



Evaluation of the **Multicultural Centre of the Yukon**

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Evaluation of the Yukon Multicultural Centre



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Executive Summary

Background

Since its founding in 2010, the Multicultural Centre of the Yukon (MCY) has delivered settlement services to newcomers (immigrants with temporary resident status) in Whitehorse and other Yukon communities with funding from the Yukon Advanced Education Branch (AEB). Prior to 2010, the Yukon Government funded only limited services to newcomers. Citizenship and Immigration Canada (CIC) funds MCY to provide similar services to immigrants who are live in caregivers, convention refugees as well as those who have achieved permanent resident status. The services include assessment and orientation, counselling, referrals to other services, English language training, and community connections.

In recent years, Yukon has received 300-350 newcomers annually, about 80% of whom enter under the Yukon Nominee Program. While nominees have a job offer from a Yukon employer, they and their families still require many settlement services upon arrival in the Territory, until they become permanent residents. This typically takes about two years after the newcomer arrives, at which point they are eligible for CIC services.

This first-time evaluation of AEB-funded settlement services was designed to solicit feedback from clients and other stakeholders about the delivery and effectiveness of the services; any perceived gaps; and possible ways in which services could be improved.

Principle Findings

- MCY makes a significant contribution to YLMF goals. MCY programming supports YNP goals but data limitations preclude measurement of its contribution.
- The vast majority of both electronic and hard-copy files are well-maintained and comply with the funding agreement. Nevertheless, the lack of suitable database software for these records means that some relevant data is not recorded; analytic capability is constrained; reporting is time-consuming and inefficient; and there is no continuity among service providers.
- The limited available data suggests that MCY services are highly accessible to newcomers in Whitehorse; and no significant groups have been identified that do not access MCY services.
- Although the current year's funding includes a welcome allowance for overhead, the amount still appears inadequate to underwrite the direct costs of the provided services, particularly when considering recent unanticipated increases in service demands.
- Feedback from MCY clients indicates high levels of satisfaction with its services.
- Other stakeholders (staff and volunteers) expressed mostly positive views of MCY and its programming; identified "gaps" were primarily calls for extending services to meet growing demand.
- Client feedback indicates that the Ready To Work program has been successful in preparing them for entry into or continued participation in the workforce, although initial wage rates are low.

Recommendations

1. Actively pursue CIC to acquire the use of its iCARE software for AEB-related database needs. If that option is not possible, investigate and acquire suitable software used by provincial agencies.
2. Upon acquiring and installing appropriate database software, ensure that it enables reporting of performance indicators and other data required under the AEB funding agreement, and is useful for evaluative purposes.
3. AEB should review current funding levels for MCY with a view to increasing amounts to reflect:
 - greater volumes of clients, services and support activities than anticipated; and
 - salary costs for delivery of services other than language training.
4. Provide longer-term security to the program by assuring that funding will be forthcoming through a multiple year agreement, rather than on an annual basis.
5. Continue discussions with Public Schools Branch to develop options and ensure that:
 - the needs of English Language Learners in public schools are met; and
 - MCY's role in delivering language services to this segment is adequately defined.



Introduction

Background

The Yukon Tourism Education Council (YTEC) established the Multicultural Centre of the Yukon (MCY) in 2010 with a mandate to welcome and provide assorted services to Yukon newcomers and immigrants. Some of these settlement services are provided under contract with the Yukon Government Advanced Education Branch (AEB), which coordinates the Yukon Nominee and other immigration programs in the Territory in cooperation with Citizenship and Immigration Canada (CIC).

While CIC funds most settlement programming across the country, the provinces and territories are responsible for delivery of services to newcomers, defined as foreigners who have been admitted to Canada with a visa but who have not yet attained permanent resident or citizen status. Some immigrants are awarded permanent resident status by CIC upon their admission to Canada; it typically takes about two years for a temporary resident to obtain permanent status.

Yukon Government (YG) entered into the Agreement for Canada-Yukon Co-operation on Immigration in April 2001, and renewed the Agreement in February 2008. Recognizing that CIC-funded services were restricted to permanent residents, AEB moved to fill the gap in services to newcomers, in particular Yukon Nominees but including "...any immigrant who is not currently CIC eligible that would like additional English language and/or settlement services."¹ The 2010 MCY

1. Transfer Payment Agreement 103307 between Government of Yukon and YTEC; 1 June 2014 to 29 May 2015

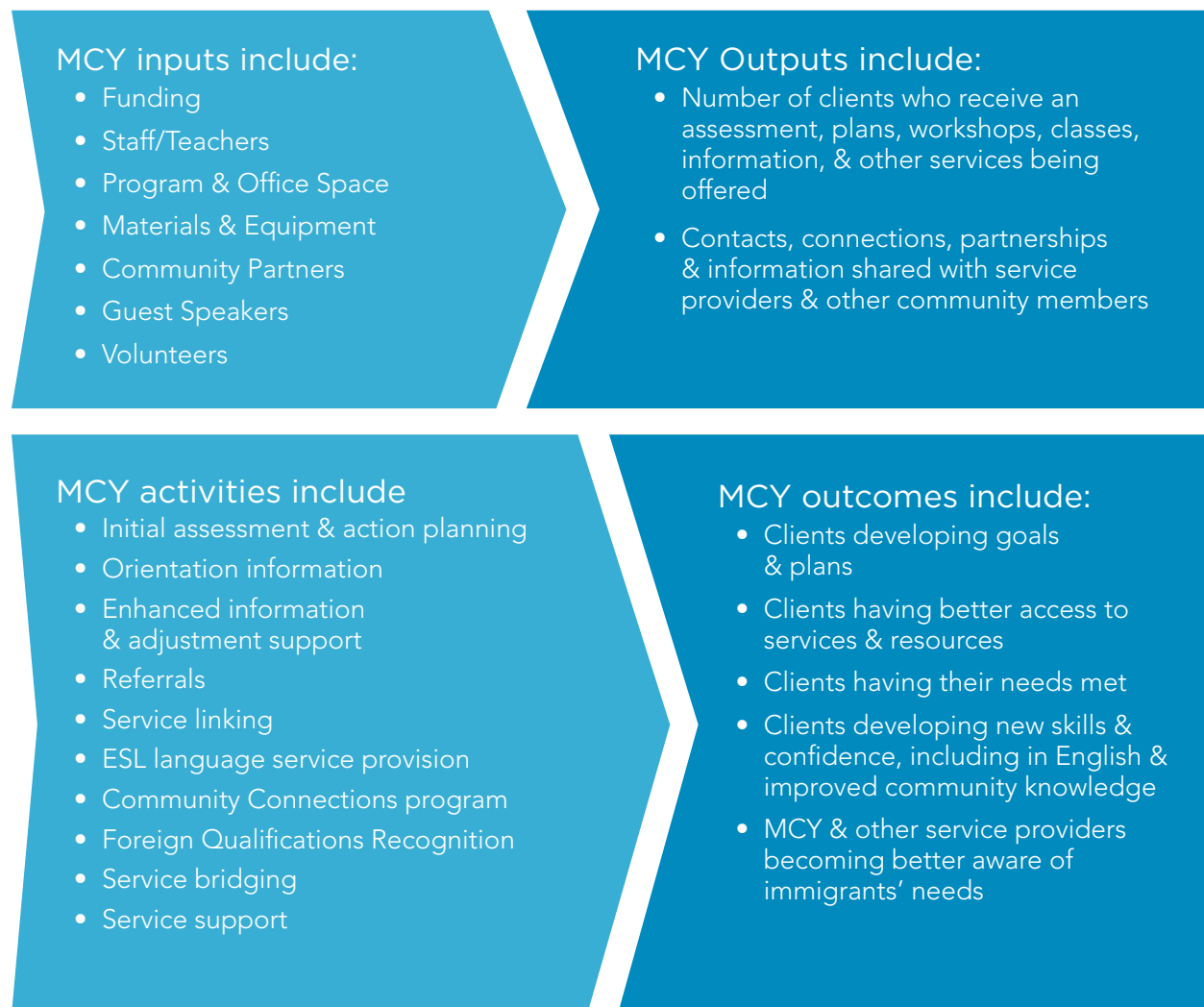
agreement represents the first time that YG funded a comprehensive range of settlement services for newcomers; prior YG funding agreements were typically limited to language training.

Under its contract with AEB, the MCY offers to newcomers at its location in downtown Whitehorse a full range of settlement services; these include:

- Needs assessment and referrals to other community services
- Information and orientation
- Language training
- Employment related services
- Community connections

These services are reflected in the MCY logic model produced as part of the evaluation framework for this project, shown in Figure 1.

Figure 1 | MCY Logic Model



Additional context for MCY programming can be seen in the CIC Settlement Services Program logic model (see Appendix 1).

Other settlement service providers in Yukon include Yukon College, which primarily offers language training and community connections, and Association franco-yukonnaise (l'AFY), which provides language and other services to Francophone immigrants. Although it does not target immigrants, Frontier College offers a variety of literacy programs that can help newcomers as well as permanent residents.

This evaluation represents the first time that settlement services funded by AEB have been evaluated. The purpose of the evaluation is to inform decisions by both YTEC and AEB regarding program design and delivery, as well as future funding arrangements. Primary themes to be investigated included:

- Consistency of programming with Yukon's Labour Market Framework, and contributions of the services to the Framework's goals
- Effectiveness and efficiency of the services in meeting their mandate to assist newcomers
- Identifying any gaps in service and opportunities for improvement.

Scope of the Evaluation

Evaluation of the MCY was carried out as two distinct projects, with two consulting teams, under the direction of a common Steering Committee: (1) preparation of an Evaluation Plan, and (2) conduct of the evaluation. The role of the evaluation consultants in this project involved confirming, clarifying and implementing the plan; collecting and analyzing research information; and preparing this report. Both the research and analysis phases were carried out in a collaborative fashion between the consulting team and the evaluation Steering Committee.

Settlement services represent a wide-ranging and complex field of public programming in Canada. Although only a few hundred newcomers to Canada arrive in the Yukon annually (data are provided in the following section), the programs and services offered in the Territory are intended to be consistent with those offered across the country. This evaluation, however, is intended to address only a limited portion of that programming, as described below:

- The evaluation addresses only programming funded by the Yukon Government under its Community Training Fund – the project-based stream. It is not intended to assess specific AEB initiatives such as the Yukon Nominee Program, CIC-sponsored services to permanent residents, or others. The majority of MCY clients participate in both types of programs (i.e. those funded by territorial and/or federal sources) but the evaluation was limited to AEB-sponsored activities within MCY.
- Included in the evaluation is the Ready To Work (RTW) program, administered by YTEC for more than a decade; while the vast majority of RTW clients are newcomers, other residents also participate. The focus of the evaluation is on RTW activity since 2010. RTW is currently funded by the Canada Job Fund under the Employment Services and Supports stream.
- Although most programming is delivered at the MCY facility in Whitehorse, limited settlement services are offered in other Yukon communities; the views of clientele and stakeholders located outside Whitehorse are reflected in responses to the online surveys.

Evaluation questions are a primary way of establishing the scope of the review. In collaboration with the Steering Committee, the 23 questions listed in the Evaluation Plan were consolidated to the list shown below.

Perspective	Evaluation Questions
Rationale	1. Does MCY contribute to Yukon Labour Framework goals? Yukon Nominee Program goals?
Client Base	2. What is the current client base? 3. Are there groups of potential clients who do not access MCY services?
Efficiency	4. Are program resources adequate?
Results	5. Do services meet client expectations? 6. What do other stakeholders think about MCY? Are there gaps in services? 7. Did the RTW program prepare clients for entry into the workforce?
Recommendations	8. How could MCY programs be improved?

The findings of this evaluation are reported according to this list of questions.

Methodology

The evaluation was carried out in four phases. Tasks completed in each phase are described below:

Phase	Task
Planning	<ul style="list-style-type: none"> • Confirm scope of the evaluation • Identify possible stakeholders • Operationalize data collection instruments and research matrices
Data Collection and Analysis	<ul style="list-style-type: none"> • Pilot and finalize the data collection instruments • Schedule and conduct the interviews and online surveys • Review internal documents • Prepare draft analysis summaries
Results Workshop	<ul style="list-style-type: none"> • Facilitated Analysis Workshop with Steering Committee
Reporting	<ul style="list-style-type: none"> • Preparation/review of draft and final reports.

The cornerstone of the evaluation research was the online surveys administered to clients, staff, teachers, volunteers, community organizations, advisory committee members, and other stakeholders. A detailed methodology for and findings from the surveys are presented in Appendix 4.

The evaluation was managed on a day-to-day basis by the Executive Director of MCY/YTEC. Regular progress reports were provided throughout the duration of the evaluation to the evaluation Steering Committee.

Immigration to the Yukon

Newcomers are admitted to Canada under a variety of federal immigration programs. While the majority of immigrants are admitted under a labour market rationale, other categories include family reunification, students attending school, refugees, and international agreements. Vast amounts of data displayed on the CIC and other websites attempt to track these people through their Canadian journey, by program, status, destination, and many other variables. The data are complex and not easily interpreted, particularly for a small jurisdiction like the Yukon that does not participate in all programs. Furthermore, many programs (such as the Temporary Foreign Worker Program or TFWP) may operate as both a federal and a provincial/territorial initiative – simultaneously – within the same jurisdiction.

Two examples of potential data confusion:

- The majority of recent newcomers to Yukon were admitted under the Yukon Nominee Program (YNP). These numbers are reported under “International Mobility Program” within the CIC database, and are only one of several streams within this category, which makes it difficult to track Yukon Nominees through federal data systems.
- According to CIC data, some 30-70 TFWs have arrived annually in Yukon since 2001 through the federal TFWP. In August 2013, Yukon launched the YTFWP on a trial basis. The federal government did not renew the YTFWP (due to federal reform of the program) and it expired 31 July 2014. While 32 TFWs were approved through the YTFWP, it is unclear how these numbers are treated in CIC data either in 2013-14 or in subsequent years.

