were the need for an annual conference (involving IPW and settlement workers) to review information covered during the year, the need to reduce the number of consortium members (especially if subsequent theme areas are not related to their agency focus), and the need to involve settlement workers more directly in areas such as the media plan.



**Table 37. Stakeholder Ratings of the IPC Model**

ITEM AND RATING SCALE	NUMBER OF RESPONDENTS	RATINGS IN THE FOLLOWING RANGES ON A 7-POINT SCALE			MEAN RATING
		1 – 3	4	5 - 7	
1. Appropriateness of the model as a way of bringing together sources to guide and implement the project. 1=Not appropriate at all 7=Very appropriate	27 100%	1 4%	1 4%	25 93%	5.7
2. Effectiveness of short-term (i.e. 2 years) project-based funding as a stimulus to bring together settlement services and PLEI organizations to build capacity in the area of legal services for immigrant clients. 1=Not effective at all 7=Very effective	27 100%	3 11%	1 4%	23 85%	5.5
3. Effectiveness of repeating the intermediary training model over a two year period, but with different theme areas. 1=Not effective at all 7=Very effective	25 (NR=2) 100%	0 0%	3 12%	22 88%	5.8

Notes: 1. Data source is stakeholder survey.  
2. Percentages do not necessarily total 100% due to rounding.

### **8.1.2 Short-term Funding as a Stimulus**

Although 15 respondents (56%) reiterated that the funding was a positive stimulus to get agencies talking and collaborating with each other, 13 (48%) felt that more continuity of funding is needed rather than a brief stimulus to truly build capacity and collaboration. In related comments, two additional respondents felt they could assess (positively) the results of the IPC as a stimulus for collaboration, but not its effectiveness as a capacity builder in the area of legal services for immigrants after only two years.

Two respondents emphasized the need for increased collaboration with settlement agencies ("there has been a lot of focus on settlement services, but not as much emphasis on what settlement services know and can provide to the consortium. There has been no dedicated effort to discover what settlement agencies know about how to work best with immigrant clients").

Other individual comments were that hiring an IPW as part of their organization has significantly increased capacity; that there has been less impact on legal systems than anticipated, that even though it has been only short term the funding has allowed the consortium to proceed more systematically, and that more direct communication with clients is needed.

### **8.1.3 Repeating Same Training Model to Intermediaries**

The rating scores were very positive in regard to repetition of the training model, and there were few recommendations for changes. Furthermore, the suggestions were very diverse, sometimes contradictory and were made only by one respondent in each case.

- Not necessary to have PLEI workers attend each event
- PLEI workers should attend
- One day training too long
- One day training insufficient - try a combination of teaching methodologies to supplement training (e.g. webinars)
- Use IPWs as trainers, and consistently use the same person
- Combine intermediary and cross-sectoral workshops to create stronger linkages
- Tailor training to attendees; get more engaging presenters

### **8.1.4 Appropriateness of Theme Areas**

Ninety-six percent (25/26, NR=1) of respondents felt that the theme areas (residential tenancy, employment law, and family law/domestic violence) were the best ones for the model in the first two years.

Two respondents felt that there needed to be more emphasis on domestic violence so that it had equal footing with the family law component. For these respondents this emphasis would include child protection, senior abuse and abuse against men.

One respondent felt that immigration law should have been a theme area, and another suggested that it would be appropriate to add a general piece on Canadian law to the community meetings.

## **8.2 Effectiveness of the Consortium**

Table 38 presents respondent feedback on six measures of the Consortium's effectiveness as viewed by stakeholders. Although overall the results can be seen as positive, feedback on three of the measures is particularly favorable: there is a complete consensus that a project manager is essential, strong expressions that a lead agency is essential and that the consortium has been truly collaborative. Qualitative comments on all six measures are reported in the sections that follow.

**Table 38. Stakeholder Ratings of the Consortium's Effectiveness**

ITEM AND RATING SCALE	NUMBER OF RESPONDENTS	RATINGS IN THE FOLLOWING RANGES ON A 7-POINT SCALE			MEAN RATING
		1 – 3	4	5 - 7	
1. Effectiveness of the consortium's role as a managing body. 1=Not effective at all 7=Very effective	17 100%	0 0%	3 18%	14 82%	5.4
2. Degree to which consortium has worked collaboratively. 1=Hasn't worked collaboratively at all; 7=Has worked very collaboratively	17 100%	0 0%	0 0%	17 100%	5.9
3. Degree to which consortium has functioned in a coordinated manner. 1=Not at all 7=In a very coordinated manner	16 (NR=1) 100%	0 0%	1 6%	15 94%	5.6
4. Degree to which consortium has been innovative in the way it has addressed PLEI needs of immigrants. 1=Hasn't been innovative at all 7=Has been very innovative	16 (NR=1) 100%	2 13%	1 6%	13 81%	5.5
5. How essential it has been to have a project manager.	16 (NR=1) 100%	0 0%	0 0%	16 100%	6.8
6. How essential it has been to have a lead agency. 1=Not essential at all 7=Absolutely essential	16 (NR=1) 100%	1 6%	0 0%	15 94%	6.4

Notes: Data source is stakeholder survey.

### **8.2.1 Effectiveness of Consortium as a Managing Body**

When asked to assess the effectiveness of the consortium as a managing body, four of the 17 respondents felt there was a need to simplify the structure, either by eliminating or changing the representation of the executive committee, or having it meet less often, and/or increasing the leadership role of the project manager with agency staff. One stated that it had been a waste of time to have to sort out JES's relationship to MAG and the consortium agencies in terms of the management and reporting structure. Another felt that JES lacked experience in the lead agency role, and that the first year involved a "steep learning curve." Two others reiterated the need to examine the role of IPWs and their level of input, as well as in one case – the role of the agency supervisor. Despite these comments, several respondents felt that the decision-making processes had become more streamlined in the second year.

Other specific recommendations made by individual respondents were:

- Selection and capacity of partners needs to be examined;
- There is a need to clarify the level of input from other PLEI providers such as Clicklaw;
- There is a need for a mechanism for removing non-participating partners;
- There is a need for the project manager to distill information to a greater degree from funding sources before bringing it to the consortium table;

- Development of a conflict resolution policy and inter-member communication strategy should be undertaken so issues can be addressed expediently.

### **8.2.2 Collaboration**

Despite some of the above criticisms of the structure and extensive time commitment involved, respondents' comments indicated that there was a spirit of goodwill and commitment brought by most participants to the table. One respondent emphasized the need to have more collaboration between PLEI workers and settlement workers in order to develop a shared vision rather than independent visions.

### **8.2.3 Coordination**

The coordination function received high ratings, and several of the qualitative comments reiterated points made above. Apart from these repeated comments, three respondents felt that the working relationships within the consortium are strong enough at this point that more decision-making authority could be delegated to the lead agency or the project manager. According to these respondents, this might lessen the amount of time demanded of consortium representatives.

One respondent felt there had been total transparency, while another felt some decisions – e.g. concerning the selection of agencies to translate materials – have lacked transparency.

One respondent felt there should be more engagement with the immigrant serving members to determine the best timing of meetings. July was felt by this respondent to be a difficult time for such agencies because that is when agency reports are due.

Finally, one respondent emphasized the need to develop a clearer mutual understanding of the ultimate goals the IPC is trying to achieve, and then to explicitly link activities (e.g. community sessions) with those goals.

### **8.2.4 Innovation**

Eleven of the 16 respondents (69%) who provided qualitative comments on this measure felt the very existence of the consortium itself – its combination of multi-lingual cultural staff and the collaboration/communication between settlement and PLEI workers – was the single most innovative aspect of the project. Other innovative aspects identified by individual respondents include:

- The creation of resources specifically addressing immigrants;
- Conducting cross-sectoral workshops as interactive exercises;
- "Two-tiered training" incorporating both frontline staff and the target population;
- Development of asset maps both for training of workers and as an ongoing resource (using the same tools helps "bring everyone together");
- The intermediary workshops and the tool kit prepared on family law;
- One IPW per agency to create a link between centralized PLEI work and local agencies;
- Immigrant legal website accessible to workers and clients;
- Providing information in multiple formats;
- Through consistent training and messaging, providing settlement agencies with a blueprint for practice standards.

Two areas in which individual respondents felt the consortium did not reach its innovative potential were in using one-day seminars rather than multiple training methodologies, and in the relatively small flow of information from the local agencies to the PLEI agencies compared to the large flow in the other direction.

Respondents were also asked to identify ways the consortium could be more innovative, and gave numerous thoughtful suggestions (comments were made by one respondent unless indicated otherwise in parentheses):

- Provide information packages to immigrants in their own language either before or when they enter Canada (2);
- Greater clarity and consistency of approach (3);  
"I would like to see all of the training materials for community education become the materials used by the agency in the future. Have a series of resources on the website .... Agencies could then build up a directory of resources for future use as a part of their own community workshops. Have everyone pick and choose from the same set of resources."  
  
"There could have been a closer link between the media work and community education work ... a conscious communications plan written up that identifies what we do want clients to know, settlement workers to know, people in the community to learn"
- Reflect on input and make it more relevant for each geographic community (rather than "gleaned across the board in cookie cutter style");
- Use social media, streaming videos, recording of a training session and other non-traditional ways of reaching out to workers and communities (2);
- More direct involvement of settlement workers, so materials are more utilized by immigrants (2);
- Free up time for IPWs to directly engage the community, do presentations, be "a face" and build up relationships;
- Rather than just "imparting facts" spend more time on softer skills such as how an intermediary should interview a client. Look at the content of the education and the form in which it is delivered.

#### **8.2.5 Project Manager**

There was virtual consensus that the project manager position was absolutely essential. One respondent likened the position to a "defacto air traffic controller," another felt it must be like "herding cats." Specific tasks to which respondents referred were managing the eight IPWs in different agencies, maintaining accountability of each member, monitoring the development of content and work, identifying issues to be brought to the consortium, keeping the consortium informed, keeping the consortium on timelines, ensuring deliverables are met, building bridges, developing relationships, promoting activities amongst different agencies, helping people become effective at what they are trying to do, communicating with the funder, and being a leader.

Three respondents suggested that the position may need to be redefined. Two of these respondents said the position was too broad in scope and the exact boundaries should be reassessed, perhaps emphasizing coordination rather than management. The third speculated that in two or three years, the consortium would be stable enough that the project manager position could be half time.

### 8.2.6 Lead Agency

With one exception there was consistent support for the importance of having a lead agency. The four key tasks identified by respondents were determining funding, communication with and reporting to MAG, administering funds, and providing leadership and clarity around the collaborative model and intent of the program. One respondent emphasized the importance of having a PLEI agency like JES with significant resources lead the project.

One respondent speculated that it might be possible to operate the consortium with a project manager and no lead agency if there were sufficient leadership within the consortium. Another noted that an administrative agency rather than a PLEI agency could handle the human resources and contracting aspects of this role.

## 8.3 Issues Related to IPWs

Table 39 summarizes stakeholder feedback on several issues pertaining to IPWs. The ratings and associated qualitative comments are discussed in the sections that follow.

### 8.3.1 IPW Selection Process

As described by the project manager, the IPW job description was first agreed to by the consortium. The IPC project manager then developed the interview questions and obtained consortium approval. The agencies did their own advertising and managed the recruitment, reference-checking and selection process. The project manager was involved in the interviews and selection, together with the agency supervisors (and in one agency, with a third staff member).

Overall, stakeholders rated the effectiveness of this selection process highly (as per Table 39). Two respondents felt the process could have been improved if individuals with more legal knowledge and settlement experience had been chosen, rather than the current diversity of skill levels. One respondent noted that some applicants were interviewed several times by different agencies all using the same questions. He/she questioned the utility of this repetition of interview content. Two respondents felt that the role of IPWs needs to be revisited as it was not completely clear in the original selection process.

One respondent particularly valued the fact that agencies were involved in the decision making, and another that the project was well explained to applicants during the interview.

**Table 39. Stakeholder Feedback on IPW Issues**

ITEM AND RATING SCALE	NUMBER OF RESPONDENTS	RATINGS IN THE FOLLOWING RANGES			MEAN RATING
		1 – 3	4	5 - 7	
1. Effectiveness of selection process for IPWs 1=Not effective at all 7=Very effective	23 (NR=2) 100%	1 4%	1 4%	21 91%	6.1
2. Skill level of IPWs that were hired 1=Very poor skill level 7=Very high skill level	14 (NR=3) 100%	0 0%	1 7%	13 93%	5.9

(Table continued on next page)

ITEM AND RATING SCALE	NUMBER OF RESPONDENTS	RATINGS IN THE FOLLOWING RANGES			MEAN RATING
		1 – 3	4	5 - 7	
3. Appropriateness of distribution of IPWs by location, and the allocation of full-time equivalents to these locations 1=Not appropriate at all 7=Very appropriate	23 (NR=3) 100%	0 0%	2 9%	21 91%	5.6
4. Completeness of the orientation received by IPWs 1=Not complete at all 7=Very complete	13 100%	0 0%	1 8%	12 92%	5.5
5. Effectiveness of the reporting structure of the IPWs 1=Not effective at all 7=Very effective	23 (NR=4) 100%	2 9%	5 22%	16 70%	5.3

Notes: 1. Data source is stakeholder survey.  
2. Percentages do not necessarily total 100% due to rounding.

### 8.3.2 Skill Level of IPWs

IPW skill levels were generally rated highly. In terms of critiques, two of the 14 respondents (NR=3) felt some IPWs lacked community development skills, but that the function of community development had thus far not been fully implemented in the project. One respondent felt that some IPWs lacked sufficient legal knowledge. Another respondent stated that it would be easier to attract individuals with higher skills if the position were not part-time, and noted that there had already been some turnover in IPW positions.

One respondent – while rating his/her agency's IPW highly – objected to being asked to assess IPWs in other agencies, and felt this should be an internal human resources issue addressed privately within the agencies in question.

### 8.3.3 Appropriateness of Distribution of IPWs by Location

Respondents generally supported the distribution of IPWs in the locations described in Table 2 (see p. 4). Three questioned the need for a IPW within VLMFSS, especially with different theme areas in future years.

Nine respondents suggested changes in the allocation of full-time equivalents (FTEs) to the various locations. Although some of these suggestions contradicted each other, overall the weight of the suggestion is for an increase in FTEs in Vancouver, a decrease in the North Shore, and a slight decrease in Tri-Cities and Burnaby. Suggestions for decreases and increases in Surrey were roughly balanced between respondents.

### 8.3.4 Orientation of IPWs

The orientation of the first group of IPWs (there have been four turnovers) took 1½ - 2 days, and involved explanation of the business plan, work plan and schedule of activities.

IPWs and their supervisors rated the completeness of the orientation moderately highly. The main critique of the process offered by three of the 13 respondents was that the initial orientation felt rushed and – considering the multiple layers of activities and goals of the IPC – confusing. Two other respondents noted that IPWs hired after turnovers were briefed by their agency or the previous IPW, and had an in-depth briefing with the project manager.

### **8.3.5 Reporting Structure of IPWs**

Although overall ratings of the IPW reporting structure were primarily in the positive range, its effectiveness received the lowest mean ratings of the five IPW-related items in Table 39.

The main issue is that IPWs report both to the agency (or agencies) in which they are located and to the project manager. This is not necessarily perceived as a uniformly negative situation, because it means IPWs are well-anchored both in a community agency and in the overall IPC initiative. However, respondents identified three results of this arrangement that can be characterized as awkward or difficult:

- It is time-consuming and results in more administrative burdens.
- It can result in confusion as to what types of issues the IPW is authorized to report to the project manager versus what should more appropriately be reported by the consortium representative to the consortium. The reverse of this situation is confusion about who should provide information of certain types to the IPW – the project manager or the agency supervisor.
- It can result in disagreements in interpretation of the primary role of the IPW. Although the job description of the IPW is the same for the agency and for the project manager, the emphasis placed on the various elements of the description can be different for each party, and the IPW is caught in the middle. The primary area of difficulty at present is the relative weight placed on the IPWs engaging in community development throughout the community versus acting as a resource internally to the agency and its clients.

In regard to this last issue, all agency supervisors felt it was an advantage for frontline workers to have an IPW available in terms of being able to deal with clients' needs effectively and independently. However, several respondents emphasized that advantages are mutual rather than a one-way street, and that deeper engagement in the agency and with settlement workers helps IPWs understand the needs of clients. One respondent felt the notion that frontline workers would "simply depend on IPWs" was offensive, as the workers are considered to be well-informed. Rather, the respondent felt that deeper imbeddedness within the agency would reinforce learnings by the IPWs.

The counter argument voiced by some respondents is that while engagement in one agency or one settlement office may be beneficial in ways discussed above, it may not help other offices of the same agency, or the full range of community agencies that might also want more interactions with IPWs. It thus may not contribute as effectively to a wider and more systematic community development strategy.

## **8.4 Community Asset Maps**

A series of questions were asked of the consortium representatives and the IPW supervisors (N=16) about the use of the Community Asset Maps. The results are summarized as follows:

- 29% (4/14, NR=2) of the consortium representatives and IPW supervisors had used them, but only very rarely, and primarily to see how they worked.
- Two found the resource moderately useful, simply because they found it easy to understand and navigate. A third respondent rated it less useful because he/she already was very familiar with the resources.
- All 11 respondents who could respond (NR=5) said that others in their agency use the asset maps, primarily as a source of information for referrals, and secondarily because the function of some staff was to monitor and update the map.



## 8.5 Resources and Gaps

As described in Section 2.3, a significant activity of the IPC was to identify resource gaps in the theme areas, and fill them through the creation of new resources. Table 40 provides stakeholder feedback on the activity and outcomes that flow from it. Despite the high percentage of respondents in the 5-7 rating range, the mean ratings suggest that awareness and use of the resources should be considered more in the “moderately” positive range.

Respondents’ comments show that they feel certain gaps still remain, and that they have reservations about their ability to address PLEI gaps affecting linguistic groups that their agency serves. More specifically, twelve respondents made comments on gaps that still remain or became evident in the course of the project. Of this group of respondents, five said there was a lack of availability of information in less common languages. Two respondents felt there was an analytical gap in determining the best ways to get information to the public or to workers serving particular ethnic groups, e.g. through social media, or by determining why published translated materials are not being used by particular groups. One respondent felt that establishing a better connection between PLEI developers and the immigrant serving agencies for particular groups would result in a better understanding of gaps and utilization issues.

**Table 40. Stakeholder Feedback on Resources**

ITEM AND RATING SCALE	NUMBER OF RESPONDENTS	RATINGS IN THE FOLLOWING RANGES			MEAN RATING
		1 – 3	4	5 - 7	
1. Degree to which resource gaps in theme areas have been filled 1=To a very small degree 7=To a very large degree	21 (NR=4) 100%	2 10%	2 10%	17 81%	4.9
2. How aware frontline agencies are of the resources that are available 1=Not aware at all 7=Very aware	23 (NR=2) 100%	2 9%	1 4%	20 88%	5.5
3. How effectively frontline agencies are using the resources 1=Not effectively at all 7=Very effectively	18 (NR=7) 100%	2 11%	0 0%	16 89%	5.4
4. As a result of the project, degree to which respondent is able to anticipate and address PLEI gaps affecting the linguistic groups that his/her agency serves 1=To a very small degree 7=To a very large degree	11 (NR=2) 100%	2 18%	1 9%	8 73%	4.6

- Notes: 1. Data source is stakeholder survey.  
2. Percentages do not necessarily total 100% due to rounding.  
3. Consortium representatives (N=13) were the only respondents who were asked question #4.

## 8.6 Prioritizing Resources and Activities

Stakeholders were asked the level of priority they would assign to particular resources or activities if future funding were limited. The results presented in Table 41 show a clear priority for continuation of the intermediary workshops and for direct workshops on legal themes in the community, moderate importance assigned to the IPC website, and lower priority given to cross-sectoral workshops, the media plan and the community asset map.

Key issues identified by stakeholders that are related to each resource are summarized below.