As indicated previously, the Yukon is the destination for a relatively small number of newcomers annually – about one-tenth of 1% of the Canadian total. Figure 2 below shows the number of permanent resident visas issued by CIC to Yukon newcomers over the past five years; the figures include both the principal newcomer and family members. Permanent residents (as well as refugees and live-in caregivers) generally fall under the purview of Canada when participating in settlement services, whereas it appears that most temporary residents in the Yukon (including those arriving under federal programs such as TFW) access the services funded by AEB.

Figure 2 | Permanent residents by province or territory and urban area, 2009-2013

Urban area	2009	2010	2011	2012	2013
Whitehorse	156	323	218	250	282
Other Yukon	18	27	19	29	38
Yukon	174	350	237	279	320
Canada Total	252,172	280,688	248,748	257,894	258,619

Source: Citizenship and Immigration Canada, RDM (Research Data Mart), Preliminary 2013 Data

The main source of newcomers to the Territory is through the Yukon Nominee Program, the Territory's edition of the CIC Provincial Nominee Program (PNP) that:

“...provides provinces and territories with a mechanism to respond to their particular economic needs by allowing them to nominate individuals who will meet specific local labour market demands. In addition, the PNP was designed to spread the benefits of immigration across Canada by promoting immigration to areas that are not traditional immigrant destinations. It is currently the second-largest economic immigration program after the FSW [Federal Skilled Worker] Program, and the number of provincial nominees continues to increase. In 2012, Canada admitted a record number of nominees under the PNP with 40,899 persons settling across Canada.”²

In the eight years ending December 2014, Yukon employers nominated 928 principal applicants and 836 dependents under the YNP. These 1764 newcomers represent 75-80% of total temporary arrivals to the Territory. These figures are contained within the International Mobility data reported by CIC (see Figure 3). The issue of retention on the part of these nominees is discussed in EQ1.

Other newcomers arrive as temporary workers for a period of 1-2 years under CIC's Temporary Foreign Worker Program, which has been in effect since the 1970s. As explained in the CIC Annual Report:

“CIC facilitates the temporary entry of foreign workers needed to address labour market shortages and to provide other economic opportunities for Canadians, such as job creation and the transfer of new skills and knowledge. Temporary foreign workers (TFWs) are intended to help meet acute and short-term needs in the labour market that could not be filled by the domestic labour force; they are to complement, rather than substitute, the Canadian labour force. In response to short-term labour market demand, Canada welcomed 213,573 TFWs in 2012.”³

2. Annual Report to Parliament on Immigration 2013. Citizenship and Immigration Canada. cic.gc.ca/publications

3. Ibid.

The Yukon Temporary Foreign Worker Program (YTFWP) was launched as a one-year pilot program on August 1, 2013, but was not renewed the following year after Canada announced major changes to the program in June 2014. Prior to 2013, the program was delivered in the Yukon directly by CIC (see data in Figure 3). The Yukon version of this program – which operated simultaneously with the federal one – was intended to help meet Yukon's short-term labour market needs, specifically in the areas of tourism and hospitality, oil and gas, and the mineral exploration and mining industries. CIC has indicated it will negotiate new TFW agreements with interested provinces and territories.

Figure 3 | Work Permit Holders (Temporary Residents), Destination Yukon, 2005-2013

Program	2005	2006	2007	2008	2009	2010	2011	2012	2013
Temporary Foreign Worker	108	114	106	101	46	53	83	107	114
International Mobility*	52	74	79	165	201	298	260	235	259
Total	160	188	185	266	247	351	343	342	373

*The vast majority of these newcomers were admitted under the Yukon Nominee Program.
Source: Citizenship and Immigration Canada, RDM (Research Data Mart), Preliminary 2013 Data.

Trends over the past decade suggest that Yukon will continue to accept approximately 300-350 newcomers per year. Although the majority of these will initially have temporary status, most – particularly those who arrive through the YNP – are on track to become permanent residents. These temporary residents represent the “market” for settlement services offered by MCY.



Evaluation Findings

Rationale

EQ1. Does MCY contribute to Yukon Labour Market Framework goals? Yukon Nominee Program goals?

Principle Finding: MCY makes a significant contribution to YLMF goals. MCY programming supports YNP goals but data limitations preclude measurement of its contribution.

The Yukon Labour Market Framework (YLMF) was originally developed in 2008 in order for Yukon to take a more strategic approach in addressing labour market needs in the territory. Five strategies were subsequently developed within the Framework:

- Comprehensive Skills and Trades Training Strategy
- Immigration Strategy
- Labour Market Information Strategy
- Recruitment Strategy and Employee Retention Strategy (these two strategies were combined in the most recent version).

The single goal of the Immigration component of the Framework is to “Support a responsive and sustainable approach to Yukon immigration.” The rationale states that “The goal of the Immigration Strategy is to create immigration-related policies and supports responding readily and viably to bringing immigrants into Yukon’s labour force.” Since 2008, continuing planning efforts have seen the development of six objectives that support and provide more specificity for the immigration goal. In recent months, the Immigration Strategy Working Group (which includes the YTEC/MCY CEO) has been updating the 2010 Action Plan for the Strategy, expected to be finalized by mid-2015.

Three objectives of the YLMF Immigration Strategy were to be addressed in this evaluation, in terms of the (1) consistency of MCY programming with the objectives; and (2) contribution of MCY towards objective achievement.

Immigrant Strategy Objective	MCY Consistency and Contribution
Assist more immigrants to engage in Yukon’s labour market opportunities by providing better information and services.	<ul style="list-style-type: none"> • MCY services are highly consistent with and supportive of this objective • Services are patterned after standard services defined by CIC and offered nationally • MCY makes a significant contribution to achieving this objective; it is by far the largest settlement service provider in the Territory • See discussions under several EQs re client satisfaction and program effectiveness • The terms “more” and “better” are problematic for two reasons: (1) no baseline exists; and (2) current data systems would not enable measurement.
Ensure the provision of settlement services is available for all newcomers, including temporary foreign workers and Yukon Nominee Program participants.	<ul style="list-style-type: none"> • Highly consistent: MCY targets TFWs and YNPs (see following discussion re YNP participation) • Central Whitehorse location encourages access and use • Available data suggest MCY comes into contact with the vast majority of newcomers.
Provide immigrants with the resources and training they need to obtain further education to work in their chosen field or to access better employment opportunities.	<ul style="list-style-type: none"> • Highly consistent programming for temporary residents, e.g. assessment, counselling, referrals, ESL training, Ready To Work, etc. • MCY contribution is limited to AEB funding scope, which applies only to newcomers, most of whom become permanent residents (and CIC responsibility) in 1-3 years • MCY programming such as ESL and RTW sessions contribute directly to this objective • Client feedback suggests MCY is quite effective at assisting and counselling newcomers in diverse ways • Also see RTW assessment in EQ7 • See the comment above re the term “better.”

MCY programming is also wholly consistent with the objectives of the Comprehensive Skills and Trades Training (CSTT) strategy. An important proviso, of course, is that MCY works only with immigrants – about 600 people since 2010 – as well as directly-related employers and organizations.

While it is not a leading player in the CSTT field, MCY plays an important strategic role in the development of immigrants to fill needed skilled and trades positions in Yukon. Additional consistency comes by virtue of MCY's positioning as a division of the Yukon Tourism Education Council, which is a leading player in the CSTT field, on behalf of the tourism industry; the two organizations have a common Board of Directors and share a CEO. The link is enhanced by the fact that immigrants have become a significant source of supply for positions in the restaurant and food services sector.

MCY's contributions to the CSTT objectives are discussed below, predicated on the fact that the contributions stem only from the immigrant sector of the labour market.

CSTT Strategy Objective	MCY Contribution
Improve essential skills and trades training programs.	<ul style="list-style-type: none"> • Significant contribution to food services and other tourism training (the YTEC connection); and essential skills, e.g. ESL literacy and knowledge of Canadian workplace practices.
Support employers and self-employed individuals to access training programs.	<ul style="list-style-type: none"> • Significant contribution within tourism and related sectors • Support access to training through assessment, referrals, counselling, Centre location, and extended hours
Foster employer investment in workplace learning.	<ul style="list-style-type: none"> • Supportive, particularly within the tourism industry
Build awareness of employment and training opportunities.	<ul style="list-style-type: none"> • Significant contribution within its target group
Use integrated teaching approaches that meet diverse cultural and learning needs.	<ul style="list-style-type: none"> • Significant, leading contribution; hard to envision a more "diverse cultural and learning" situation • Clients express high satisfaction with learning (see EQ5)

Nominees under the **Yukon Nominee Program** are cited as a key target group in MCY's annual programming proposals to AEB. Unfortunately, it is not possible to specifically quantify the amount of support MCY provides to these nominees (see the discussion on Data Limitations under EQ2).

The YNP enables Yukon employers "...to nominate individuals who will meet specific local labour market demands." In the eight years ending December 2014, Yukon employers nominated 928 principal applicants, who in turn sponsored 836 dependents. These 1764 newcomers represent about 80% of the Territory's immigration and underline the dominance of the YNP as an immigrant recruitment mechanism. Limited data exists on individual nominee participation in MCY services (see Data Limitations under EQ2); an exception is the RTW program (see EQ7), which has its own database. There have been 109 participants in RTW since 2010; 64% identified as TFWs and 8% as YNPs, although MCY staff maintain the vast majority were YNPs.

The top skilled and critical impact occupations of these nominees illustrate some of Yukon's recent demands for labour:

Skilled Occupations	Critical Impact Occupations
Cooks	Food Counter Attendants, Kitchen Helpers and Related Occupations
Early Childhood Educators and Assistants	Light Duty Cleaners
Restaurant and Food Service Managers	Retail Salespersons and Sales Clerks
Automotive Service Technicians, Truck and Bus Mechanics and Mechanical Repairers	Cashiers
Retail Trade Supervisors	Janitors, Caretakers and Building Superintendents

In theory, most newcomers require settlement services of some kind, as reflected in Immigration Strategy objective #3. Few Yukon employers are in a position to provide such services in-house, which suggests that they would rely on MCY to provide the orientation, counselling and language training that nominees presumably need in order to become effective employees. Although the small number of self-identified nominees that participated in RTW (9 in four years) questions that scenario, this single piece of data provides an incomplete picture: RTW is not strictly a settlement service, and data regarding nominee participation in MCY services other than RTW is limited (see Data Limitations under EQ2).

The online survey (Appendix 4) provides several insights into MCY's contribution to YNP goals, including that regarding retention of immigrants as Yukon residents. Although most (56%) of the 81 respondents were undecided about their expected term of residency in the Yukon, it appears that a relatively high proportion were open to living there long-term. Of these, 44% thought they had access to the resources they need to stay; 19% said they did not; and 37% were not sure.

Client Base

EQ2. What is the current client base?

As required under its funding agreement, MCY maintains a database of its clientele, and submits periodic reports to AEB on the characteristics and activities of these clients. This database provided the following profile of MCY clients over the course of the evaluation period (January 2011 to November 2014):

- Total of 602 clients registered; 502 are active and 100 exited
- Reason for exit: 76 received Permanent Resident status and moved to CIC database; 24 left the Territory (in other words, at least 13% of clients, and perhaps more, achieved PR status)

- Gender: 268 male clients and 334 female clients
- Country of origin:

AFRICA	13	FIJI	2	POLAND	2
ARGENTINA	2	FRANCE	35	RUSSIA	3
AUSTRIA	3	GERMANY	26	SLOVAKIA	2
BANGLADESH	3	HUNGARY	10	SPAIN	4
BELGIUM	3	INDIA	17	SWITZERLAND	12
CANADA	22	INDONESIA	3	TAIWAN	8
CHILE	5	ITALY	3	UKRAINE	10
CHINA	42	JAPAN	65	UK	2
COLUMBIA	6	KOREA (N/S)	54	USA	3
COSTA RICA	2	KOSOVO	3	UZBEKISTAN	2
CUBA	2	MEXICO	24	VIETNAM	11
CZECH REPUBLIC	15	PERU	2	MISCELLANEOUS*	23
DOMINICAN REPUBLIC	3	PHILLIPPINES	146	UNIDENTIFIED	9
				TOTAL	602

*23 countries were the origin of one immigrant each: Egypt, El Salvador, Guyana, Haiti, Honduras, Ireland, Israel, Jamaica, Jordan, Latvia, Lebanon, Lithuania, Macedonia, Malaysia, Netherlands, New Zealand, Nicaragua, Pakistan, Romania, Sri Lanka, Thailand, Uruguay, and Venezuela.

It is interesting to note that 50% of MCY clientele come from four Asian countries: Philippines, Japan, Vietnam and China.

The current MCY database for AEB-funded clientele takes two forms, as required under the AEB agreement:

- A physical (hard-copy) file for each client that contains “tombstone” information as well as selected notes on needs assessment and service participation, e.g. if the client is seeking English-language training, at what level, and details of referrals to other community services.
- An electronic file that replicates much of the “tombstone” information in an Excel-based format and enables simple counts of client segments and summaries of basic data, such as the profile information presented above.

Client Physical Files

Physical files are the official record of client registration and activity; with client permission, they revert to the Yukon Government upon expiry or termination of the existing funding agreement. Evaluation methods included a review of 54 of approximately 540 client files; all were opened between Dec. 2010 and Dec. 2014. Two of the 54 files contained two “file open” dates for the same person; these were each counted as one file.

Files were checked to ascertain the presence and completeness of key client records; findings are shown in Figure 4.