#### *Community Asset Map*

- On the positive side, the main initial work has been undertaken, and the maps are very visual and easily used.
- On the negative side, it requires constant updating, which is time consuming and (according to one respondent) boring for IPWs. Several respondents suggested that IPWs could do the research, but that one central person should do the actual updates.
- It should be determined whether there is duplication of aspects of the map on other sites; perhaps the maps could be transferred to Clicklaw.

#### *IPC Website*

- On the positive side, it is a convenient one stop shop; it is useful for workers who were not able to attend training or who need a refresher, and is helpful for clients/workers in remote areas.
- On the negative side, half the respondents who gave comments (7/13) felt there was duplication with or a similarity to Clicklaw, and the latter has resources to keep it updated. The website cannot reasonably be grown into a more interactive resource.

#### *Intermediary Training Workshops*

- On the positive side, all but two respondents felt the workshops are an essential resource as currently structured, especially as delivered for theme 2.
- Two respondents stated that there could be more innovative and cost effective ways of delivering training (e.g. radio, TV and webinars) and one felt the workshops should be more community specific.

**Table 41. Level of Priority Assigned to IPC Resources and Activities in the Event of More Limited Funding**

RESOURCE OR ACTIVITY	NUMBER OF RESPONDENTS	RATINGS IN THE FOLLOWING RANGES ON A 7-POINT SCALE (1=VERY LOW PRIORITY, 7=VERY HIGH PRIORITY)			MEAN RATING
		1 – 3	4	5 - 7	
1. Community Asset Map	26 (100%)	4 (15%)	8 (31%)	14 (54%)	4.7
2. The IPC website	25 (100%) NR=1	5 (20%)	3 (12%)	17 (68%)	5.1
3. The intermediary workshops	25 (100%) NR=1	1 (4%)	0 (0%)	24 (96%)	6.3
4. The cross-sectoral workshops	25 (100%) NR=1	7 (28%)	2 (8%)	16 (64%)	4.8
5. The community workshops on legal themes	26 (100%)	2 (8%)	1 (4%)	23 (88%)	6.0
6. The media plan	24 (100%) NR=2	7 (29%)	3 (13%)	14 (59%)	4.7

Notes: 1. Data source is stakeholder survey.  
2. Percentages do not necessarily total 100% due to rounding.

### *Cross-Sectoral Workshops*

- On positive side, four respondents felt that the workshops served the initial purpose of building capacity and collaboration, but that it is not necessary to repeat them.
- Four respondents felt that they could be combined in some way with the intermediary workshops.

### *Community Workshops on Legal Themes*

- There were several themes in the qualitative comments about the community workshops. All were intrinsically positive about the value of community workshops, but the 15 respondents focused on different issues. Six simply said either that the workshops were very effective and/or innovative, and/or that directly reaching the immigrant community was or should be the most important part of the project.

Five respondents who supported the importance of community workshops felt that they could ultimately be organized by settlement workers. Two of these stated that if there were limited funds, emphasis should be on training intermediaries, and then the frontline staff can do the community workshops themselves. Another two complemented this approach by saying that there should be more of a joint effort between settlement workers and PLEI providers: PLEI workers would bring expertise as speakers and legal content, while settlement workers would make that content linguistically and culturally appropriate, and organize the workshops. Yet another respondent who supported delivery by settlement workers said that offering the community workshops is critical for the development of materials and resources that will remain with the agencies for use in their own community workshops in future years. In this sense, the current method of delivering the workshops is a transitional but essential way of building for the future.

Four respondents addressed the issue of delivery of workshops to specific ethno-linguistic communities. Three supported that approach. One of these felt that there should be an effort to reach some of the smaller communities, given the major efforts to date in addressing the Chinese and Punjabi speaking communities. Two others stressed that offering workshops in small language communities maximizes interaction and ultimately the likelihood of the information being shared by participants with others from their ethnic community after the workshop. A fourth respondent questioned the wisdom of delivery to particular language groups, and asked "Are we segregating language communities from each other by not making information available to the community at large? Why not deliver into a multicultural society?"

### *Media Plan*

- Both the quantitative ratings in Table 41 and qualitative comments of stakeholders indicate that there are reservations about the effectiveness of the current media plan. Of the 21 respondents who made comments, nine felt that the plan was not well integrated into the overall activities of the IPC and that it requires better coordination with the activities of settlement agencies. Three additional respondents said the overall purpose needs re-examination, and a full-scale integrated communications plan should be developed. Another three felt such a plan should include other media sources than newspaper and radio (e.g. social media) and develop more creative ways of communicating content. Two simply stated that they were not sure if the existing plan was effective and two felt it was more important to emphasize intermediary training. In contrast, two other respondents felt the media plan was a high priority, one where IPC gets the "biggest bang for the buck."

In a separate question, respondents were asked about the degree to which the media plan has increased the ability of the IPC to reach the targeted linguistic groups in the area of employment law and residential tenancy law. The responses were on a 7-point scale where 1="not at all, and 7="to a great degree." Of 19 respondents (NR=7), five (26%) gave ratings of 1-3, seven (37%) gave a rating of "4," and seven (37%) gave ratings of 5-7. The mean rating was 4.3, the lowest response of any question in the survey.

Even though only 19 gave ratings, 24 respondents added comments. Of these 24, 14 (58%) stated that they had no real way of assessing the effectiveness of the campaign. Five respondents stated that they felt a lack of engagement with the campaign because of a lack of debriefs or follow-up discussion, nor did they have a way to accurately assess the campaign's fit with other IPC activities and objectives.

Three respondents stated that the media campaign reaches a wider or different audience (e.g. non-literate) than the workshop initiatives, whereas two others claimed that immigrants rely more on face-to-face communication rather than conventional media. Another noted that it will take time to inform immigrants that information is being offered in their language on the radio and in newspapers, implying that combinations of communication mechanisms may be mutually reinforcing.

## 8.7 Outcomes

The penultimate question in the survey asked respondents to rate six outcomes that represented key objectives of the IPC. The strength of agreement with each of the statements in Table 42 is a measure of the degree to which the respondent feels real change has taken place between the pre-IPC period and December 2010. As shown in the table, the ratings are consistently favourable, with not less than 85% of the respondents giving a rating response of "5" or more on the 7-point scale. Responses were particularly strong for respondents' belief that there is more communication among frontline agencies and their intermediaries, that intermediaries now know better when and where to refer immigrants with legal issues, and that intermediaries now give better and more consistent legal information to immigrants.

There were few qualitative comments by respondents to explain their ratings, but they are summarized below.

### *More Informed Communication*

- Those who rated this statement at "5" or more basically affirmed that communication had increased, or that at least agency workers know where to go if they have questions or issues. One attributed the increase to the presence of the IPWs, and another felt that IPWs should have more community development time to promote PLEI. A third noted the importance of having both PLEI knowledge and a capacity to deliver adult education.
- Two respondents gave ratings of "4." One said agency workers were already well connected. Another said there were not many opportunities for this type of communication and that communication was not measured in any formal way.

### *Better Coordination of Services*

- Three respondents felt true coordination takes time to develop, so a full assessment would be premature at this point.
- Two felt networking had occurred, one particularly noting the area of domestic violence.
- One felt there was increased awareness, but stated that no formal networking initiative has taken place.
- One stated that relationships were already strong between PLEI agencies and settlement workers before the IPC.

### *Better Utilization of Available Resources*

- Two respondents felt they lacked benchmarks to assess the question, and a third said it was too soon to tell.
- Three felt that key information is now better organized and well targeted, resulting in better usage.
- One felt that many workers still rely on resources they used previously rather than use a new resource.

*Increased Overall Capacity to Provide PLEI to Immigrants*

- Five respondents noted that positive steps had been taken to increase capacity, however all five indicated this development was a work in progress. Two of these respondents stated that multi-year funding was needed to maintain capacity.
- One respondent felt that IPWs themselves represented the primary increase in capacity, and another saw the IPWs as vehicles to increase capacity.
- One stated that there has been no pre and post measurement of capacity on which to base an assessment.

*Knowledge of Where to Refer Immigrants with Legal Issues*

- One respondent said settlement workers still seek out IPWs for help.
- Two said the improvements in the workshops and organization of resources has helped workers facilitate referrals.

*Intermediaries Give Better and More Consistent Legal Information*

- Six respondents felt this was too difficult a statement to assess confidently without formal measurement.
- Four respondents felt that information had improved. Of these, one respondent said improvement was a result of greater clarity about information versus advice, one because of the IPWs, one because of the resources, and the last because of the systematic nature of the IPC intervention.

**Table 42. Stakeholder Agreement with Statements about IPC Outcomes**

Statement about IPC Outcomes	Number of Respondents	Ratings in the Following Ranges on a 7-Point Scale (1=completely disagree with statement, 7=completely agree)			Mean Rating
		1 – 3	4	5 - 7	
<b>Compared to the period before the establishment of the IPC...</b>					
1. There is now more informed communication among frontline agencies and their intermediaries.	25 (100%) NR=1	0 (0%)	2 (8%)	19 (92%)	6.1
2. There is now better coordination of services to assist immigrants with legal issues.	26 (100%)	0 (0%)	3 (12%)	23 (88%)	5.7
3. There is now better utilization of available resources to assist immigrants with legal issues.	25 (100%) NR=1	0 (0%)	3 (12%)	22 (88%)	5.8
4. There is now an increased capacity in the overall system to provide effective PLEI to immigrants and refugees.	26 (100%)	1 (4%)	3 (12%)	22 (85%)	5.7
5. Intermediaries now know better when and where to refer immigrants with legal issues.	25 (100%) NR=1	0 (0%)	1 (4%)	24 (96%)	6.0
6. Intermediaries now give better and more consistent legal information to immigrants.	23 (100%) NR=3	0 (0%)	2 (9%)	21 (91%)	6.0

- Notes: 1. Data source is stakeholder survey.  
2. Percentages do not necessarily total 100% due to rounding.