Figure 4 | Overview of MCY Client File Review

File Item	Presence	Completeness
Date file opened	49 present; 5 not present	n/a
Registration form*	52 present; 2 not present	51 complete; 3 not complete
Client folder checklist*	54 present	51 complete; 3 not complete
Referral/Participation Record*	27 present; 27 not present	24 complete; 30 not complete

*Copies of these forms are presented in Appendix 2.

It is important to keep in mind that file content has evolved since 2010 and continues to evolve based on information requests from AEB and CIC; a comprehensive list of data requirements does not exist. In the absence of such a benchmark, notwithstanding the above findings, it is reasonable to assume that the files were complete in terms of requirements current at the time.

The vast majority of files were well-maintained and complete, in compliance with the funding agreement. The notable exception is that the Referral/Participation Record was present in only half the files. This document is intended to record the settlement activities or participation of individual clients. The physical file is the only such participation record; individual participation data are not recorded electronically for settlement services (they are recorded for the RTW Program).

It is not surprising that these records are not always completed: collecting and manually recording individual activity data for several hundred active clients would be an onerous and time-consuming task, and MCY does not have sufficient administrative resources to enable this practice. As discussed below, this data could and should be captured in software designed for that purpose. Although it would be useful data to assemble and analyze, the cost to do so manually would likely outweigh the benefits in the context of current MCY programming.

The file review also checked to determine the presence of certain demographic data. Family composition data was rarely recorded; and there was no indication of where family members reside, i.e. in or outside the Territory. Education levels of most clients were recorded and produced the following self-reported (Figure 5) profile⁴:

Figure 5 | Education of MCY Clients

Educational Level	Number	Percentage (%)
Elementary school	1	2
Secondary school	10	23%
College	16	36%
University	14	32%
Post-Graduate	3	7%
Not recorded/not clear	10	N/A
Total	54	100%

4. The categories and the levels of education in Canada may not be the same as those in other countries.



Database Limitations

Electronic data are maintained to enable ongoing reports of client profiles and activities (as specified in the funding agreement), answer immigration-related queries, and support evaluation.

MCY uses a number of standard software packages including ACCESS and Fluid Surveys, and their client electronic database is recorded in Excel format. Although Excel has several advantages in this setting (it is inexpensive, easy to use at a basic level, and data are easily transported/downloaded), it also poses several constraints to the above-noted purposes:

- Analytic capability is typically limited to simple counts or frequencies (such as the profile data above) unless the analyst has training in Excel advanced methods that enable cross-tabulations. Excel is not database software and does not support many common analytic tools such as trend analysis. It is not possible, for example, to assess newcomer immigration trends over the past decade, or compare the results of various programs, or track and compare the activities of different segments (e.g. by national origin, occupation, sex, age, etc.) – all of which should be routine tasks within a client database.
- Given these limitations, it is often difficult for MCY to respond to queries, such as those that regularly arrive at AEB from CIC as part of their oversight of national programs. It takes relatively large amounts of staff time to maintain the database and respond to queries.
- There is no continuity if and when service providers change (they have done so at least twice in the past decade). Each new service provider must start from scratch to build a data system, which is inefficient and serves to perpetuate the weaknesses of the system(s). A clear indication of this situation is that AEB and MCY are still working to define data requirements – some five years after funding commenced.
- Similarly, there is no capability to research temporary resident immigrant characteristics and trends over the past dozen or so years since AEB entered into an agreement with CIC.

As noted previously, no data framework has been developed for MCY or for AEB-sponsored settlement services. The funding agreement describes in general terms the types of reports required, and the two parties have worked out formats (an example is shown in Figure 9). It is apparent, however, that some relevant data is not being entered in the client database; e.g. service participation data is not recorded for individual clients. It is not possible, therefore, to analyze participation trends for different segments, or to track client movements and outcomes related to the various services, or to fully support a case management system. Furthermore, Excel would not enable such uses even if the data were recorded.

None of this discussion is meant to suggest that vital information is not recorded. Immigration status, for example, is obviously known and recorded in CIC database(s), and reported to AEB for each program relevant to Yukon, such as YNP or TFW. The key problem is the disconnect between CIC databases and those of MCY. Since MCY cannot access CIC data on individual clientele for AEB-sponsored services, they are currently faced with a difficult choice: either replicate CIC data in their own system (an overwhelming task) or attempt to tweak their Excel database to answer as many queries as possible. Neither choice is palatable.

The solution to this situation seems readily available: arrange to use the CIC software Immigration Contribution Agreement Reporting Environment (iCARE) for AEB-sponsored services and data requirements. An overview of the system is shown in Figure 6. The system is already used for CIC clients within MCY so the change could be readily accommodated. A recent verbal exchange with

a CIC representative suggested this was possible; it would require a formal request from AEB and some diligence to pursue. Failing that scenario, another option is to explore the possibility of acquiring suitable software from a province; e.g. the software package developed by Ontario and also used in BC.

Principle Finding: The vast majority of both electronic and hard-copy files are well-maintained and comply with the funding agreement. Nevertheless, the lack of suitable database software for these records means that some relevant data is not recorded; analytic capability is constrained; reporting is time-consuming and inefficient; and there is no continuity among service providers.

See Recommendations #1 and #2

Figure 6 | iCARE

Immigration Contribution Agreement Reporting Environment (iCARE)

- Supports SPOs in fulfilling accountability requirements of the CAs
- Aligns with the Settlement Program direct components
- Collects data on outputs – in line with identified data needs
- Enhances CIC's ability to collect and assess outcomes of the Program
- Enhances CIC's ability to collect client and service data in a secure environment
- To date focuses on direct services only; in the future may include information on indirect projects

Reports will provide the SPOs (and CIC) with data entered in iCARE in an aggregate form:

- **Services:** # of services provided; # of clients served by service; # of clients by service-related data elements
- **Clients:** Aggregated demographic characteristics, at SPO and service levels by age, gender, country of birth, last country of residence, intended province, intended occupation
- In the short-term reports will be sent to the SPOs; Long-term solution includes self-generated reports in the system
- Other stakeholders may also receive aggregate data, e.g. Provincial governments, Canadian public

Source: CIC PowerPoint presentation on iCARE

EQ3. Are there groups of potential clients who do not access MCY services?

Principle Finding: The limited available data suggests that MCY services are highly accessible to newcomers in Whitehorse; and no significant groups have been identified that do not access MCY services.

Due to the limitations of the database discussed previously, it is difficult to draw a definitive answer to this question. Ideally, one would assess trends and patterns among MCY's 600+ clients to determine what if any significant groups might be absent; such analysis is not possible at present.

Available data tells us:

- Since 2010, Yukon has received 250-300 newcomers annually, or 1,000-1,200 during the term of MCY's funding agreement; no breakdown of immigrant status (i.e. temporary or permanent resident) is readily available, for the reasons discussed under "Data Limitations." Nevertheless, MCY has registered more than 600 of these, which represents at least a 50-60% share of the "market" and likely an even greater share of the temporary resident sector.
- The survey (Exhibit 4) found that only 23% (19) of respondents knew any fellow immigrants who weren't using MCY services; and 86% of respondents had told their family and friends about MCY.
- While a few survey and interview respondents thought that service gaps existed (see EQ6), none mentioned any groups that did not access MCY services.

Efficiency

EQ4. Are program resources adequate?

Principle Finding: Although the current year's funding includes a welcome allowance for overhead, the amount still appears inadequate to underwrite the direct costs of the provided services, particularly when considering recent unanticipated increases in service demands.

In its 2010 proposal to AEB, YTEC requested an annual budget in excess of \$300,000, which is consistent with amounts provided by CIC for the same settlement services delivered to permanent Yukon residents. Funding and expenditure amounts since 2010 are shown in Figure 7. The current (2014-15) agreement provides funding of \$185,610.

Figure 7 | AEB Funding to and MCY Reported Expenditures, 2010-11 to 2014-15

Fiscal Year	Approved Funding Level	Reported Expenditures
2010-11	82,228	72,158
2011-12	161,404	146,226
2012-13	163,821	157,088
2013-14	163,821	163,821
2014-15	185,610	73,862 *

* Reported Expenditures from June 2, 2014 to Nov. 30, 2014

The funding procedure is that MCY submits an annual programming proposal describing the services they plan to provide, frequency, hours of operation, and other operational details. AEB then approves the budget for that fiscal year. The breakdown of allowable expenses for 2013-14 described in Figure 8 is typical for most recent years.

Figure 8 | MCY Expenses 2013-14

Item	Cost
Admin/Overhead Costs	\$2,421.00
Professional Fees	\$25,855.00
Training Room Rental	24,000.00
ESL Teachers/Salaries	\$101,250.00
Mandatory Employment Costs	\$9,618.75
Program Materials	\$676.25
Total Expenses	\$163,821.00

Observations on the funding agreement and resource levels:

- The recent funding level of about \$164,000 does not fully cover the direct operational costs of delivering the services; MCY reports show annual expenses about 5% higher than the allocation, and actual expenses for some categories (e.g. salaries, discussed below) are almost certainly greater than the amounts shown.
- The amount provided for admin/overhead costs – about 1.5% up to FY 2013-14 - was inadequate; many similar agreements in the training and services fields allocate 10-20% for this purpose. This allocation typically covers such shared items as program management, reporting and record keeping, accounting, and reception services. The 2014-15 agreement provides 15% (\$24,210) for overhead, which is a much more reasonable figure than in the past.
- The agreement makes no provision for salaries other than for ESL and other teachers, which take up two-thirds of the budget. There is no salary allowance for other services such as needs assessment, orientation, or counselling, even though salaries represent most of the costs for delivery of these services.
- Language proficiency is known to be the single most important factor in immigrants gaining improved employment and higher earnings. As noted in its 2013 Annual Report, CIC "...is establishing minimum language requirements and is significantly increasing the maximum points awarded for the applicant's proficiency in English or French. Language ability is now the most important factor on the grid, representing a total of up to 28 [of 100] points in recognition of its critical importance in ensuring successful outcomes."⁵ These changes may lead to reduced or different demands for settlement language services in future.

5. Annual Report to Parliament on Immigration 2013: Background — Overview of the New Federal Skilled Worker Program. Citizenship and Immigration Canada. cic.gc.ca/publications

- Based on recent practice, there seems to be no provision for increasing or extending services in response to unanticipated demand. As reported in 2014 (see Figure 9), service volume expectations have consistently been exceeded recently, the leading example being ESL attendance that was seven times greater than expected. Another example is that MCY identified a need for after-school ESL tutoring for public school students (see EQ6) and introduced this service – even though it was not anticipated in the service plan and no budget was provided.
- AEB funding is based on an annual contract and not a multi-year agreement. Such a short funding term inhibits longer-term planning, undermines stability within the program, and requires significant amounts of time to negotiate and maintain. A multi-year funding arrangement would be appropriate as well as more supportive and efficient.

Figure 9 | Monthly Service Statistics for AEB (April 1, 2013 to May 31, 2014)

	Expected	YTD Actual
New Client Services	--	184
Returning Client Services	125	254
Total Services		438
ESL Class Attendance	48	347
ESL Class Participants - Dawson & HJ	15	25
ESL After School Tutoring Participants	16	20
Events	12	16
Event Participants	35	84*
Assessments/Re-assessments	125	35
Meetings with Stakeholders, Govt's, Employers & Associations	6	9
Meeting Participants	80	861
Workshops/Group Sessions	6	9
Workshop Participants	12-16 Per session	50 Per session
Field Trips	--	21
Field Trip Participants	--	97

* Does not include: May 2nd Event Open to the Public 50+ Participants; Sept. 14 RTW Graduation 75+ Participants; March 27 Event Bowling 50+ Participants

These data suggest that AEB funding is inadequate to cover the direct costs of delivering the designated settlement services to newcomers. The shortfall in funding is apparently covered through other sources such as volunteers, internal savings, and YTEC sales initiatives.

See Recommendations #3 and #4

Results

EQ5. Do services meet client expectations?

Principle Finding: Feedback from MCY clients indicates high levels of satisfaction with its services.

Client feedback was garnered primarily through the online survey that is fully reported in Appendix 4; 81 clients responded to this survey (13% of the 602 clients). A second source was the comments submitted by RTW participants (see EQ7).

The portion of respondents who were somewhat to very happy with the services they used were as follows:

Service	Percentage (%)	Number of Clients
Information support	100%	48 clients
Needs assessment	100%	46 clients
Orientation	98%	42 clients
ESL classes	98%	41 clients
Referrals/service linking	97%	34 clients
Community connections	78%	18 clients
Language lab	73%	22 clients
ESL after-school tutoring	70%	17 clients

While no targets or thresholds exist for MCY client satisfaction levels, these data indicate high satisfaction, particularly with the first five services listed. There is room for improvement in the latter three services, although satisfaction at the 70-78% level is a strong endorsement in many program situations. When asked about ESL programming, clients who participated were happy with the competence and helpfulness of teachers, and to a lesser extent, with scheduled class times. Small numbers of clients suggested enhancements, mostly around extending existing or adding new services.

These data serve to answer the evaluation question. They also:

- Provide a baseline against which future and additional service delivery can be measured; and
- Point managers towards possible improvements in the three lowest-ranked services.

EQ6. What do other stakeholders think about MCY? Are there gaps in services?

Principle Finding: Other stakeholders (staff and volunteers) expressed mostly positive views of MCY and its programming. Identified “gaps” were primarily calls for extending services to meet growing demand.

Feedback from other stakeholders, including teachers and volunteers, was assembled through the online survey (Appendix 4) and individual interviews. In general, these informants expressed high satisfaction with the programming and with their role within MCY. Most or all respondents thought that MCY delivered valuable services and was welcoming and helpful towards newcomers. One informant thought that MCY displayed a “competitive” attitude towards other service providers and could be more cooperative with them in delivering services to immigrants.⁶

Some informants suggested there were gaps in services, although most “gaps” identified were actually calls for extending more of the same services. These included more ESL classes in Whitehorse, more ESL services outside Whitehorse, and more online services for students in isolated situations. Another respondent suggested a standardized lesson plan on Yukon First Nations and Yukon history.