## 8.8 Stakeholder Closing Comments

At the conclusion of the stakeholder interview, respondents were asked if they had further comments about any aspect of the IPC model, the consortium activities, the role of IPWs, or the outcomes to date. All 27 respondents made one or more comments. Many repeated themes that have been addressed above. Although many issues are identified, the overall tone of the comments is overwhelmingly positive. The comments are summarized below in seven categories. Only one respondent mentioned each item, unless otherwise indicated in parentheses.

### *General, Positive Comments*

- General positive comments about the overall success, work and outcomes of the project (12); praise for the skill of project manager (3); praise for JES' role as lead agency (2); praise for an IPW; praise for an IPW supervisor; good theme area selection.

### *Comments about Consortium Structure*

- There is a need to pause and reflect on the overall goals and purpose of each layer of IPC and realign activities/structure appropriately (4); need to deal with the number of consortium members, how and why to adjust (3); include IPWs or an IPW representative in the consortium; the lead agency concept is essential for a successful consortium with so many parties; risk management is a challenge.

### *Process Issues*

- Get more feedback from settlement workers to PLEI agencies as it should be a two-way street (2); project is about ownership, and without it there won't be buy-in by agencies, and resources won't be used; need to focus on process and quality in workshops rather than overall number of workshops; there was poor coordination with other agencies around the development of the immigrantlegal website.

### *Contract Issues*

- The two year time frame of the contract is too constraining if capacity is to be maintained and ongoing quality of IPWs assured (3); funder/consultant relationship with lead agency should be funder/contractor relationship, and require less oversight and less management of details by MAG (2); need flexibility in contract to reflect "true cost" for settlement agencies to supervise IPWs and attend consortium meetings, as settlement agencies are not funded in the same way as PLEI agencies.

### *IPW Roles and Activities*

- Need more time for IPWs to engage in community development, rather than "event planning" related to workshops, and administrative reporting (6); need to sort out reporting structure for IPWs so they are not caught between two masters (2); need to budget funds for IPW training and facilitating workshops; there needs to be a mechanism for IPWs to learn what happens in the executive committee; hold mandatory regional IPW meetings soon after the workshops, to debrief experiences; use teleconferencing for communication rather than "massive emails" before workshop date.

### *Media Plan*

- It is not sufficient just to release translated materials to the media, so settlement workers need to be actively involved promoting media events to their clients.

### *Evaluation*

- Stakeholder survey would be more effective if conducted after receiving summary reports from the IPWs and the consortium.

## 9.0 CONCLUSIONS

The findings presented in this report support the following conclusions:

- That the IPC project has been implemented as planned;
- That in almost all significant respects it has achieved the results the consortium had hoped for;
- That the IPC has learned from its experience and is producing even better results in the second year (to the extent that data is available);
- That there is virtually unanimous support for continuation of the project;
- That there is fairly strong agreement on which activities should receive greater emphasis in the future;
- That certain structural elements of the model have caused some friction and will need attention and possible adjustment.

Each of these conclusions is discussed below.

### *Project has been implemented as planned.*

Although it was noted in Section 3.0 that this evaluation has focused on outcomes rather than implementation and outputs, the activities that were outlined in Section 2.2 and (in terms of the media campaign) Section 7.0 are fully consistent with the original IPC business plan. The vast majority of cross-sectoral workshop participants felt the “right participants” had been invited; there was wide linguistic representation through participating agencies in both the cross-sectoral and intermediary workshops and inclusion of numerous targeted cultural groups in the community workshops.

### *Achievement of results.*

There are several factors that make conclusions about achievement of results imprecise: (1) results are based solely on subjective judgments of participants; (2) there is no established baseline of what a “good” rating or responses is; (3) many of the measuring scales created in advance of the evaluation only allowed two (yes/no) or three response categories (e.g. “achieved/partially achieved/not achieved”) making it difficult to obtain a more graded response or to permit calculations of means; and (4) the funding of the evaluation is not sufficient to allow for comparisons with other training initiatives.

Given these caveats, the main pieces of evidence of overall achievement of objectives are:

- In cross-sectoral and intermediary workshops (especially the latter and especially in the second year) over 70% of respondents gave “achieved” responses to many key indicators, and extremely few (10% or less) felt any objectives were “not achieved.” Similar response patterns were given for the usefulness of the sessions. There was virtually unanimous support for future workshops of the type offered. The main limitation was that while especially valuable in terms of imparting knowledge, serving as a motivator and identifying issues, the workshops were less successful at facilitating actual planning around referrals and coordination.
- When workshop participants were surveyed 10-12 months later, even though there was a small percentage of respondents indicating decreases in referrals on the legal theme matters and a larger group showing no change, approximately a third of respondents felt there had been an increase in referrals. A roughly similar pattern applied also to increases in coordination activities. In both these areas of activity, analyses of responses in which referrals and coordination might reasonably have been expected to increase suggest that positive changes in coordination and referrals have occurred in approximately 71-78% of situations.

- Approximately 25% of respondents were using key website resources with reasonable regularity. Approximately 75% of respondents indicated that there had been positive changes in 13 indicators of their capacity to serve immigrant clients effectively since the workshops. Overall, these combined responses suggest that the workshops had been a useful and sustaining stimulus to build the capacity IPC had hoped for over a 10-12 month period.
- Virtually all respondents from the community workshops felt they had a better understanding of their legal rights, knew where to get help, and were more likely to seek help as a result of the workshop.
- Stakeholders were predominantly positive about the IPC model and its impact as a stimulus, and strongly felt the consortium had worked collaboratively. Despite certain issues around the IPW reporting structure and the specific orientation of their activity, there was support for the process used to establish the IPW positions. Stakeholders feel that the awareness and use of resources by workers has been moderately positive, but that certain gaps remain.

### ***IPC has learned from its experience.***

Strong organizations learn from experience. Participant ratings of the family law and domestic violence cross-sectoral workshops were consistently higher than the workshops in year 1 (Tables 5, 6 and 8), and qualitative comments even more fulsome (Section 4.1.7). Unfortunately, no comparative information was available for the intermediary workshops.

In qualitative comments, several stakeholders pointed out improvements made in year 2 to the current workshops and operations of the consortium.

### ***Unanimous support for continuation of the project.***

This level of support was reflected both by cross-sectoral workshop participants (Section 4.1.2) and by intermediary workshop participants (Section 4.2.3).

Although stakeholders were not asked specifically whether they favoured continuation of the project, and although many suggested changes in certain aspects of its structure or activities, none questioned the utility of the project or the need for its continuation. As noted in Section 8.1.2, 13 stakeholders made the independent comment that more continuity of funding is needed rather than a brief stimulus to truly build capacity and collaboration.

### ***Agreement on which activities should receive greater emphasis.***

As shown in Table 41, stakeholders tend to rate the intermediary workshops and community workshops higher as priorities for the future than other listed components. This does not necessarily mean that other components were not valued or should not be continued if funds permit, but rather that the first two were seen as the core activities. Nevertheless, community asset maps, cross-sectoral workshops and the media plan received significantly lower ratings.

### ***Structural elements and issues requiring further attention.***

The stakeholder interviews identified several issues that have been discussed within the consortium to varying degrees, but that will likely require further attention if and as the project continues:

- *The role of the IPW as community developers.* As noted in Section 4.1.2, the one-day workshop structure was positive as an initial stimulus, but not sufficient in and of itself for establishment of systematic coordination and referral networks. Similarly, Sections 5.2 and 5.3 have shown that progress has occurred in these areas, but more work needs to be done. The most logical agent for this developmental work is the IPW.



Several IPWs who would embrace that role are frustrated at being “event planners” for the workshops, leaving little time for more developmental work. In some cases there are felt to be constraints about the IPWs’ freedom to pursue community development outside the agency in which they are located. Training around a community development role will be necessary for some IPWs. Finally, if there is to be greater support for this role, the consortium itself will need to grapple with how the role can be “operationalized” in the context of IPC’s overall vision, the location of IPWs, their dual reporting relationship with their agencies and the project manager, and the heavy workload they already bear.

- *The media plan.* As reported in Section 8.6 there is a significant current of opinion that there needs to be better integration of the media plan into the overall activities of the IPC, and more input/coordination from settlement agencies around its development and the dissemination of broadcasts and articles. A smaller body of opinion has expressed the need for a more thorough conceptualization of communication methods that address how immigrants are most likely to access information.
- *Balance of information flow between the PLEI and settlement communities.* Although the IPC is all about bridging between these two communities, and although it is generally agreed that a solid bridge has been built, some stakeholders have argued that the traffic flow across the bridge tends to be unidirectional, i.e. from the PLEI community to the settlement community. They argue, for example, that the settlement world needs to be heard more fully about the type of workshop information and formats appropriate for particular communities and as just mentioned, need to have more input around the media plan. This issue potentially connects up with a more community development oriented role for IPWs, who are well placed to help gather and deliver views of the settlement community.
- *Expanding/reducing consortium membership.* At several points stakeholders have raised the issue of consortium membership and how it is managed. On the one hand consortium members have spent a large amount of time and energy working through major planning, communication and operational issues, and forging a collaborative working relationship. Changes in membership can be perceived as threatening to the stability of the consortium. On the other hand, as new themes become a focus of PLEI activity, it may be appropriate to add new members and/or change the status of existing members who lack a current interest in the consortium.

## APPENDIX 1: CROSS-SECTORAL WORKSHOP SURVEY



**Immigrant  
PLEI  
Consortium**

## Cross-Sectoral Workshop Survey

Date: \_\_\_\_\_

As a participant your feedback is important. The information you provide will indicate the usefulness and effectiveness of the workshop, and assist us in planning the next workshop as well as assisting in the overall evaluation of the project.

Please tell us how well we did today on each of the following:

Workshop Content and Structure:

### 1. To what extent did the workshop achieve each of the following objectives?

	Achieved	Partially Achieved	Not Achieved
To identify current issues faced by immigrants in the area of <i>residential law</i>	1	2	3
To identify current issues faced by immigrants in the area of <i>employment law</i>	1	2	3
To identify services you were not previously aware of that are available for immigrants in the area of <i>residential law</i>	1	2	3
To identify services you were not previously aware of that are available for immigrants in the area of <i>employment law</i>	1	2	3
To identify ways to increase coordination between agencies so that the needs of immigrants in the area of <i>residential law</i> could be better addressed	1	2	3
To identify ways to increase coordination between agencies so that the needs of immigrants in the area of <i>employment law</i> could be better addressed	1	2	3
To identify ways to improve the referral system between agencies in order to provide better service for immigrants in the area of <i>residential law</i>	1	2	3
To identify ways to improve the referral system between agencies in order to provide better service for immigrants in the area of <i>employment law</i>	1	2	3
To provide you with new resources, information, and contacts	1	2	3
To motivate you to take steps to improve coordination between your services and other agencies in your geographic region.	1	2	3

**2. Overall, how useful was the workshop for the work your agency does in providing services to immigrants?**

Very useful  
1

Somewhat useful  
2

Not useful at all  
3

**3. Do you think it would be beneficial to have regular meetings like this one to keep various stakeholders updated about the latest trends, mutual areas of concern, and joint actions?**

Yes, it would be beneficial

⇒ **continue to Q. 4**

No, it would not be beneficial

⇒ **skip to Q. 5**

**4. If you think these meetings would be beneficial, how often do you think they should be held?**

Once every 3 months

Once every 6 months

Once every 12 months

**5. Were the right service providers in attendance at today's workshop?**

Yes, they were here

No, a service provider was missing

**If no, what additional agency(ies) should have been here?**

---

**6. Was the format of today's workshop appropriate for the content?**

Yes

No

**If the format was not appropriate, please tell us what needs to be changed:**

---

---

**7. Was the length of the workshop appropriate for the content?**

Too short

About right

Too long

The Facilitator(s):

**8. Please indicate the extent to which the Immigrant PLEI Worker(s)/facilitator(s):**

**Were prepared:**

Not prepared

1

2

3

4

5

Very prepared

**Presented the material clearly:**

Not clearly at all

1

2

3

4

5

Very clearly

The Venue:

**1. Was the meeting facility appropriate for this event?**

Yes

No

**If not, tell us what needs to be changed:**

---

Please tell us about yourself for our records on who attended the workshop:

1) In what capacity are you here? Position\_\_\_\_\_ Agency\_\_\_\_\_

2) What linguistic and cultural groups does your Agency work with? (please check all that apply):

<input type="checkbox"/> Everyone	<input type="checkbox"/> English	<input type="checkbox"/> French	<input type="checkbox"/> Spanish
<input type="checkbox"/> Punjabi	<input type="checkbox"/> Urdu	<input type="checkbox"/> Hindi	<input type="checkbox"/> Korean
<input type="checkbox"/> Farsi	<input type="checkbox"/> Dari	<input type="checkbox"/> Pashto	<input type="checkbox"/> Vietnamese
Chinese →	<input type="checkbox"/> Mandarin <input type="checkbox"/> Cantonese	<input type="checkbox"/> African →	<input type="checkbox"/> Arabic <input type="checkbox"/> French
<input type="checkbox"/> Somali	<input type="checkbox"/> Tagalog	<input type="checkbox"/> Arabic (Middle East)	
<input type="checkbox"/> Karen	<input type="checkbox"/> Other (please specify):		

**In the space below, please offer any other comments you would like to make that will help us improve the effectiveness of this workshop, or of the project overall.**

## **APPENDIX 2: FOLLOW-UP ONLINE SURVEY ON IPC TRAINING WORKSHOPS**

## FOLLOW-UP SURVEY ON IPC TRAINING WORKSHOPS

Welcome to this follow-up survey about the Residential Tenancy Law and Employment Law workshops that were sponsored by the Immigrant PLEI Consortium (IPC).

It has been 10 -12 months since you attended an IPC cross-sectoral and/or intermediary training workshop about residential tenancy and employment law affecting immigrants and refugees.

This survey is to learn about changes you have seen in the coordination and delivery of services to immigrants and refugees in these two legal areas since you attended the workshop(s).

Your participation in this survey is confidential and your name is not required on the survey form. If you wish, you CAN enter your name for a draw prize at the end of the survey.

The questionnaire should take no more than 15 minutes to complete. The progress bar and percentage at the top of each page shows approximately how far along you are in the survey.

After answering a question marked with an asterisk (\*), you have to click on "next" to go to the next page. If there are several questions on the same page, you have to click on "next" at the bottom of the page before you can go to the next page.

If you want to change a response on an earlier page, go to the bottom of the page you are on and click on the "prev" button. Keep doing this until you get to the page you want.

When you have finished the questionnaire, please click the "submit survey" button at the bottom of the final page.

Now click on "next" to start the survey.

### Workshop(s) you attended

**\*1. Did you attend one of the residential tenancy/employment standards CROSS SECTORAL workshops that took place in November or December 2009?**

☐ No

☐ Yes

**2. Which cross-sectoral workshop did you attend?**

☐ Burnaby/New Westminster (December 1, 2009)

☐ North Shore (November 16, 2009)

☐ Surrey/Delta (November 23, 2009)

☐ Tri-Cities (December 2, 2009)

☐ Vancouver/Richmond (November 26, 2009)

### Workshop(s) you attended

**\*3. Did you attend one of the residential tenancy/employment standards INTERMEDIARY training workshops that took place in January 2010?**

☐ No

☐ Yes

**4. Which intermediary workshop did you attend?**

☐ VLMFSS (January 20, 2010)

☐ Surrey/Delta (January 21, 2010)

☐ One of the three Vancouver/Richmond/Burnaby/New West/North Shore (January 22, 27th or 29th, 2010)

☐ Tri-Cities (January 28, 2010)

### Changes in referral patterns for employment law matters

**5. Since the workshop(s), have the number of EMPLOYMENT LAW referrals changed between your agency and other agencies serving immigrant and refugee clients? Referrals can be either to or from your agency.**

**Please check the number on the 7 point scale below which most closely reflects the degree of change. (1="significant DECREASE in employment law referrals"; 4=no change; 7="significant INCREASE in employment law referrals")**

	1	2	3	4	5	6	7
Rating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



**6. If your answer to question 5 was 1, 2, 3 or 4, please state why you feel there has been a decrease, or no change. (MORE THAN 1 ANSWER IS POSSIBLE; PLEASE CHECK ALL THAT APPLY):**

- ☐ There are fewer overall cases related to employment law, so there have been fewer referrals
- ☐ New relationships with referral agencies have not been developed
- ☐ Staff changes in our agency or in other agencies have impacted the level of referrals
- ☐ We have in-house referral processes, so tend not to make external referrals
- ☐ Other

If your answer is "other", please explain:

**7. If your answer to question 5 was 5, 6 or 7, please list up to three agencies with whom you have had an overall INCREASE in employment law referrals (either to or from the agency) since the workshops.**

### Changes in referral patterns for residential tenancy law matters

**8. Since the workshop(s), have the number of RESIDENTIAL TENANCY LAW referrals changed between your agency and other agencies serving immigrant and refugee clients? Referrals can be either to or from your agency. (1="significant DECREASE in residential tenancy law referrals"; 4=no change; 7="significant INCREASE in residential tenancy law referrals".)**

	1	2	3	4	5	6	7
Rating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**9. If your answer to question 8 was 1, 2, 3 or 4, please state why you feel there has been a decrease, or no change. (MORE THAN 1 ANSWER IS POSSIBLE; PLEASE CHECK ALL THAT APPLY):**

- ☐ There are fewer overall cases related to residential tenancy law, so there have been fewer referrals
- ☐ New relationships with referral agencies have not been developed
- ☐ Staff changes in our agency or in other agencies have impacted the level of referrals
- ☐ We have in-house referral processes, so tend not to make external referrals
- ☐ Other

If your answer is "other", please explain:

**10. If your answer to question 8 was 5, 6, or 7, please list up to three agencies with whom you have had an overall INCREASE in residential tenancy law referrals (either to or from the agency) since the workshops.**

### Changes in inter-agency coordination in employment law matters

**11. Since the workshops, has there been a change in the level of coordination between your agency and other agencies to serve immigrant and refugee clients in EMPLOYMENT LAW? By "coordination" we mean such things as meetings or other forms of communication, development of 1-to-1 relationships between services, notifying each other of changes, development of protocols, discussions around referral processes, and notification of events. (1="significant DECREASE in level of coordination in the area of employment law"; 4=no change; 7="significant INCREASE in level of coordination in the area of employment law".)**

	1	2	3	4	5	6	7
Rating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

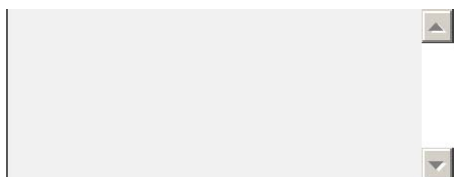
**12. Please give examples of the most significant coordination activities you (and/or your agency) have undertaken with other agencies in the area of EMPLOYMENT LAW. (If none have been undertaken, write "none")**



**13. How, if at all, have these referral and coordination activities resulted in improvements in the way the needs of immigrant and refugee clients have been addressed in the area of EMPLOYMENT LAW? (PLEASE CHECK UP TO THREE OF THE MOST IMPORTANT IMPROVEMENTS THAT APPLY.)**

- ☐ Immigrant clients' problems are addressed more quickly
- ☐ Immigrant clients are served more consistently in their own language
- ☐ Advice to immigrant clients is more reliable and/or up to date
- ☐ Increased possibility of representation for immigrant clients
- ☐ Immigrant clients can be matched with a service closer to their location
- ☐ Immigrant clients receive more comprehensive service (i.e. related issues can also be addressed)
- ☐ Immigrant clients are more frequently made aware of websites or information to which they can refer
- ☐ Other

If other, please specify



### Changes in inter-agency coordination in residential tenancy law matters

**14. Since the workshop, has there been a change in the level of coordination between your agency and other agencies to serve immigrant and refugee clients in RESIDENTIAL TENANCY LAW? By "coordination activities" we mean such things as meetings or other forms of communication, development of 1-to-1 relationships between services, notifying each other of changes, development of protocols, discussions around referral processes, and notification of events. (1="significant DECREASE in level of coordination in the area of residential tenancy law"; 4=no change; 7="significant INCREASE in level of coordination in the area of residential tenancy law")**

	1	2	3	4	5	6	7
Rating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**15. Please give examples of the most significant coordination activities you (and/or your agency) have undertaken with other agencies in the area of RESIDENTIAL TENANCY LAW. (If none have been undertaken, write “none”)**

**16. How, if at all, have these referral and coordination activities resulted in improvements in the way the needs of immigrant and refugee clients have been addressed in the area of RESIDENTIAL TENANCY LAW ? (PLEASE CHECK UP TO THREE OF THE MOST IMPORTANT IMPROVEMENTS THAT APPLY.)**

- ☐ None; no coordination activities undertaken, or they have not resulted in improvements
- ☐ Immigrant clients' problems are addressed more quickly
- ☐ Immigrant clients are served more consistently in their own language
- ☐ Advice to immigrant clients is more reliable and/or up to date
- ☐ Increased possibility of representation for immigrant clients
- ☐ Immigrant clients can be matched with a service closer to their location
- ☐ Immigrant clients receive more comprehensive service (i.e. related issues can also be addressed)
- ☐ Immigrant clients are more frequently made aware of websites or information to which they can refer
- ☐ Other

If other , please specify

## Use of websites for your own needs

### 17. Since the workshop(s), roughly how frequently have you accessed the following websites FOR YOUR OWN INFORMATIONAL NEEDS?