Several informants noted that more ESL tutoring was needed for public school⁷ students. This issue was discussed in MCY’s 2013-14 annual report:

One of the major gaps in the community has been no access to ESL for the families of the Nominees. Families are now being united with the arrival of spouses and children. Many of the children speak very little or almost no English. Having met with all of the schools about the sudden influx and how they are attempting to handle their new students, MCY created an after school program to accommodate the children. There are 16 spots available and the classes run Monday to Friday from 3:30-5:15 pm.

See Recommendation #5

Volunteers felt their time was well-used and they felt appreciated; all three rated their experience at MCY as excellent. Many respondents (and clients) commented on the willingness of staff to help, and the “personal touch” many brought to the program.

No new service needs were identified, which indicates that the existing suite of services meets most existing needs. Service coverage of the target population (i.e. immigrants not eligible for CIC services) could perhaps be improved, such as through the suggestions for extended services cited above. MCY, however, has responded promptly to emerging or unmet service needs immediately as they appear: examples include services offered outside regular office hours (reflected in the funding plan), and the language classes for public school students (not anticipated in the funding plan).

6. MCY’s response to this comment: MCY is the only agency delivering Settlement Services other than L’AFY, which delivers services only to Francophones. MCY regularly refers clients for services outside its expertise. MCY was created as a direct result of discussions coming out of the LMF that recognized the need for one trusted place for immigrants to go for help, instead of many.

7. The Assistant Deputy Minister of Public Schools Branch stated that PSB is aware of and assessing this situation, and will be seeking additional resources to address it. There are approximately 200 English Language Learners (ELLs) in Yukon’s 58 public schools. Four Whitehorse schools have Teaching Assistants who work with ELLs.

Although the student classes fit within the scope of the funding agreement, the needs of public school student immigrants represent a gap that MCY moved to address without seeking additional funding. Furthermore, the gap apparently continues to exist: the combined efforts of MCY's 16-seat language class and PSB's four Teaching Assistants in 58 schools does not appear adequate to meet the needs of 200 learners.

EQ7. Did the RTW program prepare clients for entry into the workforce?

Principle Finding: Client feedback indicates that the RTW program has been successful in preparing them for entry into or continued participation in the workforce, although initial wage rates are low.

YTEC secures feedback from participants in its RTW program, which has operated for more than a decade. This evaluation included a review of data for 109 RTW clients who participated in the program in 2010, 2011 or 2012. They had the following characteristics:

- 92% were immigrants and 8% were youth (14-19 years old); all youth were Canadian citizens.
- They reported being well educated: 84% reported some post-secondary (either university or college) education.
- The country of origin for most of these RTW clients was the Philippines (79%). A few clients were from South Korea, Japan, France, India and China.
- Almost two-thirds (64%) were registered as TFWs and 8% were YNPs (as previously discussed, virtually all TFWs prior to 2013 were admitted under the YNP).

Finally, 93% of the clients were employed either during or at the conclusion of the program. They were mostly (82%) earning \$9 - \$12 an hour, while 12% were earning \$13 - \$14 an hour at that time. A further 3% were earning more than \$14 an hour "at" program. However, after 12 months, this had increased to 26% earning more than \$14 an hour. While the wage progression is generally positive, the fact remains that two-thirds of these clients have university degrees and are earning \$14 an hour or less.

The desired outcome of immigrant programming is that immigrants take up long-term residency. RTW clients appear to be doing so:

- While 12% were permanent residents when admitted to the program, an additional 46% became permanent residents within 12 months of the program, and a further 10% were in process of doing so at 12 months. Thus, it appears likely that at least two-thirds were or became permanent residents.
- Almost all (95%) RTW clients continued to reside in Yukon at 12 months after the case-management period.

Clients are almost universally happy with the program. Ratings by 100 participants (80 from the 2014 and 20 from the 2013 courses) are shown in Figure 10:

Figure 10 | READY TO WORK Participant Ratings

(5-point scale where 1=Poor and 5=Excellent)

Question	Rating
The scheduling of the classroom training	4.6
Instructor's knowledge of program materials and resources	4.9
Instructor's presentation skills	4.8
The quality of the course materials and resources	4.7
Availability of appropriate equipment	4.7
Preparing you for a job/the workforce?	4.6
Helping you gain knowledge of careers in the tourism sector?	4.7

Participants also offered numerous comments about the course – virtually all are laudatory – as well as a few suggestions for improvement; selected comments are shown in Appendix 3.

Recommendations

EQ8. How could MCY programs be improved?

1. Actively pursue CIC to acquire the use of its iCARE software for AEB-related database needs. If that option is not possible, investigate and acquire suitable software used by provincial agencies.
2. Upon acquiring and installing appropriate database software, ensure that it enables reporting of performance indicators and other data required under the AEB funding agreement, and is useful for evaluative purposes.
3. AEB should review current funding levels for MCY with a view to increasing amounts to reflect:
 - a) greater volumes of clients, services and support activities than anticipated; and
 - b) salary costs for delivery of services other than language training.
4. Provide longer-term security to the program by assuring that funding will be forthcoming through a multiple year agreement, rather than on an annual basis.
5. Continue discussions with Public Schools Branch to develop options and ensure that:
 - a) the needs of English Language Learners in public schools are met; and
 - b) MCY's role in delivering language services to this segment is adequately defined.



Conclusion

After more than four years delivering settlement services in the Yukon, MCY garners highly positive reviews from its clientele as well as staff and volunteers. It is seen as helpful, caring and progressive, and numerous clients provide glowing reports of how MCY has helped them adjust to life in the Territory. The Centre's services make a significant contribution to Yukon's Labour Market Framework, albeit within the relatively small scope of a few hundred newcomers per year entering the labour force.

Delivery of these services would be enhanced with provision of an improved data system; funding for salaries of staff other than language teachers; and negotiation of a multi-year funding arrangement. While no major gaps are apparent in MCY services, demand for most existing services has grown faster than expected, and stretches the Centre's current resources. Language services for public school immigrants is a continuing challenge for the Public Schools Branch that could benefit from a formal agreement with MCY.

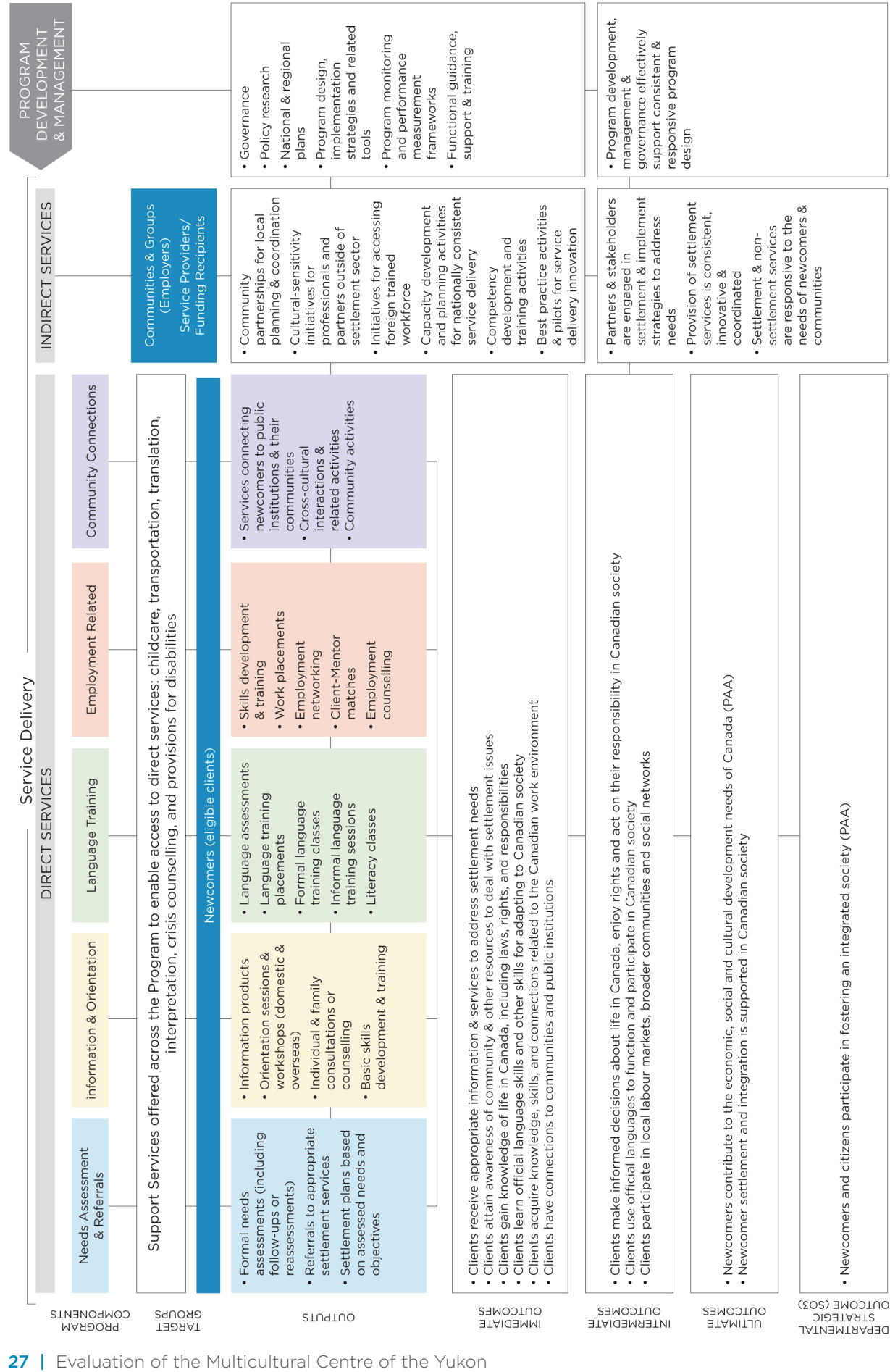
MCY was launched by YTEC and funded by AEB based on the rationale that it would provide a full range of settlement services at a single location, to the unserved segment of immigrants not eligible for CIC assistance. Virtually all evidence suggests that this rationale has proven sound, and MCY is successfully fulfilling its mandate.



Appendix 1

Settlement Services Program Logic Model

CIC Settlement Program Logic Model 2013-24







Appendix 2

MCY Forms used in Client Files

[illegible]

 MCY CLIENT FOLDER CHECKLIST		
FAMILY/LAST NAME:		FIRST NAME:
MCY REGISTRATION ()	CIC () AEB () OTHER ()	IMMIGRATION ID #:
COPY OF IMMIGRATION DOCUMENTS - REQUIRED	PR Card, Citizenship Card, Work Permit, Refugee Paperwork, Visitor or Student Visas ()	DATE OF BIRTH: yyyy/mm/dd
	Passport ()	PASSPORT NO.:
INTAKE:	CIC iCare - Validate Client ()	YT AEB Genie ()
	Needs Assessment and Referrals (NARS) ()	Intake Form ()
	Information and Orientation (I&O) ()	Assessment ()
	Employment Related Services (ER) ()	
	Language Assessment, Language Training and Resettlement Assistance (RAP) ()	
	Community Connections ()	
CLB ASSESSMENT	Date	Date
	Assessment Level	Assessment Level
PROGRAM REFERRAL	LINC / Level	ESL / Level
	Start Date	Start Date
	Attendance Schedule	Attendance Schedule
PROGRAM EXIT	Date / Reason for Exit	Date / Reason for Exit
NUMBER OF CLASS HOURS		
CERTIFICATE ISSUED	LINC Certificate Yes () No ()	ESL Certificate Yes () No ()
RE-ENROLMENT	LINC / Level	ESL / Level
	Start Date	Start Date
	Attendance Schedule	Attendance Schedule
	Date / Reason for Exit	Date / Reason for Exit
	Number of Hours	Number of Hours
CERTIFICATE ISSUED	LINC Certificate Yes () No ()	ESL Certificate Yes () No ()
For Enrolment in Special Program, use this form (mandatory) and the "Special Programs Checklist".		