	Never	Once or twice since the workshops	3 – 9 times since the workshop	10 – 24 times (approximately once or twice per month)	25+ (approximately three or more times per month)
a) Immigrant Legal (www.immigrantlegal.ca), site of the Immigrant PLEI Consortium	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Employment Standards Branch (www.labour.gov.bc.ca/esb)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Residential Tenancy Branch (www.rto.gov.bc.ca)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Tenant Resource and Advisory Centre (www.tenants.bc.ca)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Clicklaw (clicklaw.bc.ca, a legal information portal)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) MultilingoLegal (www.mosaicbc.com), site operated by MOSAIC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 18. If you are an intermediary, but have stated that you have “never” or only “once or twice” used the immigrantlegal.ca website for your own informational needs, please explain why you have used it so little, or not at all. Check any answers that apply.

- ☐ Not applicable (I am not an intermediary)
- ☐ Not applicable (I am an intermediary, but have used the site more than twice)
- ☐ I have not had enough cases, so haven't needed to use the site
- ☐ I do not have access to a computer
- ☐ I don't have enough time to use the site
- ☐ I prefer using paper forms rather than going to a website
- ☐ I do not think the site is useful
- ☐ I usually use another site (specify)
- ☐ I know what is on the site, so do not have to keep revisiting it
- ☐ Other (please explain)

If you answered "other", please explain:

## Referral of clients to websites

**19. Since the workshop, roughly how frequently have you REFERRED A CLIENT to the following websites?**

**20. If you have referred clients to Immigrantlegal.ca, how frequently have you directed them to the following resources on the site? (Just go to the next question if you have NOT referred clients to the site.)**

	Never	Once or twice since the workshops	3 – 9 times since the workshops	10 – 24 times (approximately once or twice per month)	25+ (approximately three or more times per month)	Not applicable (I don't serve clients directly)
a) Immigrant legal (site of Immigrant PLEI consortium)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Employment Standards Branch	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Residential Tenancy Branch	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Tenant Resource and Advisory Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Clicklaw	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) MultilingoLegal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Never	Occasionally	Frequently
Directory of maps and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employment fact sheets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Residential tenancy fact sheets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employment forms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Residential tenancy forms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Knowing where to refer clients

**21. When an immigrant or refugee client has a residential tenancy or employment law problem, do you usually know where to refer them? (Please check the number on the 7 point scale below which most closely reflects your answer.) If you do not deal with clients directly, go to question 12. (1= "I usually do NOT know where to refer the client"; 7= "I almost always know where to refer the**

client")

	1	2	3	4	5	6	7
Rating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**22. When you are NOT sure where to refer an immigrant client concerning a residential tenancy or employment law matter, what do you do?**

### Results of the workshops after 10-12 months

**23. Please rate your level of agreement with the following statements using the 7-point scale shown below (1="strongly disagree"; 7="strongly agree"). If you do not provide services directly to clients, you may need to click on "not applicable" (N/A) for some or all of the statements.**

**Statement: As a result of the workshop(s) and developments flowing from them...**

	1	2	3	4	5	6	7	N/A
a) I am able to provide more accurate information to immigrant clients in the area of EMPLOYMENT LAW	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) I am able to provide more useful referrals to immigrant clients in the area of EMPLOYMENT LAW	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) I am able to provide more timely referrals to immigrant clients in the area of EMPLOYMENT LAW	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) I am able to do my job more easily in the area of EMPLOYMENT LAW	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) I am able to work more efficiently in the area of EMPLOYMENT LAW	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) Overall, I have increased my effectiveness in serving immigrant clients who need EMPLOYMENT LAW information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g) I am able to provide more accurate information to immigrant clients in the area of RESIDENTIAL TENANCY LAW	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h) I am able to provide more useful referrals to immigrant clients in the area of RESIDENTIAL TENANCY LAW	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i) I am able to provide more timely referrals to immigrant clients in the area of RESIDENTIAL TENANCY LAW	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j) I am able to do my job more easily in the area of RESIDENTIAL TENANCY LAW	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k) I am able to work more efficiently in the area of RESIDENTIAL TENANCY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



LAW

l) Overall, I have increased  
my effectiveness in serving  
immigrant clients who need

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

RESIDENTIAL TENANCY

LAW information

m) Overall, in the areas of  
employment law and  
residential tenancy law I  
am clearer about the  
boundary between legal  
information and legal  
advice

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

## Your recommendations

**24. Do you have any recommendations for ways the Immigrant PLEI Consortium (IPC) can make you even more effective in serving immigrant and refugee clients with public legal education and information needs?**

## Background

The following background questions will help us interpret answers to the above questions.

**25. What is your current role in your agency or government department?**

- ☐ An intermediary (i.e. a settlement worker, family counsellor, family support worker, bilingual/cultural counselor or another role in the community which requires specialized knowledge relevant to immigrants and may or may not involve delivery of frontline services)
- ☐ A manager/coordinator/director of programs
- ☐ Other (e.g. communications, Citizen Service officer, victim support, legal officer, info officer)

**26. Are you employed by one of the Consortium agencies? (Note: the Consortium includes Justice Education Society, DIVERSEcity, Community Resources Society, Immigrant Services Society of BC, Legal Services Society, MOSAIC, North Shore Multicultural Society, OPTIONS Community Services Society, People's Law School, Progressive Inter Cultural Community Services, SUCCESS, TRAC, Vancouver and Lower Mainland Multicultural Family Support Services).**

☐ Yes

☐ No

**Thank you. Enter our draw for a prize**

**27. THANK YOU FOR COMPLETING THE SURVEY. PLEASE SEND THE QUESTIONNAIRE TO FOCUS CONSULTANTS BY CLICKING "SUBMIT SURVEY" AT THE BOTTOM OF THIS PAGE.**

**WE ARE OFFERING TWO DRAW PRIZES OF \$50 TO CHAPTERS BOOKS OR STARBUCKS (YOUR CHOICE IF YOUR NAME IS DRAWN). IF YOU WISH TO ENTER THE DRAW, PLEASE RECORD YOUR NAME BELOW, AND EITHER A PHONE NUMBER OR E-MAIL ADDRESS WHERE WE CAN REACH YOU. YOUR NAME WILL ONLY BE KNOWN TO FOCUS CONSULTANTS AND WILL BE USED ONLY FOR PURPOSES OF THE DRAW. THE DRAW WILL BE HELD ON DECEMBER 17TH.**

Name (only if you want to  
enter the draw)

Telephone or e-mail  
address (only if you want to  
enter the draw)

## APPENDIX 3: INTERMEDIARY TRAINING WORKSHOP SURVEY



**Immigrant  
PLEI  
Consortium**

## Intermediary Training Workshop Survey

Date: \_\_\_\_\_

As a participant your feedback is important. The information you provide will indicate the usefulness and effectiveness of the workshop, and assist us in planning the next workshop as well as assisting in the overall evaluation of the project.

Please tell us how well we did today on each of the following presentations:

### Canadian Legal Values: an Introduction for Immigrants

1. Do you feel you have a better understanding of the goals of Canadian law as a result of taking this workshop? Yes ☐ No ☐
2. Did this workshop help you differentiate between legal advice and legal information? Yes ☐ No ☐
3. How useful was this presentation for the work your agency does in providing services to immigrants?  

Very useful  
1
Somewhat useful  
2
Not useful at all  
3
4. Please rate the facilitator on preparedness and ability to present clearly:

Facilitator	Prepared to Present?					Presented Clearly?					Not Applicable
	Not Prepared				Very Prepared	Not Clear At All				Very Clear	
Martha Lewis Executive Director and Staff Lawyer, TRAC Tenant Resource & Advisory Centre	1	2	3	4	5	1	2	3	4	5	

### Employment Standards

5. As a result of this workshop, do you now have more current information about employment law and related useful resources? Yes ☐ No ☐
6. How useful was this presentation for the work your agency does in providing services to immigrants?  

Very useful  
1
Somewhat useful  
2
Not useful at all  
3
7. Please rate each of the facilitators on preparedness and ability to present clearly:

Facilitator	Prepared to Present?					Presented Clearly?					Not Applicable
	Not Prepared				Very Prepared	Not Clear At All				Very Clear	
a) Deanna Okun-Nachoff Executive Director and Staff Lawyer, West Coast Domestic Workers' Association	1	2	3	4	5	1	2	3	4	5	
b) Employment Standards Branch Representative	1	2	3	4	5	1	2	3	4	5	

8. Was it useful to have a government agency co-present?

Yes, it was useful

No, it was not useful

### Residential Tenancy Law

9. As a result of this workshop, do you now have more current information about residential tenancy law and related useful resources?

Yes

No

10. How useful was this presentation for the work your agency does in providing services to immigrants?

Very useful  
1

Somewhat useful  
2

Not useful at all  
3

11. Please rate each of the facilitators on preparedness and ability to present clearly:

Facilitator	Prepared to Present?					Presented Clearly?					Not Applicable
	Not Prepared				Very Prepared	Not Clear At All				Very Clear	
a) Residential Tenancy Branch Representative	1	2	3	4	5	1	2	3	4	5	
b) BC Apartment Owners and Managers Association Representative	1	2	3	4	5	1	2	3	4	5	
c) TRAC Tenant Resource & Advisory Centre Representative	1	2	3	4	5	1	2	3	4	5	

12. Was it useful to have a government agency co-present?

Yes, it was useful

No, it was not useful

### Resource Presentations

13. How useful were the presentations by the following organizations?

	Not useful at all				Very useful	Not Applicable
JES (Justice Education Society)	1	2	3	4	5	
Clicklaw	1	2	3	4	5	
POVnet	1	2	3	4	5	
Access Justice/Pro Bono	1	2	3	4	5	
LSS	1	2	3	4	5	
Multilingual Legal (MOSAIC)	1	2	3	4	5	
BC Housing	1	2	3	4	5	
Community Asset Map (IPC)	1	2	3	4	5	

### General (to assist us in planning future workshops)

14. Was this workshop a valuable networking opportunity?

Yes

No

15. Can you think of any agency that was not present that should have been? Please list:

16. Was today's workshop structured in a way that helped you to learn?

Yes

No

If the structure was not helpful, please tell us what needs to be changed:

17. Was the length of the workshop appropriate for the content?

Too short

About right

Too long

18. Was the meeting facility appropriate for this event?

Yes

No

If not, tell us what needs to be changed:

19. Do you think it would be beneficial to have training workshops like this one in the future to keep up to date about the law?

Yes, it would be beneficial

⇒ *continue to Q. 20*

No, it would not be beneficial

⇒ *skip to Q. 21*

20. If you think these training workshops would be beneficial, how often do you think they should be held?

Once a year

Once every two years

Other: \_\_\_\_\_

Please tell us about yourself for our records on who attended the workshop:

21. Is your agency part of the Immigrant PLEI Consortium (DIVERSEcity Community Resources Society, ISS of BC, MOSAIC, North Shore Multicultural Society, OPTIONS Surrey Community Services Society, PICS, S.U.C.C.E.S.S., Vancouver and Lower Mainland Multicultural Family Support Services)?

Yes

No

If not, then which of the following best describes your agency? Please check one:

<input type="checkbox"/> Government Service	<input type="checkbox"/> Front Line Agency (working directly with immigrants)
<input type="checkbox"/> Legal	<input type="checkbox"/> Other (please describe) _____

22. What geographic location do you work in? (please check all that apply)

<input type="checkbox"/> Burnaby	<input type="checkbox"/> Delta	<input type="checkbox"/> New Westminster	<input type="checkbox"/> North Vancouver
<input type="checkbox"/> Richmond	<input type="checkbox"/> Surrey	<input type="checkbox"/> Tri-Cities	<input type="checkbox"/> Vancouver
<input type="checkbox"/> West Vancouver	<input type="checkbox"/> Other (please specify): _____		

23. What linguistic and cultural groups do you work with? (please check all that apply):

<input type="checkbox"/> Everyone	<input type="checkbox"/> English	<input type="checkbox"/> French	<input type="checkbox"/> Spanish
<input type="checkbox"/> Punjabi	<input type="checkbox"/> Urdu	<input type="checkbox"/> Hindi	<input type="checkbox"/> Korean
<input type="checkbox"/> Farsi	<input type="checkbox"/> Dari	<input type="checkbox"/> Pashto	<input type="checkbox"/> Vietnamese
Chinese →	<input type="checkbox"/> Mandarin <input type="checkbox"/> Cantonese	African →	<input type="checkbox"/> Arabic <input type="checkbox"/> French
<input type="checkbox"/> Somali	<input type="checkbox"/> Tagalog	<input type="checkbox"/> Arabic (Middle East)	
<input type="checkbox"/> Karen	<input type="checkbox"/> Other (please specify):		

**In the space below, please offer any other comments you would like to make that will help us improve the effectiveness of this workshop, or of the project overall.**

Thank you for taking the time to complete this survey.

## APPENDIX 4: COMMUNITY WORKSHOP SURVEY



(IPC logo)

## Community Workshop Survey

### RESIDENTIAL TENANCY LAW – “HAPPY LANDLORDS, HAPPY TENANTS”

Workshop Date: \_\_\_\_\_

1. As a result of attending today's workshop:

a) Do you have a better understanding of your legal rights and responsibilities as a tenant or landlord?	Yes	No
b) Do you know where to go to get help if you have a legal problem as a tenant or landlord?	Yes	No
c) Are you now more likely to seek help if you have a legal problem as a tenant or landlord?	Yes	No
  
2. Please tell us how well the presentations on Residential Tenancy Law were done:

a) Did you understand the information?	Yes	No	
b) Was the interpreter clear and understandable?	Yes	No	
c) Were the presentations focused on the legal issues that are most important to you as a newcomer to Canada?	Yes	No	
d) How was the length of the workshop?	Too long	Too short	About right
  
3. How did you find out that this workshop was being offered? (Please check all the answers that apply to you).
  - From an immigrant-serving organization
  - From an advertisement in a newspaper
  - From a poster in a community centre
  - From a poster in a grocery store
  - From a poster in a library
  - From friends
  - From television
  - Other (please explain) \_\_\_\_\_
  
4. Why did you attend today's workshop? (Please check all the answers that apply to you).
  - I am currently dealing with a related legal problem
  - My settlement worker or bicultural counsellor told me I should attend
  - A friend recommended that I attend
  - It seemed interesting to me
  - Other (please explain) \_\_\_\_\_
  
5. Was this a good location for the workshop?      Yes                      No  
If not, please tell us why not: \_\_\_\_\_
  
6. How many years have you lived in Canada?                      3 or less      4 to 6      7 to 10      More than 10

(IPC logo)

## Community Workshop Survey

### EMPLOYMENT LAW – “WORKING IN BC: WHAT EMPLOYERS AND EMPLOYEES NEED TO KNOW”

Workshop Date: \_\_\_\_\_

1. As a result of attending today's workshop:
  - a) Do you have a better understanding of your legal rights and responsibilities as an employee or employer? Yes No
  - b) Do you know where to go to get help if you have a legal problem as an employee or employer? Yes No
  - c) Are you now more likely to seek help if you have a legal problem as an employee or employer? Yes No
2. Please tell us how well the presentations on Employment Law were done:
  - a) Did you understand the information? Yes No
  - b) Was the interpreter clear and understandable? Yes No
  - c) Were the presentations focused on the legal issues that are most important to you as a newcomer to Canada? Yes No
  - d) How was the length of the workshop? Too long Too short About right
3. How did you find out that this workshop was being offered? (Please check all the answers that apply to you).
  - From an immigrant-serving organization
  - From an advertisement in a newspaper
  - From a poster in a community centre
  - From a poster in a grocery store
  - From a poster in a library
  - From friends
  - From television
  - Other (please explain) \_\_\_\_\_
4. Why did you attend today's workshop? (Please check all the answers that apply to you).
  - I am currently dealing with a related legal problem
  - My settlement worker or bicultural counsellor told me I should attend
  - A friend recommended that I attend
  - It seemed interesting to me
  - Other (please explain) \_\_\_\_\_
5. Was this a good location for the workshop? Yes No  
If not, please tell us why not: \_\_\_\_\_
6. How many years have you lived in Canada? 3 or less 4 to 6 7 to 10 More than 10

## APPENDIX 5: STAKEHOLDER QUESTIONNAIRE

## IMMIGRANT PLEI CONSORTIUM PROJECT

### STAKEHOLDER QUESTIONNAIRE

-- FINAL DRAFT --

Questions will only be asked of the person(s) indicated in parenthesis at the beginning of each question. (CR = Consortium rep; PM = Project manager; IPW = Immigrant PLEI worker; IPW SUP = IPW Supervisor; CEO = Settlement agency client exec/officer; ALL = all respondents).

#### OVERALL MODEL

1. (ALL) As you know, the IPC is a two year pilot project. The model described in the business plan consisted of three elements:
  - a) Management, consisting of the lead agency, consortium working group, executive committee and consortium members;
  - b) Staffing, consisting of the project manager and the 8 IPWs, who are the vehicle for reaching the various communities
  - c) Contracts, i.e., those with the People's Law School, TRAC and the Justice Education Society to review, adapt and expand PLE materials and resources in the theme areas. VLMFSS and LSS provided advisory consultations in the area of family law and domestic violence.
- 1a. (ALL) Overall, on a scale of 1 to 7 (1=not appropriate at all, 7=very appropriate), how would you assess the appropriateness of this model as a way of bringing together resources to guide and implement the project?  
Rating: \_\_\_\_\_
- 1b. (ALL) What changes, if any, would you have made to this basic model?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 1c. (ALL) Do you feel the theme areas (residential tenancy law, employment law and family law/domestic violence) were the best ones for the model?
  1. No
  2. Yes
- 1d. (ALL) If not, why not? (Probe for alternatives)  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 1e. (ALL) How effective do you feel that the use of short-term (i.e. 2 years) project-based funding has been as a stimulus to bring together settlement services and PLEI organizations, and to build capacity in the area of legal services for immigrant clients? (1=not effective at all, 7=very effective)  
Rating: \_\_\_\_\_

1f) (ALL) What is the reason for your response?

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1g) (ALL) How effective do you feel it has been to repeat the same training model for intermediaries over a two-year period, but with different theme areas? (i.e. the use of 1-day training sessions in several different locations) (1=not effective at all, 7=very effective)

Rating: \_\_\_\_\_

1h) (ALL) If "4" or less to 1g) What arrangement would have worked better to address different themes?

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## EFFECTIVENESS OF CONSORTIUM

2. (PM,CR, IPW SUP) In terms of the consortium itself:

2a) (PM,CR, IPW SUP) On a scale of 1 to 7 (1=not effective at all, 7=very effective), how would you describe the effectiveness to date of the consortium's role as a managing body?