 MCY CLIENT FOLDER CHECKLIST - Special Programs		
SPECIAL PROGRAMS	Family /Last Name	First Name
Conversation and Pronunciation Levels 1-2	Start Date	Attendance Schedule
	Date / Reason for Exit	Number of Hours
Conversation and Pronunciation Levels 3-4	Start Date	Attendance Schedule
	Date / Reason for Exit	Number of Hours
Conversation and Pronunciation Levels 5-8	Start Date	Attendance Schedule
	Date / Reason for Exit	Number of Hours
Grammar and Writing Levels 1-2	Start Date	Attendance Schedule
	Date / Reason for Exit	Number of Hours
Grammar and Writing Levels 3-4	Start Date	Attendance Schedule
	Date / Reason for Exit	Number of Hours
Grammar and Writing Levels 5-8	Start Date	Attendance Schedule
	Date / Reason for Exit	Number of Hours
Listening and Speaking Levels 1-2	Start Date	Attendance Schedule
	Date / Reason for Exit	Number of Hours
Listening and Speaking Levels 3-4	Start Date	Attendance Schedule
	Date / Reason for Exit	Number of Hours
LINC / ESL Levels 2, 3, 4 (Night Class) Tuesday and Thursday	Start Date	Attendance Schedule
	Date / Reason for Exit	Number of Hours
Citizenship Exam Preparation Course	Start Date	Attendance Schedule
	Date / Reason for Exit	Number of Hours
Driver's Exam Preparation Course	Start Date	Attendance Schedule
	Date / Reason for Exit	Number of Hours
	Start Date	Attendance Schedule
	Date / Reason for Exit	Number of Hours
	Start Date	Attendance Schedule
	Date / Reason for Exit	Number of Hours
	Start Date	Attendance Schedule
	Date / Reason for Exit	Number of Hours
	Start Date	Attendance Schedule
	Date / Reason for Exit	Number of Hours

 Multicultural Centre of the Yukon Registration					Date :	
Family/Last Name:				Nick Name:	<input type="radio"/> Male <input type="radio"/> Female	
First Name:				Date of Birth:	YYYY	MM DD
Mailing Address:	Street Number and Name - Unit Number / Box Number			City	Territory/Province Postal Code	
Street Address:	Street Number and Name - Unit Number			City	Territory/Province Postal Code	
Telephone - Cell:				Telephone-Home:		
Telephone - Work:				Message Number:		
Email:						
Emergency Contact Person:				Contact Number:		
Medical Issues :				Allergies <input type="radio"/>	Medical Conditions <input type="radio"/>	Diseases <input type="radio"/>
Disorders <input type="radio"/>						
Addition Information: (Not Required)						
IMMIGRATION STATUS: COPY OF IMMIGRATION PAPERS AND PASSPORT REQUIRED FOR ALL CLIENTS	Permanent Resident		CIC	Document ID Number - REQUIRED INFORMATION		
	Convention Refugee		CIC			
	Yukon Nominee Program		YG - AEB			
	Canadian Citizen		YG - AEB			
	Work Permit		Other			
	Refugee Claimant		Other			
	Visitor / Student		Other			
Country of Origin:				Date of Arrival:	Canada YYYY/MM/DD	Yukon YYYY/MM/DD
First Language:				Second Language:		
Education:	<input type="radio"/> Elementary	<input type="radio"/> Secondary	<input type="radio"/> College	<input type="radio"/> University	<input type="radio"/> Non Formal	<input type="radio"/> Post Graduate
Profession/Job In Home Country:						
Current Occupation/Job:						
Marital Status:	<input type="radio"/> Single	<input type="radio"/> Common Law	<input type="radio"/> Married	<input type="radio"/> Divorced	<input type="radio"/> Separated	<input type="radio"/> Widowed
How did you find about Multicultural Center of the Yukon:						
<input type="radio"/> Relative	<input type="radio"/> Self	<input type="radio"/> Friend	<input type="radio"/> Advertisement	<input type="radio"/> Coworker	<input type="radio"/> Social Agency	<input type="radio"/> Government
<input type="radio"/> Internet	<input type="radio"/> Airport	<input type="radio"/> Other	<input type="radio"/> TV/Newspaper			
For Office Use Only:						
Date of Assessment: (yyyy/mm/dd) _____				Time: _____		
Referred to LINC Training : Yes () No ()				Referred to ESL Training: Yes () No ()		
If not referred, specify why:						
Do you have family members in Yukon? If so, please list.	Yes <input type="radio"/>	Name		Relationship		
	No <input type="radio"/>					
Community Connection Program:	A "buddying" program with the goal of creating friendship matches between newcomers and volunteers from the community. (Program Participation is Optional)			Individual Match <input type="radio"/>	Family Match <input type="radio"/>	
Photo Release:	I hereby give permission for my images captured during events, activities and classroom time, through video, photo and digital camera, to be used solely for the purposes of the Multicultural Centre of the Yukon promotional material, publications and website and waive any rights of compensation or ownership thereto.					
	I Give Consent <input type="radio"/>			I Do Not Give Consent <input type="radio"/>		

Appendix 3

Ready To Work Participant Comments



Ready To Work: Selected Client Comments and Suggestions

(Comments are verbatim and unedited)

I liked this class. It will help me in my work or Every things was good. Trainer, Materials, Classmate.

MY LAST WORD WILL BE A BIG, BIG THANK YOU!!!

We need more time or better organization for our project.

THANK YOU YTEC FOR GIVING A FREE TRAINING W/C IS VERY ESSENTIAL IN THE CANADIAN WORK ENVIRONMENT.

THANK YOU <instructor> FOR IMPARTING US THE INFORMATIONS THAT WE NEED. THANK YOU FOR BEING SO ACCOMMODATING, KEEP IT UP! GOD BLESS & MORE POWER!

Thank you for helping me. I will never forget YTEC's Staffs.

I really appreciate for whole class, even though It was actually hard for me to attend class and do homework while working at the same time. Anyway Thank you so much :)

THE CLASSROOM TRAINING UNDER <instructor> WAS REALLY EXCELLENT. I REALLY APPRECIATE ALL <instructor gender> EFFORT, HARDWORK & CONCERT FOR ALL OF US. THANKS YTEC FOR THIS WONDERFUL OPPORTUNITY!!! =)

The program is excellent, just want to suggest on more heads-on activities for 100% understanding of the course.

MORE HOURS FOR WORKSHOP ESP. W/ EMPLOYMENT STANDARD.

Can you enforce job interview / resume part?

WE NEED MORE TIME AND MONTHS 10 SOME OF THE TRAINING AND WORKSHOP

It was really helpful to take this class. Thank so much.

FOR A FRESHMAN LIKE ME TAKING THIS COURSE, I WOULD SAY I AM VERY OVERWHELMED TO ALL THE KNOWLEDGE THAT I GAIN IN THIS CENTER, AND I THINK CONTINUING THIS PROGRAM IS THE BEST THING THAT I WOULD RECOMMEND.

I HAVE NO COMPLAINT BECAUSE EVERYTHING THAT WE NEED IN THESE CLASS IS ALREADY IN HERE. KEEP IT UP.

Everything is great you can improve by more on demonstrations and all of equipment are very useful to gain more knowledge.

<instructor> is a really helpful and reliable trainer. Thank to <instructor gender>, I've enjoyed the course so much through the whole schedule.

Having some small quizzes before starting each class will be more helpful to prepare for Final Exam.

Thank you so much. This training helps a lot since I really want to build my career in Tourism.

Everything in the classroom training is good and very helpful to everyone who is new in the Yukon.

I learned a lot of things about tourism sector. It is very helpful for me. Thank you for teaching me <instructor> ! Merry Christmas!

Sometimes I was not sure what is right attitude during work in Canada, but I could know now.

EVERYTHING IS GREAT... TAKES A LOT OF TIME AND EFFORT BUT WORTH IT.

Thank you very much <instructor>! I really appreciate that you help me So much, even if I was upset these days. I'm so glad to see such a great teacher & classmates!!

I'll recommend my co-worker to take ready to work.

Maybe give information on how to obtain a criminal record. How long it takes to receive it/how to get it because most jobs require one.

FIRST OF ALL IMPROVE MY SPEAK ENGLISH. AND MAKE MORE IDEAS. ABOUT OF THIS COURSE. SPECIALLY IMPROVED MY PERSONAL SKILLS

I find the course in some points too basical and general, on the other hand I really appreciate some workshops and some lessons related more to my interests.

I GOT NOTHING TO SAY, EVERYTHING ARE ORGANIZE, JOB WELL DONE I IT HELPS ME A LOT

THANK YOU!!! Everything was covered... It's great job... Even we've been through some hard times due to our work schedule but we dit it.

Thank you very very very much. I'm always shy and didn't raise hand at all in the class, but I agreed a lot what you said and learned new things a lot. I really appreciate to <instructor> and this course!!

Appendix 4

Report of Online Surveys



1.0 Background

The Multicultural Centre of the Yukon (MCY) is a division of the Yukon Tourism and Education Council (YTEC). YTEC also delivers a program called Ready to Work (RTW) that partially overlaps with the MCY's mandate.

MCY began providing services in July 2010 with a mandate to welcome newcomers to Canada and to provide immigrants with information, services, and orientation with the goal of integrating into the community. MCY's programs and resources foster a welcoming community through awareness, communication, relationships, acceptance, and advocacy.

Many of the clients of MCY are also participants in the Yukon Nominee Program. This program allows local employers to commit to employing a specific foreign worker upon their arrival in Yukon, enabling the employee to transition to living in Yukon with security. MCY assists Nominee Program participants to prepare for the Canadian (specifically Yukon) workplace – becoming effective employees and community members more quickly and easily.

The existing and potential client base of MCY includes immigrants who are permanent residents, refugees, Yukon nominees, Canadian citizens, and individuals with work permits. Clients range in level of language from pre-benchmark level to level 5 and above, as the current primary client base of the Multicultural Centre is comprised of immigrants who have arrived in Canada (and Yukon) as recently as 2 months or as long as 25 years.

A comprehensive program evaluation of the Multicultural Centre of the Yukon (MCY) is presently being conducted in adherence with the 2013 MCY Program Evaluation Plan and Evaluation Survey Tools.

This report presents the findings of the MCY survey component of this comprehensive program evaluation. The surveys and their methodology are described in Section 2. Findings on Client Base are presented in Section 3. Section 4 covers findings on Efficiency and Section 5 those on Results. Rationale findings are presented in Section 6. The appendices contain the questionnaires used and covering emails/invitations.

2.0 Methodology

In October/November 2014, the evaluation conducted four surveys with MCY:

- Past/current clients
- Teachers
- Volunteers
- Stakeholders

All surveys were completed in English and analyzed using FluidSurveys and Excel.

Exhibit 1 - Response Rate Summary

	Total	Invited	Not aware	Viewed/Partly Completed	Completed	% of Invited	% of Total
Teacher		9			7	78%	
Volunteer		6			3	50%	
Stakeholder		10	1		5	50%	
Indepth		4	2		2	50%	
Clients	589	457		21	69	15%	12%
Inclass	17+	12			12	100%	

Teachers

Nine past and current MCY teachers were sent invitations to complete an online survey using FluidSurveys. Each invitation had a unique link associated only with this teacher. Seven responses were completed online between November 3rd and November 28th 2014.

Volunteers Survey

Six MCY volunteers were sent invitations to complete an online survey using FluidSurveys. Each invitation had a unique link associated only with this volunteer. Three responses were completed online between November 3rd and November 28th 2014.

Stakeholder Surveys

Fourteen MCY stakeholders were sent invitations to complete an online survey or an indepth interview with an evaluation team member. Online invitations had a unique link associated only with this stakeholder. Three of these fourteen stakeholders responded that they did not feel they were knowledgeable enough of MCY to complete the survey/interview. Seven stakeholders responded between November 3rd and November 28th 2014.

Past/Current Client Survey

At the end of October 2014, client questionnaires were completed by current MCY clients in-class or one-on-one with an evaluation team member. The evaluator was available to clarify questions while the surveys were filled out. The 12 completed surveys were entered into FluidSurveys by the evaluation team.

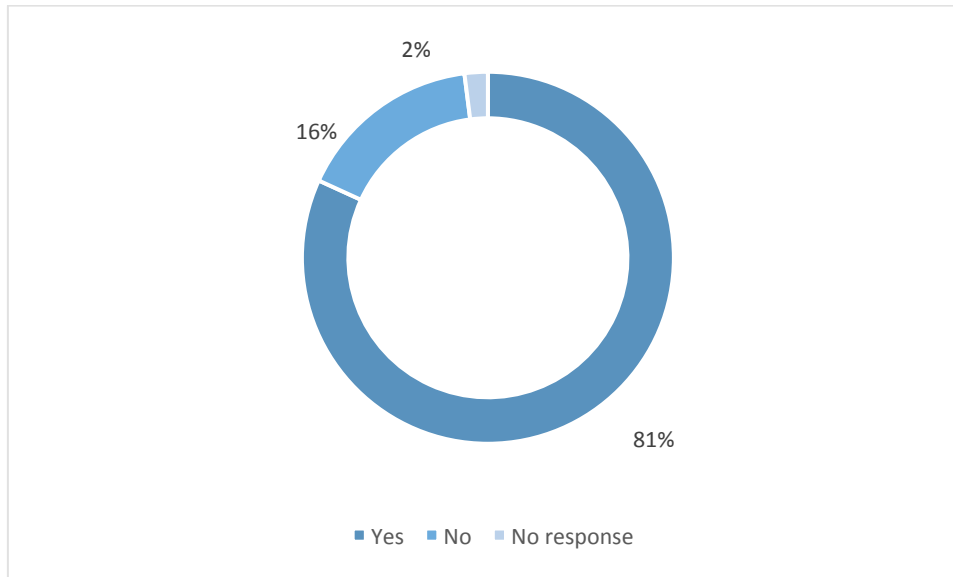
In addition, 457 of 589 past and current clients were invited to complete an online evaluation survey using FluidSurveys. These 457 clients were those with up-to-date email addresses. Each invitation had a unique link associated only with this client.

Sixty-nine responses were completed online between November 3rd and November 28th 2014, bringing the combined (in-class/online) total to 81.

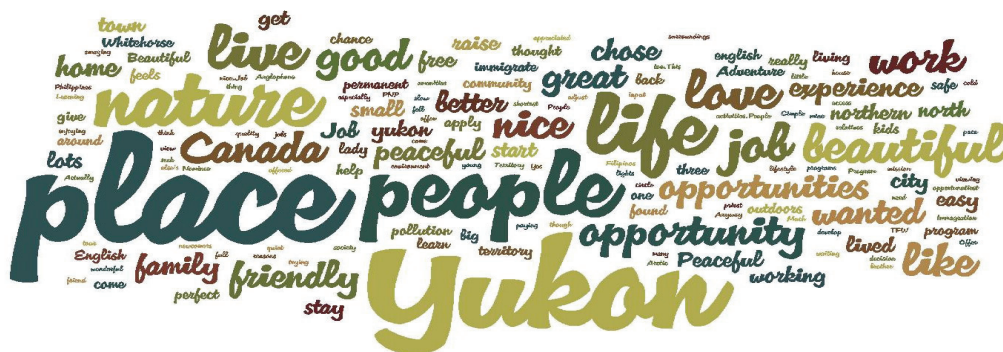
3.0 Client Base

- Four-in-five of the 81 MCY clients surveyed are currently living in Yukon. (Those living in Yukon may have been more likely to respond.)

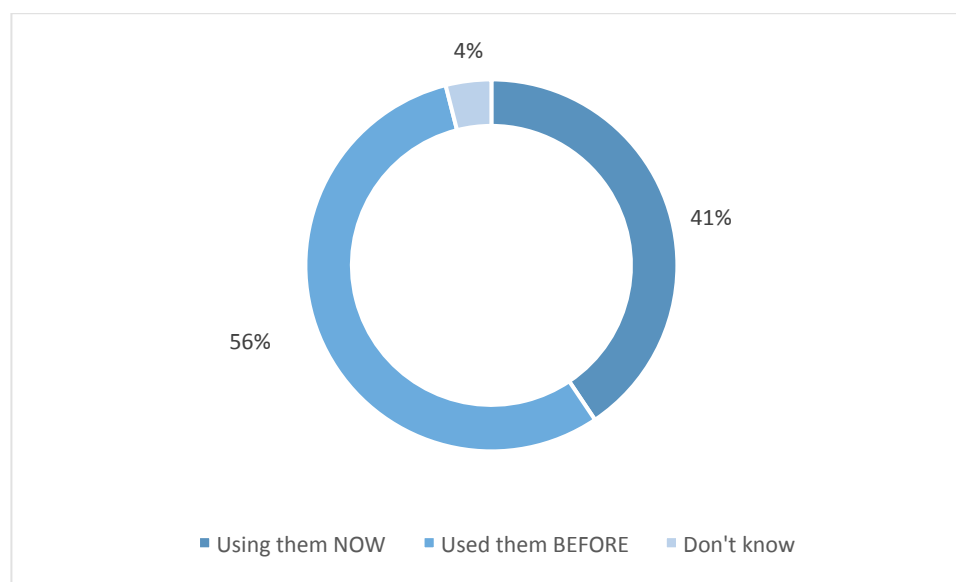
Exhibit 2 – Currently Living in Yukon



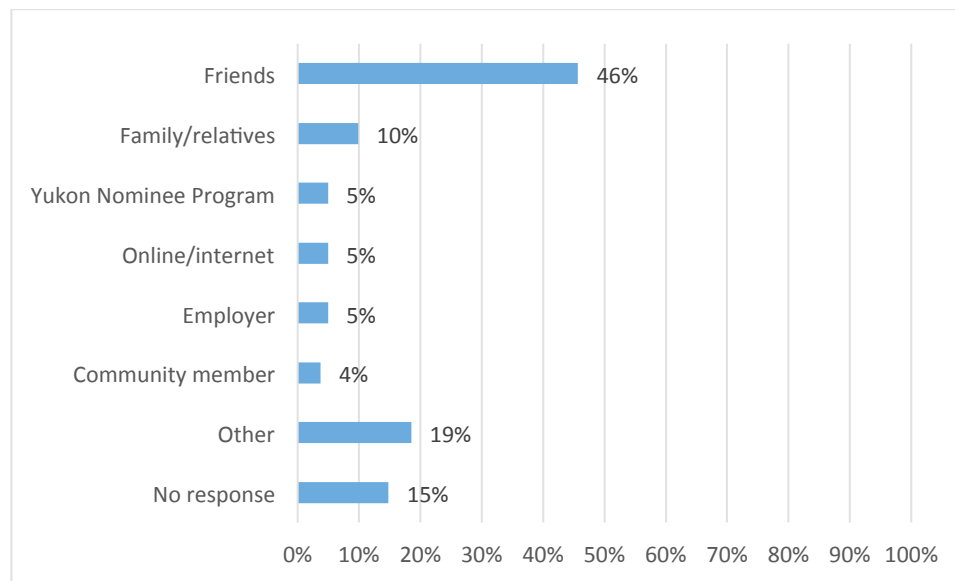
- ### Exhibit 3 – Currently Living in Yukon



- Exhibit 4 – Using MCY Services Now or Before*



- Clients had most often found about MCY from friends (46%), followed by family/relatives (10%). However, they had also heard about MCY from a wide range of other sources including the Yukon Nominee Program, the internet/online, their employers, community members and other service providers such as Employment Central, Yukon College and a counsellor.

Exhibit 5 – How Found Out About MCY

- Eighty-six percent of these surveyed clients had told their friends and family about MCY.
- Only 19 clients surveyed knew any fellow immigrants who weren't using MCY. Clients were asked why they thought their fellow immigrants may not use MCY. Primarily they believed it was because their fellow immigrants were either not aware of MCY or the services it provides (8), or because they were too busy (11) e.g., with work and/or children.

I heard about MCY to all my friends and relatives that YTEC is helping all newcomers in Canada.—MCY Client

Through a friend who work in MCY and a family member who once had her training in MCY. Not to mention we are under Yukon Nominee Program so we usually seek help from your office in case we have a problem in our process of our permanent residency.—MCY Client

4.0 Efficiency

Service Utilization

- Clients surveyed had most often used MCY's information support services, followed by needs assessments. (The service descriptions used in the questionnaire are included below. Those currently using services may have been more likely to respond.)

Exhibit 6 – Use of Specific MCY Services

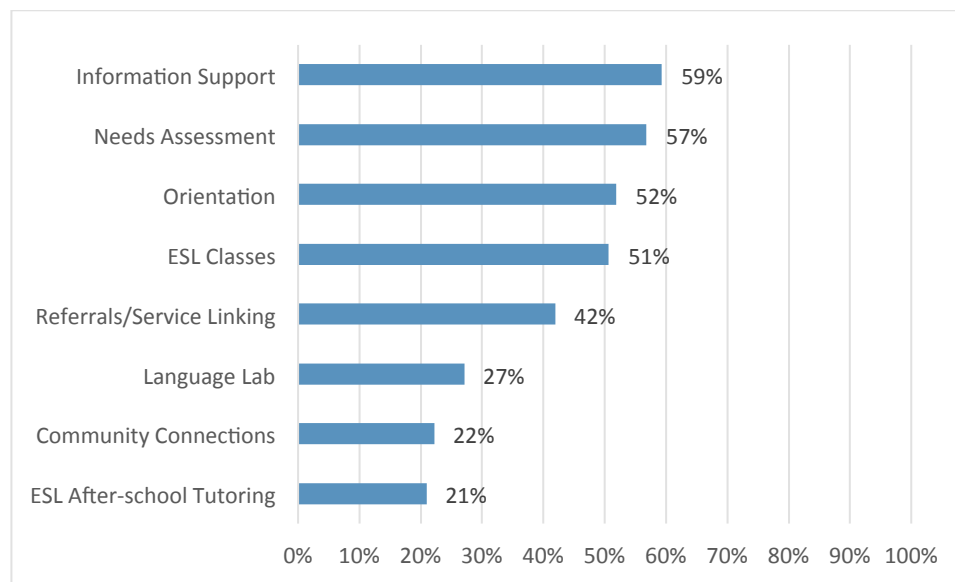


Exhibit 7 – MCY Service Descriptions

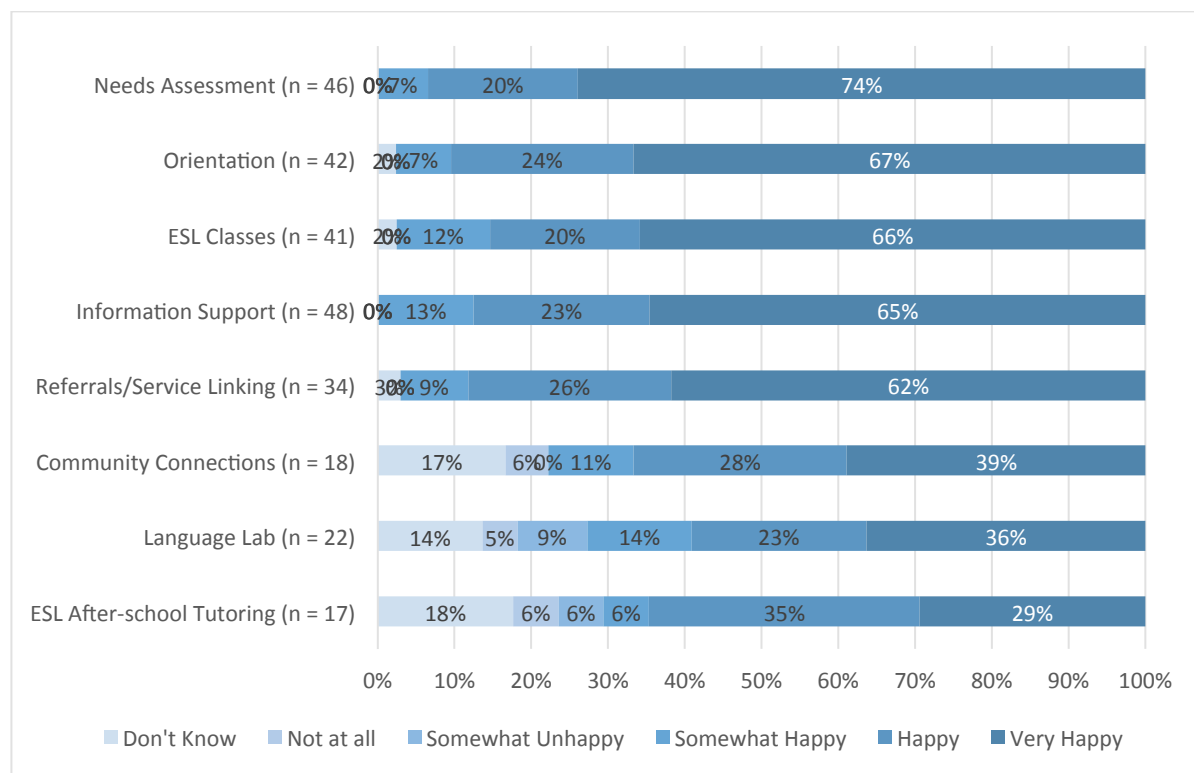
MCY Service Descriptions
<i>Needs Assessment</i> – Spent time with staff talking about what your needs and goals are. Made plans to reach goals.
<i>Orientation</i> – Learned about Yukon services, life, and culture.
<i>Information Support</i> – You were helped with processes like: permanent residence, citizenship, family sponsorship, and learning to live in a new culture.
<i>Referrals/Service Linking</i> – You were told about helpful services outside of MCY by MCY staff. They helped you make appointments, fill out forms and helped with translation.
<i>Language Training – ESL Class</i>
<i>Language Training – ESL After-school tutoring</i>
<i>Language Training - Language Lab</i>
<i>Community Connections</i> – You spent time with an MCY volunteer and did activities together

- Most clients reported having used more than one service.
- As well, clients reported using individual services multiple times. For example, surveyed clients reported using information support:
 - once
 - once or twice a year
 - two or three times a month or
 - “when I need”
- Clients generally reported using English language services more intensively for specific periods of time e.g., once a week for three months.

Satisfaction with Services

- Clients surveyed were happy with most of the services they received.
- In particular, they were very *happy* with needs assessment services (74%), followed by orientation (67%), ESL classes (66%) and information support (65%) services.

Exhibit 8 – Happiness with Specific MCY Services



They are very good in giving services to those who are in need. They are very friendly that's why going there makes you feel at home and comfortable. Superb in supporting those who are in need.—MCY Client

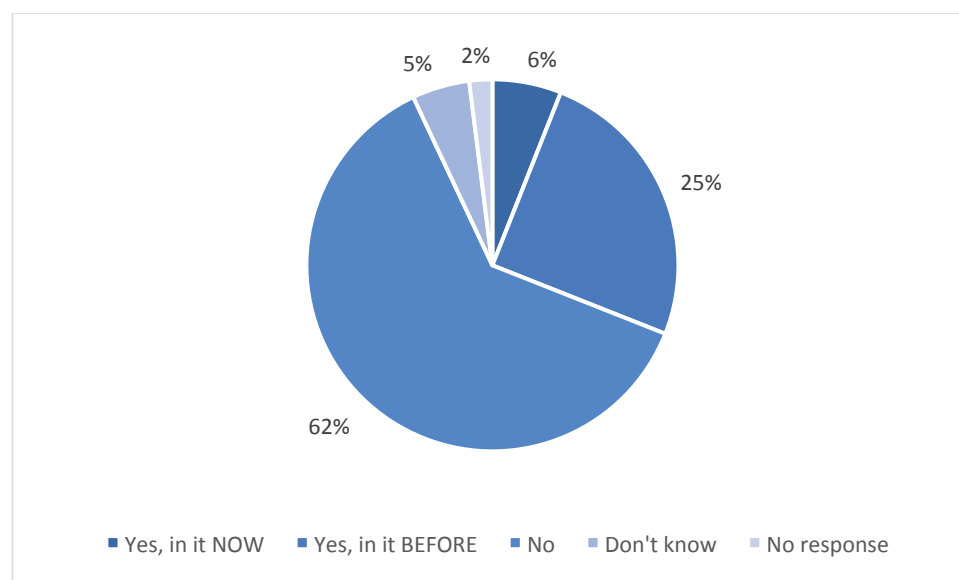
Everyone in MCY were happy to help me, and they really tried to find information I need, and to help me. All staff in MCY were very supportive!! Thank you =) – MCY Client

The staff and the space at MYC are welcoming, warm and eager to help. Members of the public seem very at home with staff and resources. The set-up of the space reflects this welcome. I was also impressed by the community and educational resources available to me, the students, and the public throughout MYC. – MCY Volunteer

Ready to Work Program

- Almost one in three surveyed clients had participated (25%) or were currently participating (6%) in YTEC's Ready to Work (RTW) program.