Rating: \_\_\_\_\_

2b) (PM,CR, IPW SUP) In what way, if at all, could it be improved?

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2c) (PM,CR, IPW SUP) To what degree has the consortium worked collaboratively (e.g. in terms of attendance at meetings, participation in decisions and tasks that are required, communication ,transparency)? (1=hasn't worked collaboratively at all, 7= has worked very collaboratively)

Rating: \_\_\_\_\_

2d) (PM,CR, IPW SUP) In what way, if at all, could collaboration be improved?

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2e) (PM,CR, IPW SUP) To what degree has the consortium functioned in a coordinated manner (e.g. in terms of how roles have been defined, and how steps and activities have been planned, paced, and linked)? (1=hasn't functioned in a coordinated manner at all, 7=has functioned in a very coordinated manner)

Rating: \_\_\_\_\_

2f) (PM,CR, IPW SUP) In what way, if at all, could coordination be improved?

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2g) (PM,CR, IPW SUP) To what degree do you feel the consortium has been innovative in the way it has addressed PLEI needs of immigrants? (1=hasn't been innovative at all, 7=has been very innovative)

Rating:\_\_\_\_\_

2h) (PM,CR, IPW SUP) What would you characterize as its most innovative aspects?

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2i) (PM,CR, IPW SUP) What do you feel could be done that would be more innovative?

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2j) (CR, IPW SUP) How essential, if at all, has it been to have a project manager? (1=not essential at all, 7=absolutely essential)

Rating:\_\_\_\_\_

2k) (CR, IPW SUP only) Why?

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2l) (PM, CR except for JES, IPW SUP) How essential, if at all, has it been to have a lead agency? (1=not essential at all, 7=absolutely essential)

Rating:\_\_\_\_\_

2m) (PM, CR except for JES, IPW SUP) Why?

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### Immigrant PLEI Workers (IPWs)

3. (PM, CR, IPWs, IPW SUP) How effective do you feel the selection process for IPWs was? (1=not effective at all, 7=very effective)

Rating: \_\_\_\_\_

- 3a) (PM, CR, IPWs, IPW SUP) (If answer was "4" or less) How could it have been improved?

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- 3b) (PM, CR, IPW SUP) Overall, how would you describe the skill level of the IPW(s) that was/were hired? (1=very poor skill level, 7=very high skill level)

Rating: \_\_\_\_\_

- 3c) (PM, CR, IPW SUP) (If rating was 4 or less) What skills, if any, are the IPWs missing? If possible, please reference these skills in relation to those advertised in the job posting for the position.

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- 3d) (PM, CR, IPWs) How appropriate do you feel the distribution of IPWs by location and the allocation of FTEs to these locations was? (1=not appropriate at all, 7=very appropriate). (Note: FTEs means "full time equivalents". Six half-time positions would be equal to 3 full-time positions, or 3 FTEs). The distribution of 6 FTEs in Year 1 involved 8 part-time positions as follows:

- Surrey = 1.6 FTE, OPTIONS [.8] and DIVERSEcity [.8]
- Burnaby & New Westminster] = .8 FTE by MOSAIC
- Vancouver & Richmond = 1.6 FTE (S.U.C.C.E.S.S. = .8 & PICS = .8)
- North Shore = .8 FTE by North Shore Multicultural Society
- Tri-Cities = .8 FTE by ISS
- Entire region (Metro) = .4FTE by VLMMFSS for a specialized IPW)

In the 2<sup>nd</sup> year an additional .4 FTE was added to VLMMFSS, for a total of .8 FTEs.

Rating: \_\_\_\_\_

- 3e) (PM, CR, IPWs) (If answer to 3d was "4" or lower). Assuming the overall number of FTEs remained the same, in what locations would you have allocated more or fewer IPW resources? (Note: if respondents recommend the addition of a half-time position in one location, they would have to subtract a half-time position, or two quarter-time positions from another location or locations, so the FTEs remain the same.)

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4) (PM) Please describe the orientation that was given to the IPWs

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4a) (PM) Please describe any turnover of IPWs that has occurred, and the reason

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4b) (IPW, IPW SUP) How would you assess the completeness of the orientation you (or "your IPW") received?  
(1=not complete at all, 7=very complete)  
Rating:\_\_\_\_\_

4c) (IPW, IPW SUP) (If rating was 4 or less) In what way was it not complete?

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4d) (ALL) How effective is the reporting structure of the IPWs? (1=not effective at all, 7=very effective)  
Rating:\_\_\_\_\_

4e) (ALL) (If answered "4" or less to 4d) Reason for rating? (Probe how it could be improved)

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4f) (IPW SUP, CEO if applicable, PM) What is the impact of having an IPW working within your agency, in terms of the front line workers being able to deal with their clients' needs effectively and independently? (Probe whether on balance it is an advantage because the front line workers learn more quickly, or a disadvantage because the front line workers simply depend on the IPWs). (Note: question is applicable to OPTIONS, DIVERSEcity, MOSAIC, PICS, SUCCESS, North Shore Multicultural Society, ISS, VLMMFSS)

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## COMMUNITY ASSET MAP

5 (CR, IPW SUP) Have you used the Community Asset Map?

1. No
2. Yes

5a) (CR, IPW SUP) (If "Yes" to Q.5) How frequently have you used it? (1=only once or twice, 7=very regularly)  
Rating:\_\_\_\_\_



5b) (CR, IPW SUP) (If "Yes" to Q. 5) For what purpose(s) have you used it? (mention all purposes)

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5c) (CR, IPW SUP) (If Yes to Q. 5) How useful have you found it? (1=not useful at all, 7=very useful)  
Rating:\_\_\_\_\_

5d) (CR, IPW SUP) What is the reason for your answer? (Probe for accuracy and comprehensiveness of map)

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5e) (CR, IPW SUP) Do others in your agency use it?

1. No
2. Yes
3. Don't know

5f) (CR, IPW SUP) (If yes) For what purposes?

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## RESOURCES AND GAPS

6. (PM, CR, IPWs, IPW SUP) In Year 1 the People's Law School, TRAC, JES and LSS identified resource gaps in the theme areas of employment law and residential tenancy law, By "resource gaps" I mean where legal materials were lacking or needed significant improvement, where language needs of particular groups were not being addressed, and/or where the distribution of materials was inadequate.

To what degree do you feel that these resource gaps have been filled in these two legal areas? (1=to a very small degree, 7=to a very large degree)

Rating:\_\_\_\_\_

6a) (PM, CR, IPWs, IPW SUP) (If "4" or less) Which resource gaps do you feel still remain or have become evident since the work undertaken by these four agencies? (Probe for gaps regarding specific immigrant groups, specific topics)

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6b) (PM, CR, IPWs, IPW SUP) How aware are front line agencies of the resources that are available? (1=not aware at all, 7=very aware)

Rating:\_\_\_\_\_

- 6c) (PM, CR, IPWs, IPW SUP) How effectively do you feel they are using these resources? (1=not effectively at all, 7=very effectively)  
Rating: \_\_\_\_\_
- 6d) (CR) As a result of the project, to what degree do you feel as a consortium member that you are now able to anticipate and address PLEI gaps affecting the linguistic groups you serve? (1=to a very small degree, 7=to a very large degree)  
Rating: \_\_\_\_\_
- 6e) (PM, CR, IPWs, IPW SUP) If future funding were limited, what priority would you give to each of the following resources or activities that have been developed by the project, and how, if at all would you modify or change them?

Resource or Activity	Rating of level of priority (1=very low priority, 7=very high priority)
1) The Community Asset Map	Rating: _____ Comment on how asset map might be modified in a reasonable way to maintain it at that level of priority:
2) The IPC Website	Rating: _____ Comment on how website might be modified in a reasonable way to maintain it at that level of priority:
3) The intermediary training workshops	Rating: _____ Comment on how training activity might be modified in a reasonable way to maintain it at that level of priority:
4) The cross-sectoral workshops	Rating: _____ Comment on how workshops might be modified in a reasonable way to maintain them at that level of priority:
5) The community workshops on legal themes	Rating: _____ Comment on how workshops might be modified in a reasonable way to maintain them at that level of priority:
6) Media Plan	Rating: _____ Comment on how the extent of the plan and its associated activities might be modified in a reasonable way to maintain them at that level of priority:

## MEDIA PLAN

7. (CR, PM, IPW, IPW SUP) To what degree do you feel the media plan has increased the ability of the project to reach the targeted linguistic cultural groups in the area of employment and residential tenancy law? (1=not at all, 7=to a great degree)  
Rating: \_\_\_\_\_

- 7a) (CR, PM, IPW, IPW SUP) Reason for answer. (Probe for perception of the degree to which the plan has been implemented, for positive results, for remaining problem areas, and for alternative media strategies)

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## OUTCOMES

8. (PM, CR, IPW, IPW SUP) The following statements compare processes or outcomes related to services to immigrants and refugees before and after the establishment of the Immigrant PLEI Consortium. On a scale of 1 to 7, please state your level of agreement with each statement:

Statement:	Rating (1=completely disagree, 7=completely agree)
a) Compared to the period before the establishment of the IPC there is now more informed communication among front line agencies and their intermediaries. Comments:	_____
b) Compared to the period before the establishment of the IPC there is now better coordination of services to assist immigrants with legal issues. ("Coordination" refers to networking initiatives, referrals, joint planning, etc.) Comments:	_____
c) Compared to the period before the establishment of the IPC there is now better utilization of available resources to assist immigrants with legal issues. Comments:	_____
d) Compared to the period before the establishment of the IPC there is now an increased capacity in the overall system to provide effective PLEI to immigrants and refugees. Comments:	_____

Statement:	Rating (1=completely disagree, 7=completely agree)
e) Compared to the period before the establishment of the IPC intermediaries now know better when and where to refer immigrants with legal issues. Comments:	_____
f) Compared to the period before the establishment of the IPC intermediaries now give better and more consistent legal information to immigrants. Comments:	_____

#### GENERAL COMMENTS

- 9) (ALL) Do you have any other comments about any aspect of the IPC model, the consortium activities, the role of IPWs, or outcomes to date?

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