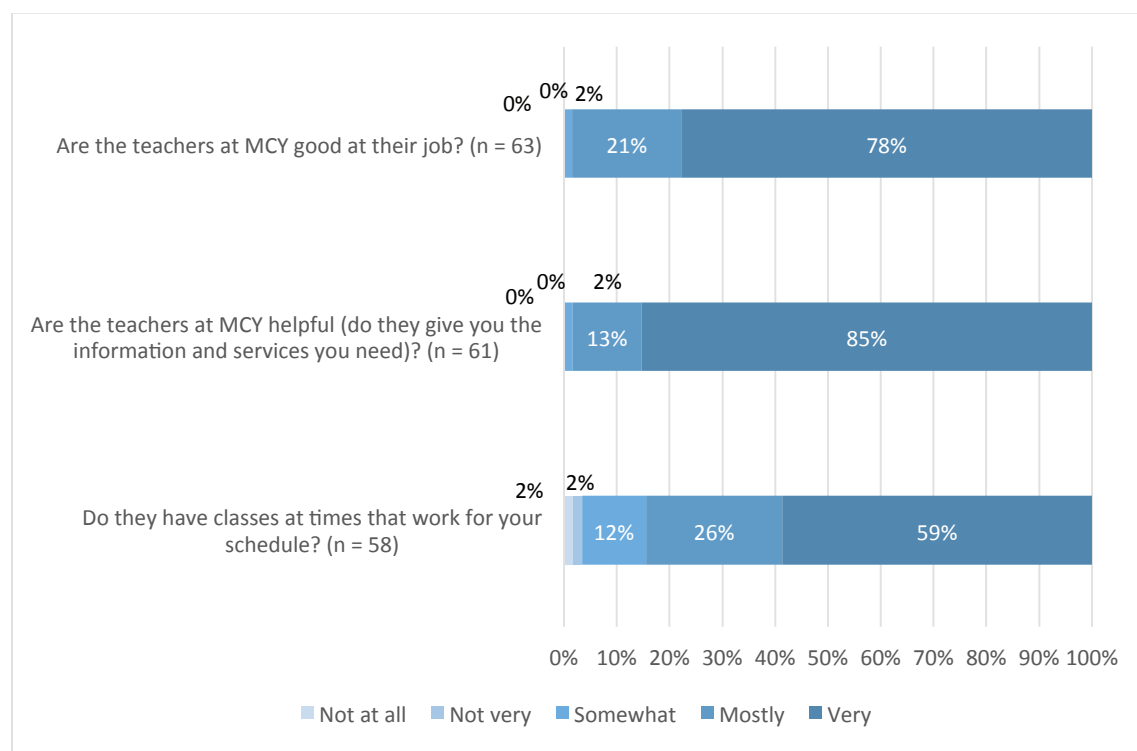
Exhibit 9 – Participation in Ready to Work (RTW) Program



ESL Programming

- Between 58 and 63 clients rated aspects of MCY's ESL programming.
- All of these clients agreed MCY teachers are helpful and good at their jobs.
- 96% also agreed MCY somewhat, mostly or very often has class times that work with their schedules.

Exhibit 10 – MCY Teachers and Class Times



- Six MCY teachers rated various aspects of this ESL programming. Most of these teachers agreed that *class sizes and structure* are mostly or complete ideal, though one found them not at all ideal. Teachers commented positively on small class sizes, the “mix” of nationalities and students being able to learn at their own speed. One teacher noted a need for more classrooms and classes.

The classes are small and relatively intimate. We teach at the speed the student learns, not according to course deadlines. That gives us a lot of flexibility, reduces tension in the classroom and allows students to bond and become a very supportive extended family/support group for each other during their difficult transition to Canadian culture. I have students who moved on several years ago who still phone or email regularly because it keeps them grounded.—MCY Teacher

- Most of these teachers considered the ESL Classes (5) and Language Lab (5) to be *at full capacity* – but two thought there was additional room in After School ESL Tutoring.
- Most of these teachers considered the ESL Classes (6) and Language Lab (6), and After School ESL Tutoring (4) to have *sufficient resources (i.e., time, money, admin support)*. Two teachers felt that After School ESL Tutoring could benefit from additional resources. One teacher suggested that one-on-one learner-centred tutoring for adults could be increased and that students would like additional software in the language lab that focuses on pronunciation.
- Most surveyed teachers thought their *available time was efficiently used* by students (5). They commented that the frequency and duration of classes is good for learning/practicing. One teacher noted that s/he asks students to email written assignments in so that time in group is not comprised on individual work.
- These teachers commented on their *most positive and negative experiences* throughout their time at MCY. Their positive experiences included seeing students' progress and make connections, that the work is rewarding, students are grateful and that the support from administration is strong. However, some find working with various levels of students to be challenging and when students leave due to visa problems this is negative.
- When asked, these teachers *perceived gaps in lessons or services provided to clients* as follows:
 - A standardized lesson plan on Yukon First Nations and Yukon history
 - Two classes for beginners e.g., having Levels 1 and 2 divided into two classes
 - (More) ESL services outside Whitehorse
 - (More) online services for students in isolated situations
- Overall, most teachers perceived that *clients make excellent language or literacy skill improvements* as a result of MCY (5). They perceive this to be because the learners are highly motivated and hardworking, because the services are free, because they see improvements on English tests and because learners have gone on to be very productive members of the Whitehorse community.

Working as MCY's ESL instructor was enormously rewarding—because the community is so small, I could see how my student's increased confidence with English was enabling them to get out into their community and make friends and positive connections. My favorite experience was when three of my students came to class and told me that, after the previous week's lesson on Canadian winter past times, they'd all decided to go to drop-in beginner's curling together at the Community Centre. It was so rewarding to see them finding a place here, and connecting both with each other and with the larger community. – MCY Teacher

MCY may be the best place I have worked in in my career as an ESL teacher. There was a wealth of materials and resources (with the ability to order specific materials should the classes

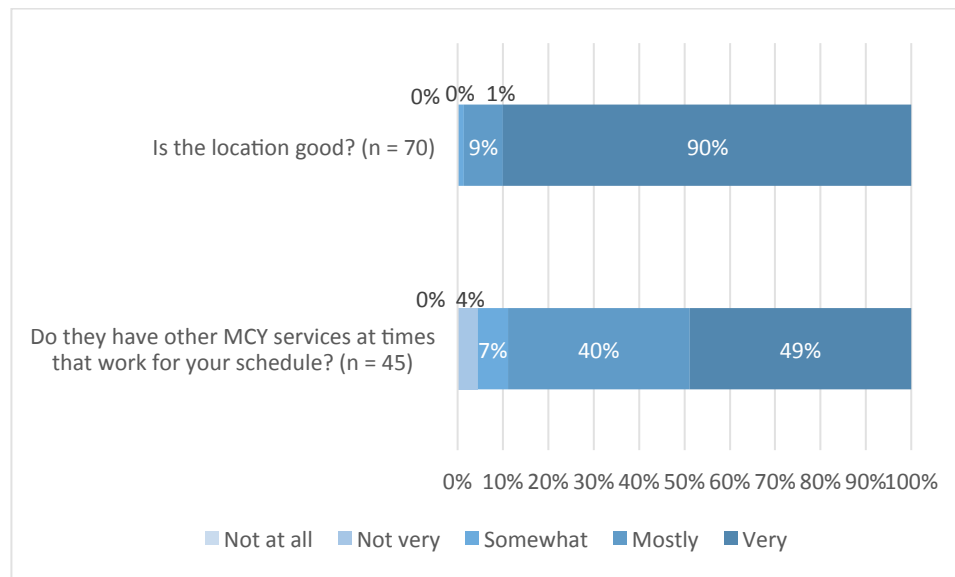
require them), a comfortable, professional working environment and a teamwork philosophy. Most of the students displayed a strong commitment to their learning, which is always positive for a teacher. As an employee, the work-life balance was ideal and there was work recognition along with opportunities to progress professionally. – MCY Teacher

I love my job, so this answer is difficult to limit. Watching my students progress, and gain the confidence to express their emotions, thoughts, and opinions understandably to each other and to people in the greater community, is very rewarding. My students have so much to give, and when they cross the language/cultural barriers to do that, all of us gain the benefit. It's multiculturalism at it's best. – MCY Teacher

Location and Scheduling

- All clients agree MCY's location is somewhat, mostly or very good.
- Forty-five responding clients provided a rating of the timing other MCY services. However, among these clients, 96% agreed these times work for their schedules.

Exhibit 11 – MCY Location and Scheduling



Volunteering with MCY

- Three MCY volunteers rated their experiences with MCY. All three agreed that their available time is well-used by clients.
- All three also agreed they would rate their volunteer experience at MCY as excellent.

I feel comfortable, valued and supported as a volunteer. I probably need to make myself more familiar with the services offered by MYC so that I can become more involved and offer more support as a volunteer.—MCY Volunteer

Best Practices

- Surveyed clients were asked what the best things about MCY are. They responded that the best thing about MCY is its staff. Surveyed clients commented most often on staff being friendly, approachable, nice, supportive, kind and patient (31 responses). Clients also responded that they find staff to be competent and helpful (21 responses).
- These clients liked the services and resources provided by MCY (37 responses) especially the courses and training offered, including English, and that they were free.
- They also enjoyed the welcoming atmosphere/environment (7 responses) and the opportunity to meet other immigrants (2 responses)
- Stakeholders surveyed commented that MCY helps participants and provides them with contacts and groups that help with integration. One stakeholder mentioned the personal touch that staff have, another MCY's language programming.

The staff are fabulous and very helpful from the CEO of the organization to the staff that welcome you at the door. The office has a lot of materials, references and information about Taxes, immigrations, community. They offers free services like photocopying, faxing, education. Free use of their premises for community meeting.—MCY Client

The fact they know exactly what the main concerns of new migrants are, they listen and understand. The fact that we meet other migrants with the same problem and questions and we can share them (it's kind of a "group psychological mutual help")—MCY Client

That there is someone who answers your question and in case they don't know themselves they find out who could help you.—MCY Client

Potential Enhancements

- When asked what they would most like to change about MCY, 23 clients responded “nothing”.
- Four clients would like to see more advanced ESL classes offered so they could continue to improve their English. Four clients would like to see ESL classes offered at different times – in particular, outside working hours.
- Three clients suggested more help with immigration forms and processes.
- Three clients made suggestions about other programming e.g., more employment services and a small business development program. Three clients suggested more social activities with Yukoners.
- One volunteer surveyed suggested that they would like to see increased utilization of classrooms and labs during the afternoon. One stakeholder mentioned they would like to see greater collaboration between MCY and other providers of services to immigrants.

Advanced level of English class it would be nicer if there is organized sequence of lessons for English class.—MCY Client

I wish they have a quick access to CIC office or an officer from CIC that can help and assist immigrants.—MCY Client

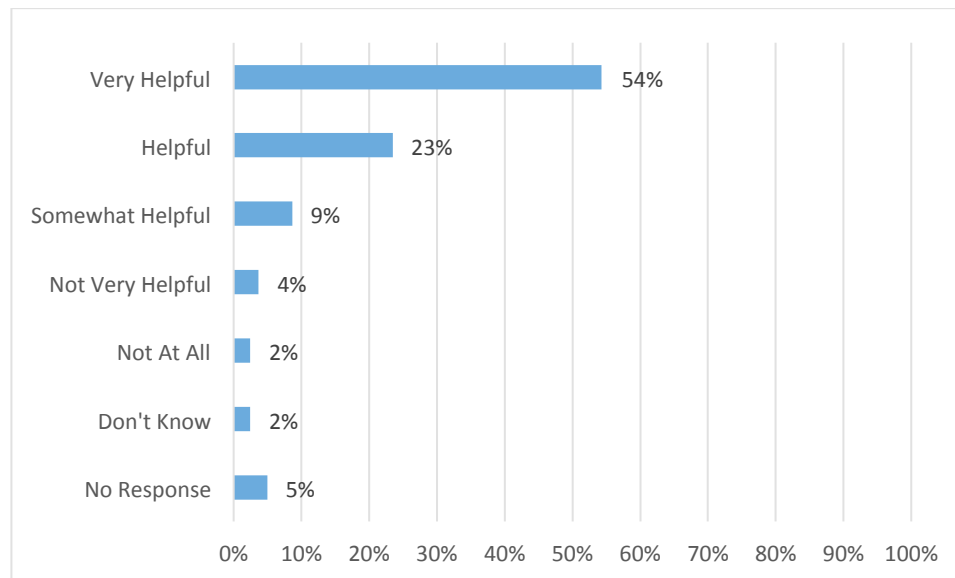
Well they are fine right now maybe if they offer some small courses to help people in Yukon to start a business that will be great.—MCY Client

Actually, I never find things that must be change because I'm very satisfied with the services they have given me.—MCY Client

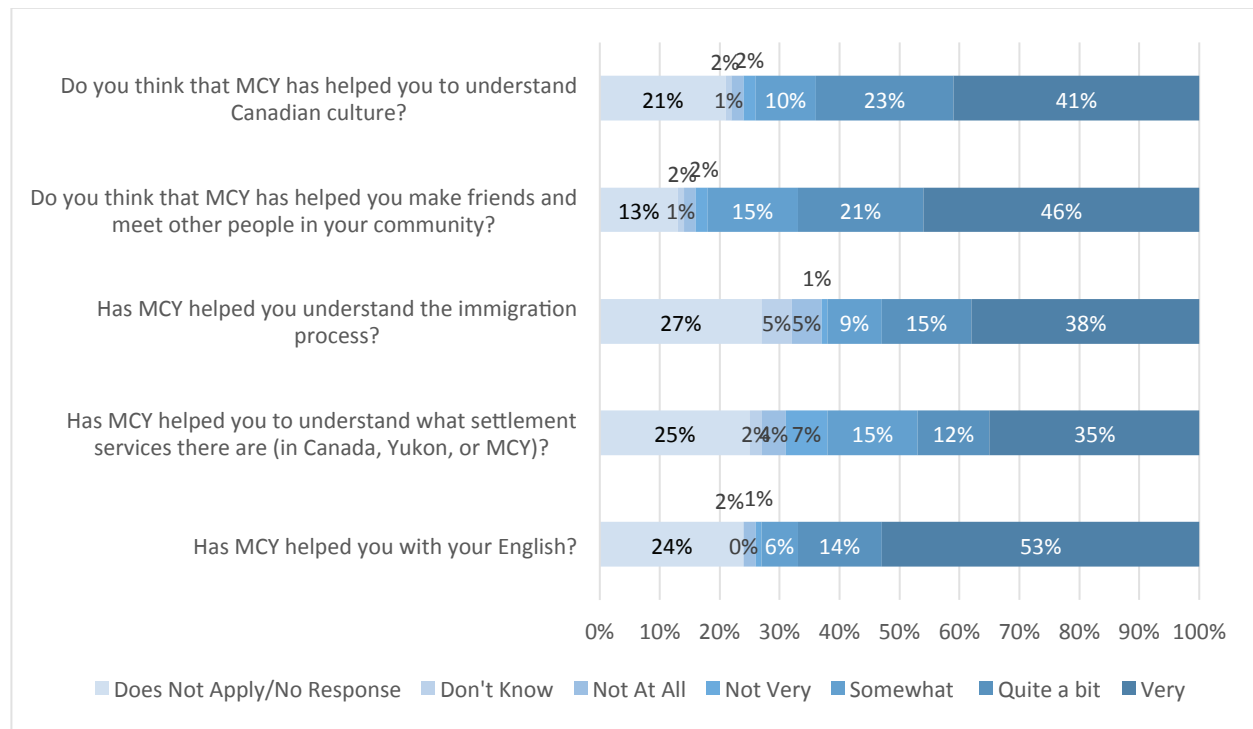
5.0 Results

- Overall, 86% of the surveyed clients rated MCY as having been somewhat to very important and helpful to them through their settlement in Yukon.

Exhibit 12 – Importance and Helpfulness of MCY to Client's Settlement in Yukon



- Surveyed clients reported that MCY has helped them most with making friends and meeting other people (82%), followed by to understand Canadian culture (74%) and with English (73%).

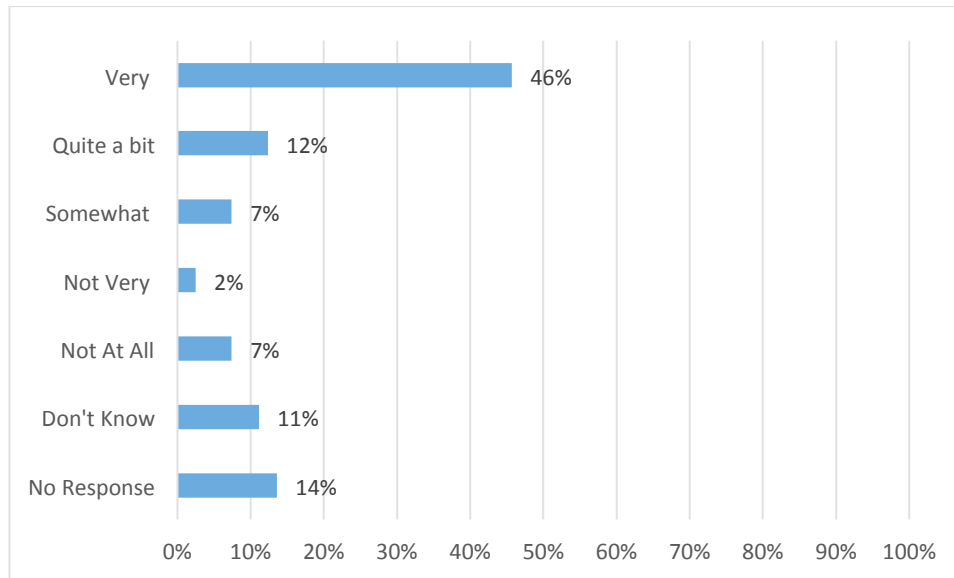
Exhibit 13 – MCY Client Outcomes

- All three MCY volunteers surveyed agreed that clients developed a *better understanding of general Canadian services and systems* as a result of their connection with MCY.
- Volunteers also agreed that MCY has helped clients develop a *better understanding of immigration processes*.

I firmly believe that MCY contributes a great deal to the lives of newcomers, not only through language, literacy and cultural training but also through its welcoming and supportive approach in assisting them to make the most of their lives and experiences in their new country.—MCY Teacher

- 65% agree that MCY has helped them somewhat, quite a bit or very much to become a better worker.

Exhibit 14 – MCY Helpfulness to Clients Becoming Better Workers



- When asked how they have been helped to become a better worker, clients most often refer to:
 - improved English language skills (14)
 - the Ready to Work program (9 responses)
 - what they have learned about Canadian workplaces and practices (9)
 - increases in their self-confidence (2)

I was more confident because I have a better English thanks to the MCY.—MCY Client

Learning the cultures and learning the do's and don'ts in workplace are very helpful to get the goals of being good employee.—MCY Client

I took Ready-to-work program when I was in Yukon. It helped me a lot to understand work environment in Canada and I've got very important information through the program.—MCY Client

6.0 Rationale

Contributions to Advanced Education Mandate

The evaluation examined MCY's contributions to Advanced Education's mandate. In particular, it looked at:

- Whether clients are making language/literacy skill improvements
- Whether clients have an improved understanding of Canadian workplace culture
- Whether clients are making notable perceived or actual employable skill improvements

Between one-half and three-quarters of the MCY clients surveyed had participated in ESL programming. These clients reported high levels of satisfaction with ESL classes (98%), the language lab (73%) and after-school tutoring (71%). Some clients reported improvements in their English language skills throughout the survey. As well, most of the MCY teachers perceived that clients make excellent language or literacy skill improvements as a result of MCY.

About one-third of the clients surveyed had participated in the Ready to Work program and almost two-thirds (65%) reported had helped them to become a better worker – in part because they had learned about Canadian workplaces and practices (6) as well as because of specific RTW skills, English language skills and increased self-confidence.

The free ESL lessons, funded by MCY, is a marvelous program, which enjoyed tremendous support and engagement both from students and the larger community as a whole. Businesses expressed that they appreciated having a workforce with increased English-language skills, and community members who spoke fluent English expressed support for programs that helped new Canadians participate more in the community. And of course the students enjoyed tremendous benefits from the program— they were able to increase their skills, engage with their community, and make friends in their new home in Canada. In turn, these students gave back to the community— as volunteers, as skilled workers, and as bright and unique voices for change and progress in the community.—MCY Teacher

Contributions to Yukon Nominee Program Goals and Mandate

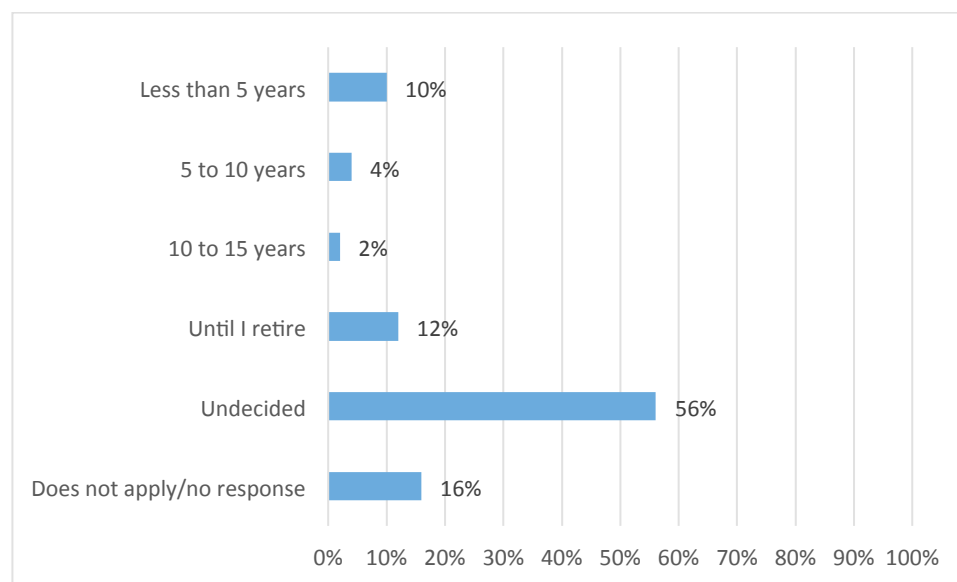
The evaluation examined MCY's contributions to Yukon Nominee Program goals and mandate. In particular, it looked at:

- How long clients see themselves in Yukon and
- Whether clients have accessible resources to encourage long-term settlement

Length of Time Clients Plan to Live in Yukon

- A majority (56%) of surveyed clients are undecided as to how long they plan to live in Yukon.
- Only 10% plan to live in Yukon for less than 5 years. Six percent plan to live in Yukon for 5 to 15 years, and an additional 12% plan to live in Yukon until they retire (the number of years this comprises is unknown). Thus, up to one-in-five may be planning to live long-term in Yukon (5 years or more).
- It appears there is a relatively high proportion of MCY clients who may be open to living in Yukon long-term.

Exhibit 15 – Length of Time Planning to Live in Yukon

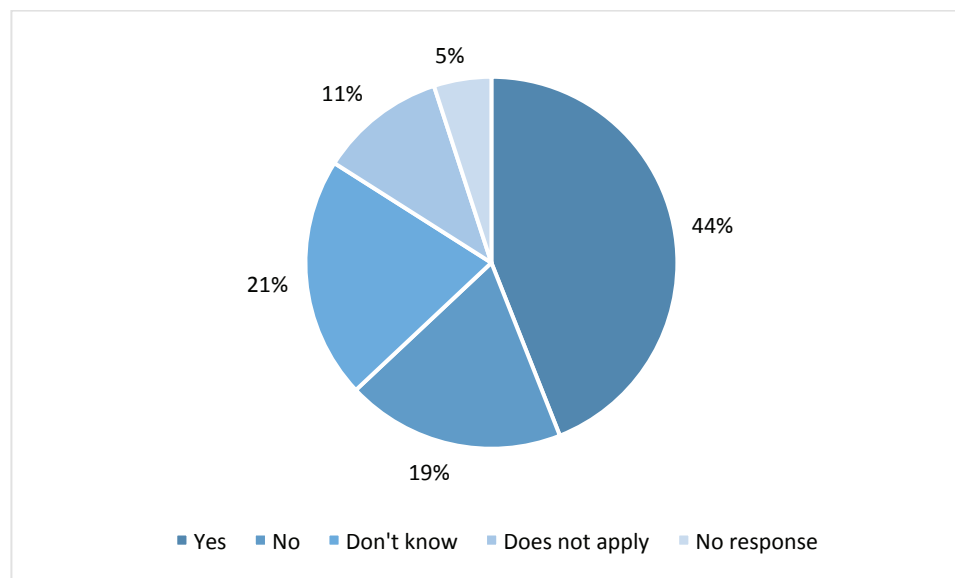


That it helps immigrants understand how to live and work in Yukon. Provides them with contacts and groups that help with the integration.—MCY Stakeholder

Access to Resources to Encourage Long-Term Settlement

- Most of those who may consider living in Yukon long-term believe they have access to the resources they need to do so. Forty-four percent of clients surveyed responded yes, they have access to such resources while 19% said no.
- The remaining 37% were not sure, responded that this question did not apply to them or provided no response to it.

Exhibit 16 – Have Resources Needed to Stay in Yukon a Long Time



- When asked what they would need to stay in Yukon for a long-time, surveyed clients most often mentioned:
 - Employment e.g., a job, for a good wage, using their skills (8 responses)
 - Housing e.g., affordable and/or of sufficient size for their family (4)
 - Family members (2)
 - An immigration status that would enable them to stay (4)
 - More recreational opportunities (2)

Will be better with a good job .Not hard to find a job but hard to find one that challenge myself and pay well.—MCY Client

A house we can afford.—MCY Client

In my opinion, there aren't enough job offers for skilled workers. In addition, there are a lack of recreational opportunities for all ages, especially for young people. I think this is essential in a place where the weather is a big challenge during most part of the year.—MCY Client

- Clients surveyed most often said what they like about Yukon are its people and natural environment.



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- Clients suggested other services which should be available to help foreign workers settle in Yukon would be:
 - Immigration services (5 responses)
 - Affordable housing (6)
 - Help to find employment (6)
 - Other English activities e.g., for children, with other Yukoners (4)
 - Better access to medical services/doctors (3)
- Teachers suggested MCY could help new Canadians with bureaucratic literacy and understanding their rights in the workplace.
- Stakeholders suggested it would be helpful to employers to know if immigrants are interested in tourism jobs and, if so, what kinds.

I appreciate all the efforts of the whole MYC family to help foreign workers to settle here in Canada; their programs to enhance our skills that is really a beneficial to us to reach our goals in this beautiful country, to The Yukon in particular. Thank you.—MCY Client

For me as I experience, MCY help me to find the way to solve my problem. Maybe I am not here in Canada anymore if I didn't meet [MCY staff member], she spend time, give advice sort the things out. MCY staff are really great, they have very good service, and they willing to spend time for you anytime...—MCY Client

It is great to know that there is a place like MCY to go to for immigration and settling needs and to learn about other culture.—MCY Client



MALLOCH GRAHAM + ASSOCIATES

Whitehorse, Yukon | North Vancouver, BC